



Woodruff Park

STRATEGIC PLAN
MARCH 2020



Woodruff Park AtL

Sponsored
By:

Woodruff Park
Ownership:



Prepared By:



MJM Management Group
Turning Public Space into Community Value



Woodruff Park

STRATEGIC PLAN
MARCH 2020

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EXECUTIVE SUMMARY

As Downtown’s signature greenspace for more than 40 years, Woodruff Park represents a unique blend of art, culture, and nature. In urban areas, parks provide a multitude of functions, and Woodruff is no exception. The park offers people a connection with nature, an opportunity to learn about Atlanta’s past, and the ability to engage with art, water, and a variety of social interactions.

Like Downtown itself, Woodruff Park’s users are diverse, and park advocates (neighbors, users, ADID, stakeholders) seek greater inclusivity and expanded offerings in both design features and programming types.

The Atlanta Downtown Improvement District (ADID), the City of Atlanta, and corporate partners have worked over the past 10 years to address recommendations from the 2008 master plan. With a renewed emphasis on social wellness, rising maintenance concerns, and the demand for expanded art and culture offerings, ADID determined it was the right moment for a strategic plan.

Strategic plans differ from master plans, whose emphasis is often limited to design elements and capital improvements. A strategic plan is more comprehensive and addresses elements of policy, design, programming, and operations. The intent is that these elements “speak to one another” and are aligned to provide ADID with a comprehensive framework for implementing the plan. The plan has no timeline for execution because there are many factors that can affect implementation. As part of this plan, a pro forma provides an eight-year road map to guide ADID through implementation of recommendations, projecting potential revenue generation and identifying how funds can be invested in the park through physical improvements, programming, management and maintenance. Further, the plan identifies specific short-term action items in each chapter with a summarized list provided in the appendix. It is important that ADID, the City of Atlanta, and Woodruff Park staff champion these steps in order to achieve the park’s vision and the plan’s strategic initiatives.

SIX STRATEGIC INITIATIVES

The Woodruff Park Strategic Plan calls for six strategic initiatives that are a result of reviewing park needs and interviewing key stakeholders:

A SAFE & EQUITABLE SPACE FOR ALL USERS

Woodruff Park is a safe and equitable space where all users feel included, comfortable, and able to enjoy the space and activities.

365 PARK

Woodruff Park is a year-round open space that contributes to the vibrancy of Downtown Atlanta.

3BL: TRIPLE BOTTOM LINE

Woodruff Park responds to the triple bottom line for measuring success: financially sustainable, environmentally sustainable, and socially sustainable.

STREAMLINE MAINTENANCE + OPERATIONS

Woodruff Park is supported by an ADID's maintenance and operations structure that is tailored to support the mission of the park.

ARTS + CULTURE EMPOWERMENT

Woodruff Park empowers the arts and culture community by integrating and communicating stories and creative expression.

LIFE SAFETY / STABILIZATION

Woodruff Parks infrastructure is free of hazards and safe for both the public and staff.

Executive Summary Continues on Next Page >>

SIX CHAPTERS RECOMMENDATIONS + PLANS

These six strategic initiatives correspond to the recommendations made in each of the six chapters. Recommendations were vetted by determining if each proposed improvement upholds one or more of the strategic initiatives which is the same process that can be used to make future park improvement decisions.

MANAGEMENT PLAN

To effectively manage Woodruff Park in the future, expand the management and staffing to include an Executive Director, a Program Coordinator, and a Maintenance Technician. Staff is supported by new subcommittees composed of ADID staff, city staff, and stakeholders.

SOCIAL SERVICES + EQUITY PLAN

Building upon the success of the partnership with local homeless outreach organizations, Woodruff Park should continue to connect to a broader user group. This includes expanded outreach and collaboration with a variety of constituents and

groups, and redesigning spaces to account for those with disabilities. Efforts range from tactical solutions to long-term initiatives.

ACTIVATION PLAN

Continue to expand program offerings at Woodruff as park staff explore relationships with a broader group of users. These include smaller efforts such as coordinating wedding and events with the Candler Hotel, to bolder ideas such as an ice rink. Both types of strategies support expanding park equity and help meet needs outlined in the pro forma.

SAFETY PLAN

Since ADID assumed management of Woodruff Park, the organization has emphasized park safety. ADID's successful the Ambassador Force program can be tailored to fit park needs. The plan emphasizes continual and extensive staff training to help the ambassadors address needs unique to the users of Woodruff. The plan calls for formal community safety meetings with key stakeholders to build a coalition addressing public safety. The use

of technology and forms (such as a park rules and regulations handbook) provide additional resources to make interactions more effective.

PHYSICAL IMPROVEMENTS + MAINTENANCE PLAN

A series of physical improvements and supporting maintenance strategies are communicated through individual cut sheets that detail the improvement, associated maintenance, and project costs. Major infrastructure improvements such as fountain infrastructure are complemented by reprogrammed spaces, including a new dog park. There was strong stakeholder support for making movement through the park easier with an accessible promenade. All improvements are identified with a cost and are prioritized by each strategic initiative.


PROPOSED BUDGET + PRO FORMA

The proposed budget considers new staff and required maintenance. The pro forma illustrates how increased programming and captured costs can help lower ADID's annual commitment to Woodruff and allocate this towards future capital improvements and maintenance. Recommended changes to the current Memorandum of Understanding (MOU) will help make this new budget a reality.

In summary, the Strategic Plan calls for significant changes in how Woodruff Park is managed, maintained, and operated. The proposed changes are designed to assist ADID and the City of Atlanta in helping Woodruff Park reach its full potential. ADID and its partners are doing tremendous work within and for the park, and this strategic plan supports their mission of creating a livable environment in Downtown Atlanta.



Doggy Con 2019 in Woodruff Park.



ATLANTA DOWNTOWN IMPROVEMENT DISTRICT + WOODRUFF PARK

The Atlanta Downtown Improvement District (ADID), founded in 1995 by Central Atlanta Progress (CAP), is a steward of Woodruff Park through a Memorandum of Understanding with the City of Atlanta. In addition, ADID serves the larger downtown “District,” the District consists of 220 blocks bounded by North Avenue to the north, Memorial Drive on the south, Piedmont Avenue/Downtown Connector on the east, and the Norfolk-Southern rail line on the west. As a public-private partnership and 501(c)3 nonprofit funded through a community improvement district, ADID has overseen significant Park improvements in recent years, including the 2008 Master Plan, the ATL play structure, community improvement grants, the addition of a Woodruff Park Project Manager, and this Strategic Plan initiative.

ADID’S MISSION STATEMENT

ADID aims to build a 21st century Downtown as the heart of the Atlanta region – a vibrant community with strong leadership and sustainable infrastructure that is safe, livable, diverse, economically viable, accessible, clean, hospitable and entertaining.

A photograph of Woodruff Park in Atlanta, Georgia. The scene is dominated by a large, leafy green tree in the foreground. In the background, several people are sitting on a wooden bench, some looking at their phones. A large, light-colored umbrella is visible behind the bench. The overall atmosphere is peaceful and green.

CONSULTANT TEAMS

The Woodruff Park Strategic Plan was crafted by Pond and MJM Management Group. This consulting team was selected following a public Request for Proposals in late 2018.

Pond is a multi-disciplinary architecture and engineering consulting firm based in Peachtree Corners and Downtown Atlanta, Georgia. Pond's award-winning Landscape Architecture (LA) Studio managed and champion this project to its fruition. Its LA Studio is comprised of twelve landscape architects and planners specializing in public realm design. Its Downtown office staff are frequent users of Woodruff Park.

MJM Management Group is a property management firm based in San Francisco, California. Founded by Mary McCue, MJM is a national leader in the management of public space. They currently manage Union Square Park, Yerba Buena Gardens, and Mission Bay Parks. In addition to property management, they provide consulting services to business improvement districts, developers, and communities nationwide including the Atlanta Downtown Improvement District and Woodruff Park.



Park-goers under the shade of the large overstory trees and umbrellas.

WOODRUFF PARK MISSION, VISION, + STRATEGY STATEMENT

These statements and the organizing principles identified later in this document as strategic initiatives, form an inverted pyramid with ADID's mission at the top. Woodruff Park does not yet have a dedicated governing body such as a friends group or conservancy, but it is a priority area of focus for ADID. As a result, staff currently view ADID's mission statement as the park's mission statement.

The vision statement is a text that spells out the larger, more idealistic aspirations for the park. The vision philosophically informs the strategic plan process.

The strategy statement provides guidance for tactical decision-making regarding the strategic

plan. It is meant to provide direction for the planning, suggested capital changes, and fundraising plan. The statement emerged from the strategic plan process based on all the discussions, feedback, and reflections; it aims to be a summary of ADID's tactical vision for the park.

The strategy statement distills the vision for the park into two tactical pillars—*“flexible event space”* and *“neighborhood park”*—and can be used to “pressure test” any ideas for changes, improvements, or plans for the park. If ideas do not align with the strategy pillars or with the larger vision statement, they may not be the best fit for Woodruff Park.

STRATEGY STATEMENT

We aim to transform Woodruff Park into a public space that is equal parts *flexible event space* and *neighborhood park*.

The *flexible event space* aspect should add or remove elements to the park that will allow current events and programs to be executed more easily and cost effectively, as well as be more adaptable for a wider variety of events—both internal and external. Upgrades made to the park will allow for more streamlined event production and a better experience for event attendees.

Woodruff Park as a *neighborhood park* is an amenity that serves its built-in audience of Downtown office workers, Georgia State University students, residents, and under-housed/underemployed visitors. The park should be a welcoming place for all visitors 7 days/week, 365 days/year, for all seasons, and all times of day that the park is open. It should be safe, clean, vibrant, and inviting during at all these times.



VISION

Situated in the heart of Atlanta, Woodruff Park functions as the nexus of activity for a diverse cross-section of audiences. The park elevates the Downtown Atlanta experience by providing the community with an open, accessible public space that balances opportunities for respite amidst a bustling urban environment with a playful array of free programs focused on community vibrancy, creativity and wellness. This “patch of peace” strives to exist symbiotically and ethically with its neighbors, offering an amenity that inspires stewardship and civic pride.



Georgia State University students enjoying morning coffee in Woodruff Park.



A LETTER FROM AJ ROBINSON

If Downtown Atlanta is the heart of the city, then Woodruff Park is its public square—a highly visible and accessible space where all who come to Downtown can converge and enjoy its offerings. For over 40 years, I have witnessed the park’s impact on residents, businesses, and the surrounding community.

In acknowledgment of the park’s important role and geography within Downtown, the Atlanta Downtown Improvement District (ADID) has managed, maintained, and programmed the park since 2004, when we entered into a Memorandum of Understanding with the City of Atlanta. Our support of the park was augmented in 2016, when ADID received Southwest Airlines’ Heart of the Community grant. This allowed us to reinvigorate park programming and support the Woodruff Park Project Manager position. A subsequent Southwest Airlines’ grant provided funding for more programming and personnel to provide homeless outreach support. This multi-faceted approach has made a significant short-term impact on the Park. To further leverage our efforts for long-term success, ADID embarked on a strategic planning effort to provide a clear and comprehensive guide to long-term operations, management, and maintenance of Woodruff Park. This Strategic Plan and its numerous recommendations are the culmination of a 14-month process that prompts park stewards like ADID to consider how the park can realize its full potential.

In collaboration with the City of Atlanta and Downtown businesses, residents, and stakeholders, I am confident that implementing this plan will guide Woodruff Park toward a promising future.

INTRODUCTION

This section briefly explores Woodruff Park's impact on Downtown Atlanta, its unique place in the City and how the Park is connected through multiple historic storylines that date to the City's origins.

The Park is jointly stewarded by the City of Atlanta Parks Department and ADID, with ADID taking an active role in the upkeep and programming. As a direct result of efforts, outreach, and initiatives to improve the Park, public views are shifting from a perceived image of urban blight to one of beauty, activation, and community.

This section sets the stage for the Strategic Plan's intent, principles, and goals that are guidelines for managing Woodruff Park. It introduces the Plan Framework, including the process for the development of the Strategic Plan, and presents an overview of each section of the document.

Six overarching principles, the Strategic Initiatives, are defined in this chapter and serve as a litmus test to critically analyze the relevance of proposed park improvements.

A more defined system for the management of Woodruff Park illustrates the benefit and use of tracking data and standard forms, which are introduced in this chapter, described in the Activation and Safety Plans, and provided in the appendix of this document.

WOODRUFF PARK BACKGROUND

Over the years, Woodruff Park and the surrounding neighborhoods have experienced numerous changes. From the Olympics to the recent expansion of Georgia State University to a renewed interest in downtown living, Woodruff Park is a key part of this dynamic urban environment. The six-acre Downtown greenspace is bisected by Auburn Avenue and is situated north of Edgewood Avenue, between Peachtree Street NE and Park Place NE. Woodruff Park is located in the city's geographic center, where business, entertainment, government, and education meet, making it a truly democratic public space with users who represent a broad demographic spectrum.

WHERE PEACHTREE MEETS SWEET AUBURN

Woodruff Park is at the historical intersection of Peachtree Street and Sweet Auburn. *Where Peachtree Meets Sweet Auburn*, a book published by Gary M. Pomerantz in 1996, illustrates the intersection of the city's complex racial dynamics

and the Civil Rights Movement. The complex history of this location makes Woodruff Park a place that necessitates the telling of Atlanta's often tense and intertwined racial history and the grounds for becoming a center of social justice, equity and racial healing.

REVITALIZATION

Woodruff Park was first opened in 1973 and functioned much more like a plaza than a park. In 1980, the park underwent its first revitalization, which included the addition of a tree-lined central plaza. During this time, Downtown was activated with businesses, and office workers used the park as a lunch destination. However, by the late 1980s the park suffered from less-active management and programming as Atlanta's central business center shifted to north Downtown and Midtown, and other business moved to the suburbs.



Copyright Atlanta Journal-Constitutions. Courtesy of Georgia State University.



Photograph from Atlanta Downtown, Woodruff Park website: <https://www.atlantadowntown.com/woodruff-park>

1996 CENTENNIAL OLYMPIC GAMES

Atlanta underwent major renovations in preparation for the 1996 Centennial Olympic Games, with over \$1 billion in construction projects. In 1994, Woodruff Park benefited from a \$5 million capital improvement effort. Centennial Olympic Park opened in Downtown, providing additional greenspace and spurring hotel and business investments.

URBAN REVIVAL

In the mid-to late 2000's, an increase in residents, business incubators, and developers in Downtown spurred a renewed interest in Woodruff Park. Since 2004, Central Atlanta Progress (CAP) and the Atlanta Downtown Improvement District (ADID) have led efforts to maintain and program the park.

In 2006, a Memorandum of Understanding (MOU) was established between the City and ADID, and a Master Plan was completed in 2008. 2016 brought about another era of renewal for the park that continues today. Southwest Airlines awarded Woodruff Park a "Heart of the Community" grant to maximize the park's potential to become an exciting Downtown gathering space. Extensive community engagement research was completed, and a Project Manager was hired to implement the new grant. Recent updates include a new visual identity, the Game Cart, Wi-Fi, banners, umbrellas, colorful furniture, year-round events and programs, and the engagement of a social worker dedicated to serving those in need who frequent the park.

The park's proximity can help to tie the surrounding public investments together, including Georgia State University's (GSU) future linear park, MARTA's improvements to the Five Points Station, the Broad Street Boardwalk, and the redevelopment of South Downtown.

PROGRAMMING + OFFERINGS

The park includes passive and active spaces, two fountains, moveable furniture, a performance pavilion, several monuments, workout equipment, and an "ATL" playground sculpture

This information is courtesy of the Woodruff Park Website: <https://www.atlantadowntown.com/woodruff-park>.



Every day bustle through Woodruff Park as college students, business people, tourists, and park regulars intertwined.

STEWARDSHIP + MANAGEMENT OF WOODRUFF PARK

CITY OF ATLANTA OWNERSHIP

The City of Atlanta owns Woodruff Park and is under the management of the Parks Department. The Park is jointly stewarded by the City of Atlanta Parks Department and ADID, with ADID taking an active role in the upkeep and programming through a Memorandum of Understanding (MOU). As a direct result of the joint efforts, outreach, and initiatives to improve the Park, public views are shifting from a perceived image of urban blight to one of beauty, activation, and community.

ROLE OF ADID

A team dedicated to Woodruff Park works daily to activate, clean and patrol the park with help and support from ADID. Staff are employed by ADID.

The team includes:

- 1 full-time park project manager
- 2 full-time park attendants
- 1 part-time park attendant
- 2 full-time maintenance crews
- 1 part-time seasonal game cart attendant
- 2-3 community service volunteers (every day)

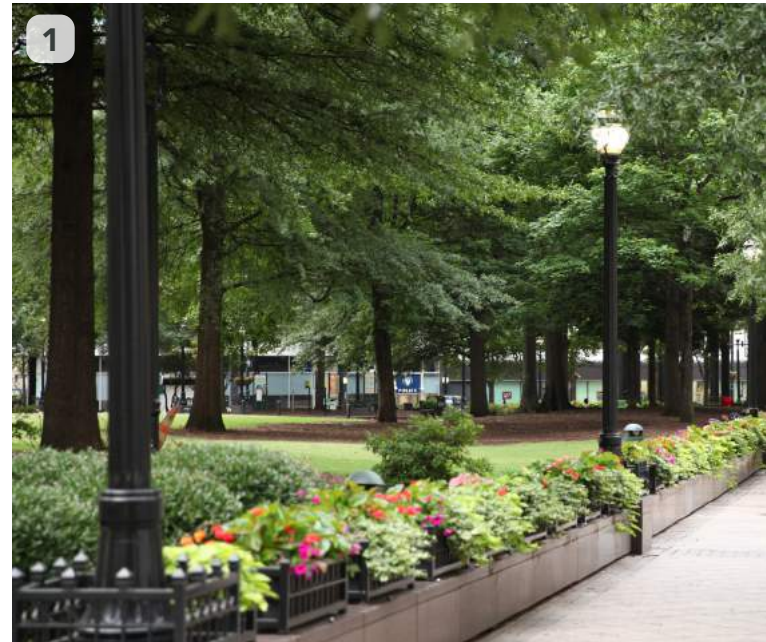
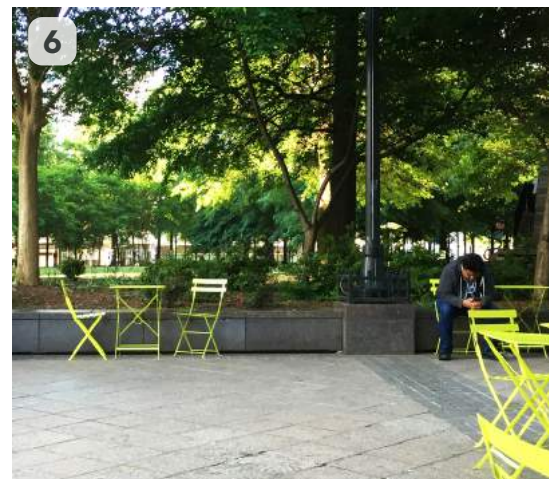




Fig.1 Flowers blooming along Peachtree Street. **Fig.2** ATL play sculpture, in spring. **Fig.3** Exercise station within the trees of the southern portion of the park. **Fig.4** Dedicated Relay Bike spaces, a public bicycle sharing system. **Fig.5** Lawn chairs on the open greenspace. **Fig.6** Brightly colored moveable chairs and tables located throughout the park. **Fig.7** Northern plaza and fountain. **Fig.8** Phoenix Plaza at Peachtree Street and Edgewood Avenue/Marietta Street.



PLAN FRAMEWORK

Woodruff Park has benefited from a great deal of planning work and analysis of the park's design, programming, and relationship to its surrounding neighborhood.

With a relatively mild climate in Atlanta, parks are year-round spaces and need to reflect a diversity of programming and incorporate resilient design to handle the urban environment. This effort is about creating a strategic plan that aligns with previous efforts, minimizes risks for key stakeholders, and provides clear direction moving forward.

Six strategic initiatives were identified early in the process and will be further defined later in this section.

STRATEGIC INITIATIVES

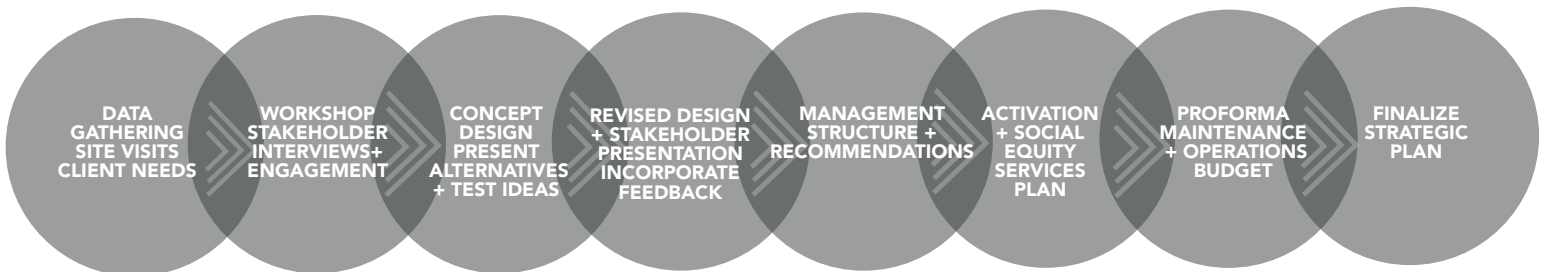
1. Safe + Equitable Space for All Users
2. 365 Park
3. 3bL: Triple Bottom Line
4. Streamline Maintenance + Operations
5. Arts + Culture Empowerment
6. Life, Safety + Stabilization



Triple Bottom Line, 3bL is an initiative that includes three elements of sustainability: social, ecological, and financial. It is used to evaluate performance and establish better business practices.

STRATEGIC PLAN PROCESS

The Strategic plan process, illustrated in the graphic of the same title, provided a framework for the project deliverables and major milestones. Additionally, the process was a method to gather perspectives from those closely involved with the park including ADID staff and community stakeholders.



The strategic plan process provides a framework for deliverables and major milestones.



Chess players on a sunny day in Woodruff Park.

DATA GATHERING, SITE VISITS + CLIENT NEEDS

The project team worked to gather data, conduct site visits, and learn about Woodruff Park's needs. Reviews of past studies and reports established a baseline for moving ahead, and site visits were conducted during different times of the day and week to obtain a holistic understanding of how the park serves users.

A client Project Management Team (PMT) represented ADID and included the Woodruff Park Project Manager, VP of Marketing, and VP of Operations and Public Safety. This team met bi-weekly with the consultant team, which created a constructive channel of feedback and the ability to critically analyze proposed actions, as well as the flexibility to course correct and refine each aspect of the plan while identifying needs for additional fact-finding meetings with stakeholders, and ADID staff.

The process unearthed information critical to the plan's development and when viewed through the

lens of best practices for public space activation and management, illuminated insights for the development of recommendations and directives.

STAKEHOLDER WORKSHOP, INTERVIEWS + ENGAGEMENT

During the initial stages of the plan, the consultant team conducted interviews with park users and stakeholders. This included formal interviews as well as stakeholder group meetings.

The intent of these conversations was to provide a forum to share honest opinions on operations, maintenance, park usage, issues, opportunities, services provided, safety, and equity. This outreach also included a ride-a-long with Zone 5 Atlanta Police Department on-duty officers. The ride-a-long presented the consultants the opportunity to view the park and surrounding area through the lens of law enforcement officials and provided key insights into social and governmental factors affecting the park and its management.

Plan Framework Continues on Next Page >>

Approximately 20 stakeholder interviews were conducted in three days and included the following categories of participants:

- ADID staff
- Residents
- Adjacent property owners
- Adjacent business owners
- Zone 5 police officers
- Social services professionals
- Law enforcement public servants

STAKEHOLDER INTERVIEW FEEDBACK

From stakeholder interviews it was clear that park staff and stakeholders would like to augment both special and on-going events to continue positive activations of the space. Below is a summary of the comments, suggestions, and some initial recommendations that came out of the interviews. All reflect the expressed thoughts of the interviewees. Comments and suggestions range from praise of positive change to operational suggestions and provide a well-rounded overview of the interviewees' collective thoughts about the park.

1. Need for more food options located within the park, whether kiosk, taking over the Reading Room building, or new structure.
2. Enhancement of all aspects of programming, with both large events serving the city, as well as activities/programming/space designed for casual or everyday use—this will help increase “stakeholders” in the park and can be less labor-intensive, as the activation is more passive.
3. Multiple interviews suggested the need and desire for cooperation and partnering with Georgia State University (GSU). Plan to engage the GSU student population through the student government association and possibly dean of students and/or dean of housing.
4. Seasonal amenities like markets, ice rinks, and lighting to increase year-round use of the park.
5. Activation/programming ideas: kite flying, kick ball, dodge ball, croquet, roller skating, ping pong, concerts, chess tournaments, family nights/family activities, flower seller, winter promotions, yoga on Wednesday afternoons/Saturdays, solar powered bike-a-thons, Christmas programming, caroling, hot chocolate, tree lighting ceremony, entertainment, music, art display, activation/complementary events during major sporting events (final four activation), workshop for lanterns (re: Lantern Parade), markets: ‘indie craft experience,’ marathons, walk-a-thons, more activity nodes, link/coordinate with CAP events, weddings/receptions in north plaza, snowman contest, outdoor board meetings, outdoor classrooms, summer camps for youth/teens, trivia, bingo, parades through Downtown, artisanal retailers, makers markets, beer and wine events.
6. More consistency of scheduled activities.
7. German Bierfest and food trucks are very popular.
8. Add “At Woodruff Park” to all neighboring businesses, websites, promotions of area.
9. Host festivals and/or allow outside organizations to host for a fee.
10. Host a job fair and case-management workshops in the park.
11. Appeal to more kids and families.
12. Programming and games have cut down on problems.

13. Connect better with MARTA.
14. Link multiple parks (Centennial, Hurt).
15. Encourage surrounding businesses to stay open later for better evening activation such as outdoor seating for restaurants.

DESIGN ALTERNATIVES

From the assembled information, the consultant team developed three alternatives showcasing potential physical improvements to Woodruff Park. The focus of the designs was not to implement wholesale change, but to work with the existing boundaries of the site to create a functional and dynamic urban park. These ideas were vetted through aesthetic, operational, and maintenance lenses. Stakeholders had the opportunity to provide feedback on the alternatives through the workshop.

PREFERRED DESIGN ALTERNATIVES

Based on feedback from the Project Management Team and the stakeholder group, a flexible preferred alternative for Woodruff Park was produced to serve as a basis for physical improvements and to be tested and refined with the strategic initiatives and through the lens of the proposed recommendations. *See Appendix for Preferred Alternative.*

The questions posed in the stakeholder workshop asked team members to recognize and identify elements that make the space economically efficient and sustainable to operations, and minimize the risk of damage from events, performances, or other activities that will use the space.

Plan Framework Continues on Next Page >>



STRATEGIC PLAN RECOMMENDATIONS

The following “plans” provide an outline for the recommendations of the strategic plan and are further detailed in this document, each with their own section. Working in tandem, each plan is interconnected with the others as well as the proposed physical improvements.

MANAGEMENT PLAN

The management plan presents recommended revisions to the existing MOU with the City of Atlanta, adjustments to the organizational staffing and refined position descriptions with proposed additional positions.

A management structure, based on best practices, experience with efficient management models, and project team feedback is presented as the key component to the strategic plan.

SAFETY PLAN

Safety is a high priority to ADID, stakeholders, and the community. This plan presents goals and recommendations for staff action, police communication, a community safety meeting, a safety summit, and tracking systems.

ACTIVATION PLAN

An events menu for the key nodes of Woodruff Park was built upon efforts to date and incorporates ongoing strategies. This section reviews and provides recommendations for permitted events, an event packet, activation timeline with additional activations, and possible strategies for income generation.

SOCIAL SERVICES + EQUITY PLAN

The Social Equity + Services Plan identifies ways

to serve vulnerable populations that frequently use Woodruff Park. This includes education efforts for park staff, social programs with partner organizations, and targeted strategies that empower all users.

PHYSICAL IMPROVEMENTS + MAINTENANCE PLAN

The budget incorporates the park’s planned uses, maintenance service frequencies, and accounts for programmed uses of the park’s public realm.

The maintenance and operations budget incorporates assumptions for daily wear in Woodruff Park’s passive and active areas to help determine the necessary capital reserves for the replacement of fixtures, furniture, equipment, infrastructure, hardscape, and landscaping.

PROPOSED BUDGET + PRO FORMA

From the final alternative, the team developed a pro forma to depict both conservative and optimistic revenue projections for Woodruff Park. Included is a Market Feasibility Study to evaluate the market potential for a financially sustainable program and a Maintenance + Operations Plan and Budget to help assure that Woodruff Park performs as intended.

FINAL STRATEGIC PLAN DOCUMENT

Regular meetings with the PMT were conducted to review the Management Plan, Activation and Social Equity + Services Plan, the Pro Forma, Maintenance + Operations Plan, and Budget to ensure the recommendations align with the vision and strategic initiatives for the park. Based on feedback from the PMT, changes were incorporated into the final Strategic Plan Document.

SIX STRATEGIC INITIATIVES




Six main park initiatives were identified early in the strategic plan process and serve as a baseline to evaluate existing and potential park improvements.

The initiatives were developed from ADID and Woodruff Park staff's desired goals for the strategic plan, and they are designed to help park managers, park staff, designers, and anyone involved in the park's improvement process to critically determine

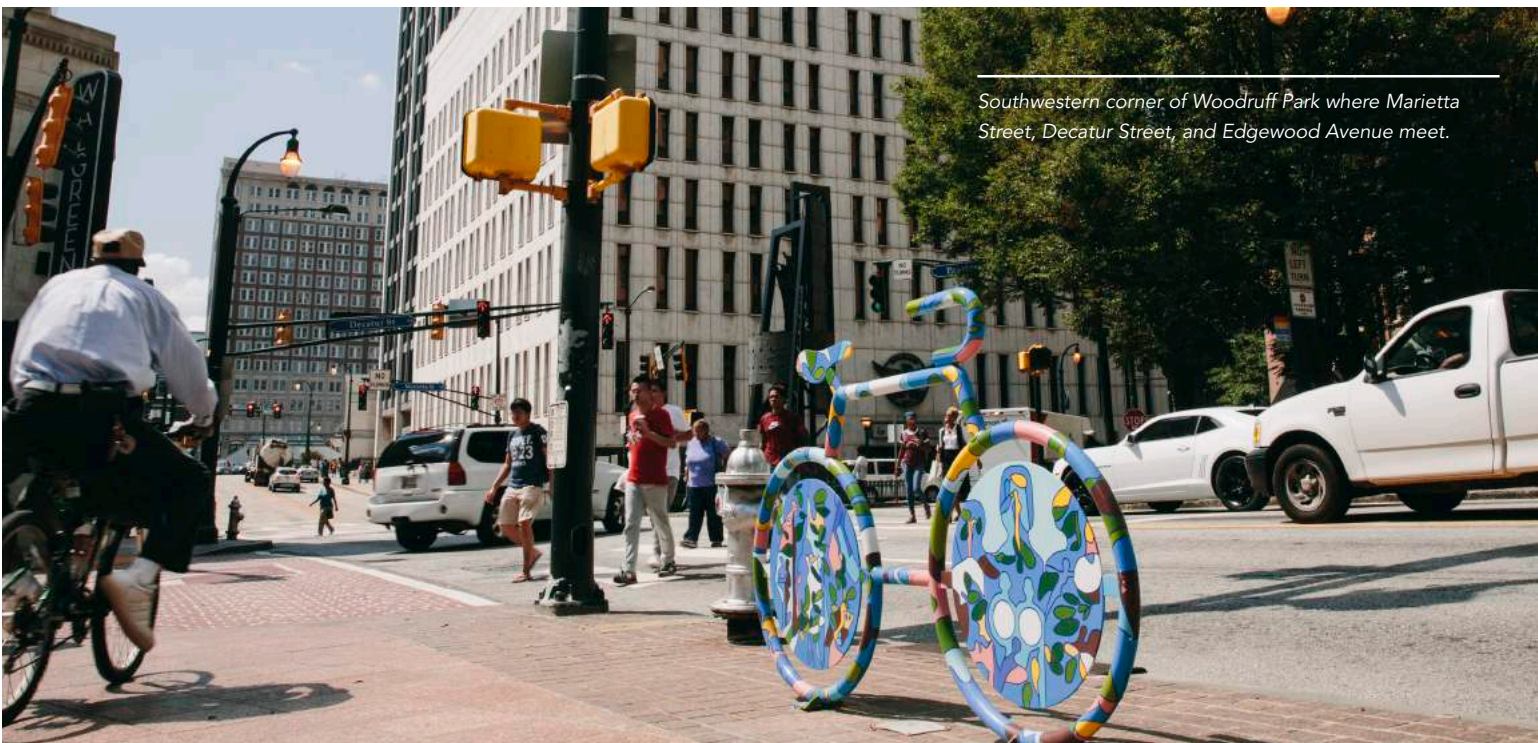
the relevance, need, and benefit of a proposed improvement.

The strategic initiatives are identified graphically through the use of icons, and this format is repeated in each of the cut sheets presented in the Physical Improvements chapter with a description of how the improvement upholds each strategic initiative.

SIX STRATEGIC INITIATIVES

-  **SAFE + EQUITABLE SPACE FOR ALL USES**
Woodruff Park is a safe and equitable space where all users feel included, comfortable, and able to enjoy the space and activities.
-  **365 Park**
Woodruff Park is a year-round open space that contributes to the vibrancy of Downtown Atlanta.
-  **3BL: TRIPLE BOTTOM LINE**
Woodruff Park responds to the triple bottom line for measuring success: financially sustainable, environmentally sustainable, and socially sustainable.

-  **STREAMLINE MAINTENANCE + OPERATIONS**
Woodruff Park is supported by an ADID's maintenance and operations structure that is tailored to support the mission of the park.
-  **ARTS + CULTURE EMPOWERMENT**
Woodruff Park empowers the arts and culture community by integrating and communicating stories and creative expression.
-  **LIFE SAFETY + STABILIZATION**
Woodruff Parks infrastructure is free of hazards and safe for both the public and staff.



Southwestern corner of Woodruff Park where Marietta Street, Decatur Street, and Edgewood Avenue meet.



TRACKING + FORMS

EVENTS, ACTIVATION, AND SAFETY FORMS

Included in this document are discussions regarding various forms and templates to assist with operating Woodruff Park. The forms are listed and explained in both the Activation Plan and the Safety Plan chapters, and are included in the appendix of this document. These forms are templates are intended to be adapted to the best use for Woodruff Park.

The forms serve to assist Woodruff Park in several important ways:

- Document the necessary steps for events
- Capture data on any incidents
- Provide information for analysis of trends that require a response or adjustment to the park operations plan

For example, the event forms will help ensure that the event client provides the correct insurance to Woodruff Park, giving ADID protection from liability for damage caused by the event. For the safety forms, the data collected will provide a record of any incidents should there be any legal follow up by any parties. A well-filled-out form that documents conditions will help determine any liability. In the absence of these documents, the property manager is often deemed liable. In addition to protecting the operator, some of the safety forms can reveal trends in the park, such as increased vandalism at a certain hour of the day, which indicates a need to work with staffing levels and police at that particular time.

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CONTEXT

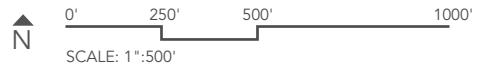
This section of the plan document includes the presentation of the research findings and sets the stage for the plan recommendations.

To establish a basis for the recommended management, programming, and physical improvements to the park, this chapter presents an analysis of the park's context. The analysis includes a review of the Downtown public spaces, the Woodruff Park district, the park's layout, and surrounding land use. An overview of existing plans and studies, the park's social dynamics, current programming and urban ecology provide a spatial and social understanding of the surrounding context.

DOWNTOWN PUBLIC SPACES



- Public Park
- Public Space / Plaza
- Public Space Under Construction



DOWNTOWN PUBLIC SPACES

Downtown Atlanta underwent major transformation in the 1990s in preparation for the 1996 Centennial Olympic Games. Centennial Olympic Park, Woodruff Park, and Hurt Park were all included in this revamp. Recently, Centennial Olympic Park underwent renovation for the 20th anniversary of the Olympics in Atlanta.

Woodruff Park is book-ended between Centennial Olympic Park to the northwest and Hurt Park to the southeast. There is opportunity for Woodruff to complement and coordinate programming for both Centennial and Hurt Parks to further enliven and activate the Downtown core.

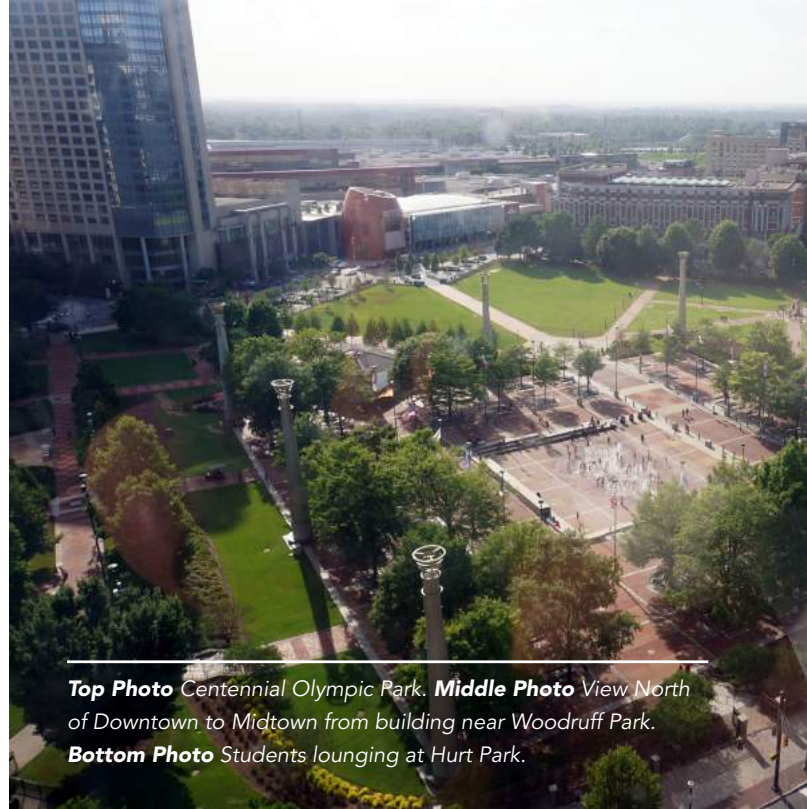
CENTENNIAL OLYMPIC PARK

This 22-acre public park helped spur economic development around it, including Pemberton Place, the World of Coca-Cola, Georgia Aquarium, National Center for Civil and Human Rights, and the College Football Hall of Fame. Within the park are the iconic Fountain of Rings splash pad, sculpture pieces, a small amphitheater, and open green spaces that accommodate both passive and active uses.

The park is operated by the Georgia World Congress Center Authority and is open daily from 7 a.m. to 11 p.m., unless otherwise specified for a private event. There is intensive programming throughout the park; some events include: Holiday in the Park, Sweetwater 420 Festival, Fourth of July Celebration, Chinese Lantern Festival, and the Publix Atlanta Marathon.

HURT PARK

Located just blocks from Woodruff Park, Hurt Park is the smallest of the three Downtown parks. The park includes open green space, tree massings, and a fountain. The park is operated by Georgia State University.



Top Photo Centennial Olympic Park. **Middle Photo** View North of Downtown to Midtown from building near Woodruff Park. **Bottom Photo** Students lounging at Hurt Park.



Copyright of Georgia State University.

WOODRUFF PARK + ADJACENT PUBLIC SPACES



WOODRUFF PARK + ADJACENT PUBLIC SPACES

Within 150 feet of Woodruff Park, major economic redevelopment and new development has recently occurred. With the influx of students at Georgia State University, businesses moving Downtown, and a growing city population, more public spaces are desirable and necessary to accommodate the increasing density.

MARGARET MITCHELL SQUARE

The fountain at this square honors Atlanta's Pulitzer Prize winning author Margaret Mitchell. Originally installed in 1986, the square features sculptures by the renowned artist Kit-Yin Snyder inspired by southern architecture. The plaza's granite fountains and sculpture were restored in 2012. This is not a programmed space; however, the fountain occasionally has a light installation.

BROAD STREET BOARDWALK

Located directly behind FlatironCity, adjacent to Woodruff Park, is a wood deck pedestrian plaza designed as a social public space with movable furniture for nearby businesses and restaurants, and a space for special events. The plaza was completed in 2018.

GSU PARK PLACE PLAZA

Completed in 2019, this plaza space includes seating nodes for students, trees in planters, and open walking space.

GEORGIA-PACIFIC PLAZA

Currently, the plaza is an open walking space with planted trees. A revamp of the plaza is set to be underway in 2020. It is anticipated to incorporate areas for both public and private activities and include sculpture pieces and seating.



Left Photo Broad Street Boardwalk. **Middle Photo** Margaret Mitchell Fountain. **Right Photo** GSU Park Place Plaza.

EXISTING WOODRUFF PARK PLAN



- | | | |
|--|---|--|
| <ul style="list-style-type: none"> 1 Phoenix Rising from the Ashes Sculpture 2 Game Cart 3 Phoenix Plaza + Gazebo 4 Exercise Equipment 5 Bocce Ball | <ul style="list-style-type: none"> 6 Reading Room Area 7 Restroom 8 ATL Play Structure 9 Phoenix Fountain 10 International Peace Fountain 11 Relay Bike Station | <ul style="list-style-type: none"> 12 Robert W. Woodruff Park Sign 13 Bosque 14 Park Place Streetcar Stop 15 Woodruff Park Streetcar Stop 16 Give Our Police A Hand Monument 17 Lawn |
|--|---|--|

EXISTING WOODRUFF PARK PLANS

Currently, Woodruff Park offers visitors a multitude of ways to use and enjoy this six-acre greenspace in the midst of an urban downtown.

REST + RELAXATION

- Cafe tables, chairs, and umbrellas
- Water wall and circle round fountain
- Muzak system
- Complementary Wi-Fi

FITNESS, WELLNESS, + PLAY

- The Game Cart
- ENERGI Fitness Station
- Bocce ball court
- Table tennis

- Recreation field and greenspace
- Children's play area and ATL sculptural playground
- Bicycle parts vending machine and bicycle repair station
- Relay Bike share hub

5 MINUTE WALK FROM WOODRUFF SUMMARY

- 20 Fast Food / Take-Out Restaurants
- 8 Cafés
- 3 Sit Down Restaurants



PROGRAMMING

ADID's role in permitted events is as a facilitator for events planned directly through ADID and outside events planned by the general public. The City of Atlanta also notifies ADID of events booked through the City's Department of Parks and Recreation.

ADID performs event set up assistance and coordination, cleaning and maintenance before and after events, tear-down assistance, and security all under the City's existing MOU. The MOU instructs events permitted by the Department of Parks and Recreation to work with ADID when they schedule an event at Woodruff Park.

Programming in Woodruff Park has seen a resurgence since the addition of the Park Project Manager in 2017. The following is a list of programmed special events and regularly occurring events in the park for 2019 and in to 2020.

ONGOING

- Yoga, Saturday mornings at 9:00am
- Atlanta from the Ashes: Downtown History Tours, first Thursdays and third Saturdays at noon
- Game Cart, attendants are work-study from GSU
- Library on the Lawn, Monday - Wednesday, Fulton County Library pop-up
- ArtSwap Mailboxes

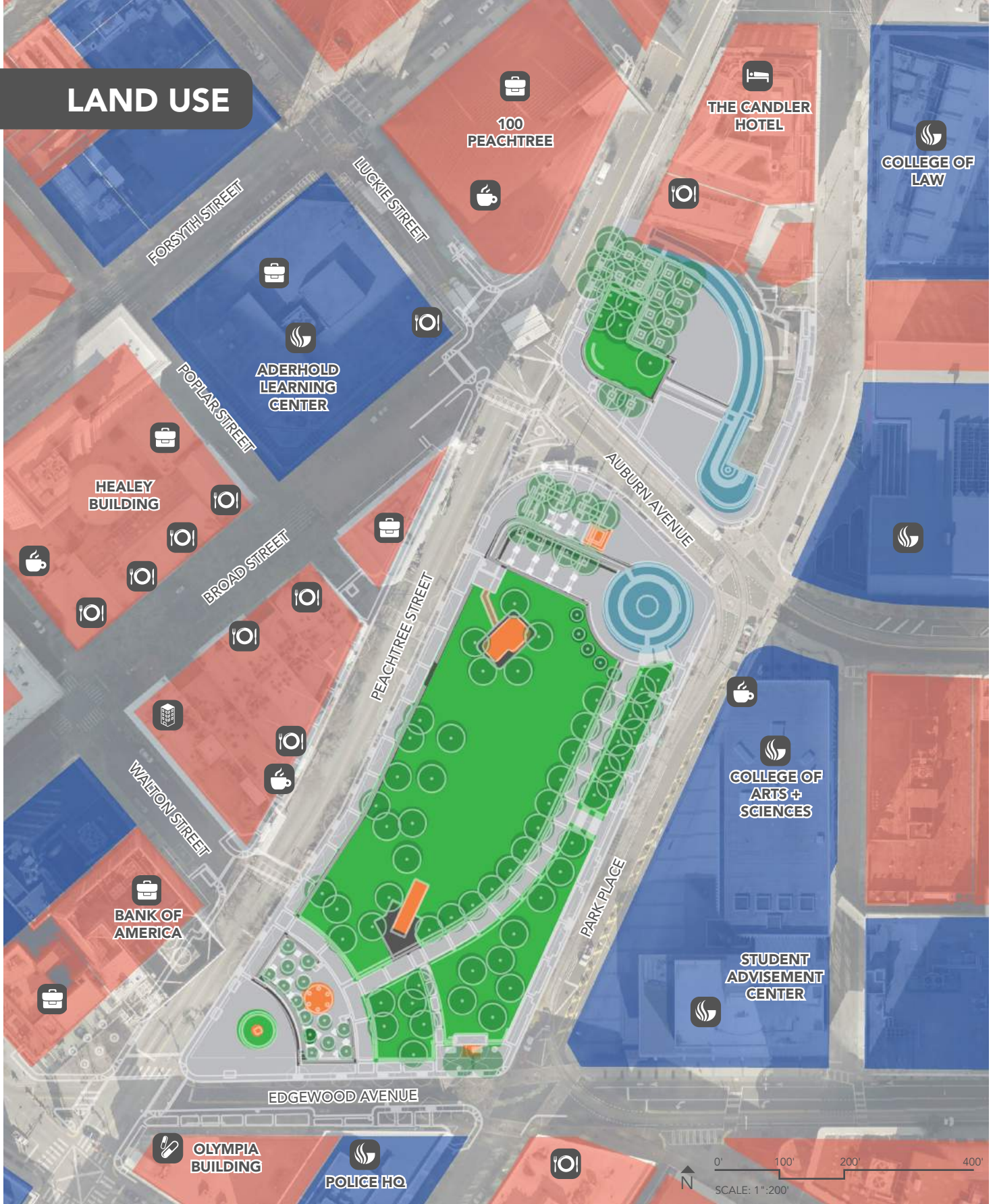
SELECTED SPECIAL EVENTS

- Live from Woodruff Park (partnership with Atlanta Jazz Fest) Wednesday concerts on the lawn in May, 5:00pm-8:00pm
- Food Truck Fridays: Food trucks and live music in June and July, 11:00am-2:00pm
- Doggy Con, Saturday, August 17th, 2019, 9.30am-1:00pm
- German Bierfest, Saturday, August 24th, 2019
- Movie Series, Movies on the Lawn, Wednesday evenings in October
- PRISM: Winter Lights Opening Celebration, Saturday, December 7th, 2019, 5:00pm-9:00pm
- Caroling in the Park, Monday, December 9th, 2019, 3:30pm-5:00pm



Caroling in the Park, 2019. The holiday tradition continues at Woodruff. Photo courtesy of Justin Chan Photography.

LAND USE



- Hotel
- Pharmacy
- Georgia State Building
- Business/Office

- Cafe
- Restaurant
- Apartments

- High Density Commercial
- GSU Building



LAND USES SURROUNDING WOODRUFF PARK

Directly surrounding Woodruff Park are a variety of businesses, restaurants, cafés, institutional learning centers, apartments, and hospitality industries. This allows for a large variety of people to have direct access to Woodruff Park, creating a cultural melting pot, and a space for people to come together to eat lunch, study, engage in events, and simply gather.

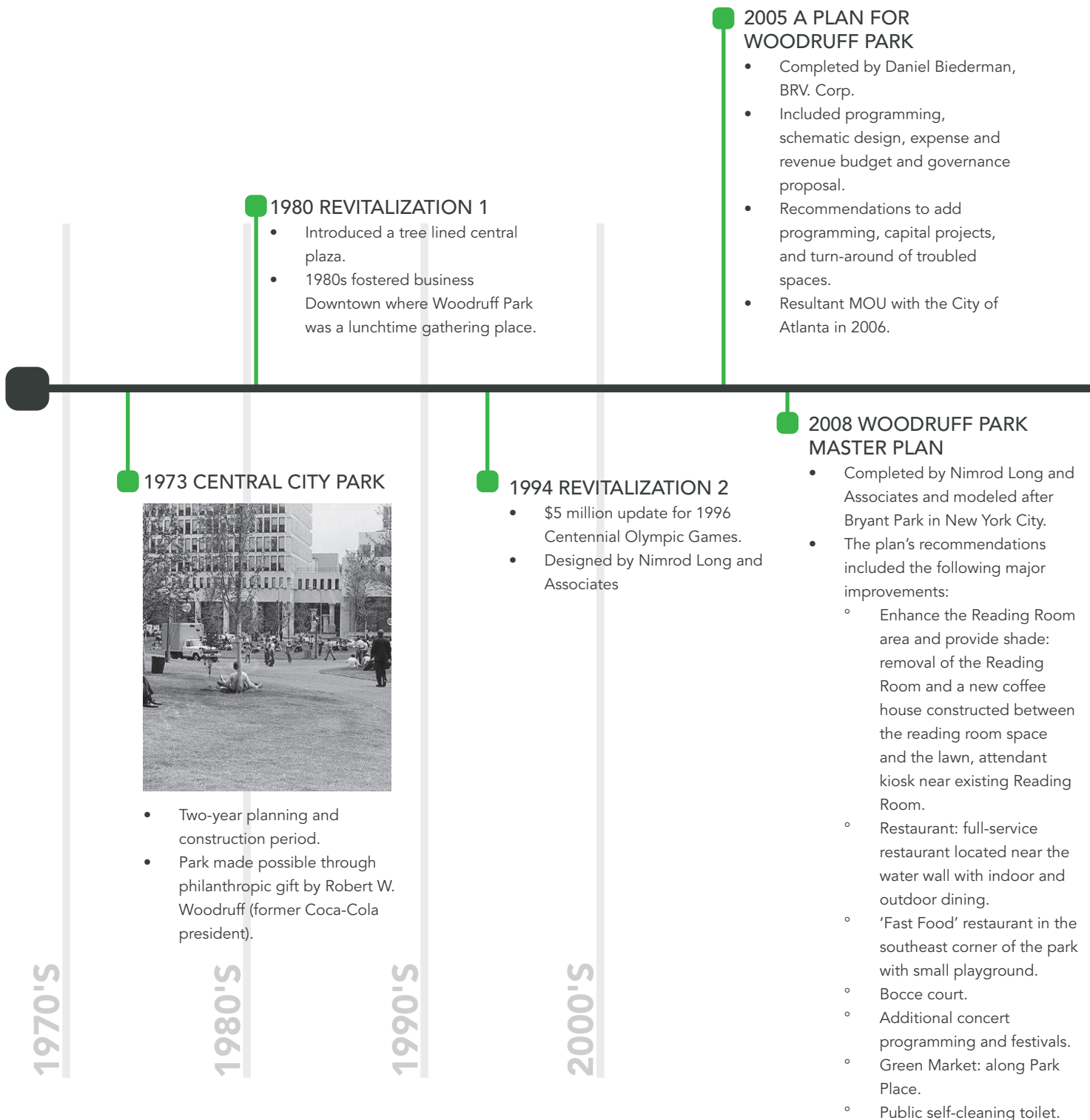
Georgia State University surrounds the park. GSU buildings include the College of Law, School of Policy Studies, College of Arts and Sciences, Student Advisement Center, and the GSU Campus Police Headquarters.

Local and chain restaurants and shops line the western portion of the park; more dining options are available further along Broad Street.

Within the same northern block at Woodruff Park, the Candler Hotel recently reopened after an ongoing historic rehabilitation transformation and includes 265 guest rooms and suites. Just south of Woodruff, the Olympia Building also recently went under historic rehabilitation and now houses a Walgreen's Pharmacy.

Muse's Lofts are an adaptive re-use that opened as apartments in 1995; with eight stories and 65 units, the lofts are the closest residential apartments to the park. Many businesses surround the park in high-rises including Bank of America, FlatironCity Co-Working Space, Atlanta BeltLine, Georgia Pacific, and multiple other companies and organizations.

EXISTING STUDIES + SIGNIFICANT MILESTONES



2016 SOUTHWEST AIRLINES HEART OF THE COMMUNITY PROGRAM



Joint effort between ADID, Southwest Airlines Company, and Project for Public Spaces.

- Grant from Southwest Airlines Heart of the Community program with monetary and technical support worth \$200,000.

- Plan to improve perceptions, increase park usage, enliven the public space.
- Guidance from Project for Public Spaces regarding placemaking.
- ADID led stakeholder engagement for improvement priorities.
- Led to re-imagining of southwest portion of the park to include: moveable tables and chairs, umbrellas, planters, updated landscaping.
- Introduction of the Woodruff Park Game Cart filled with supplies including: chess sets, board games, whiffle ball, and Frisbees.
- Phase II of the grant in 2018 supported efforts to attract a new audience, and better meet the needs of current users from underserved communities.
- The ArtSwap ATL mailboxes implemented in 2019 manifested from a partnership with Spark Corps, Cristo Rey High School, The New School and Georgia State University in co-design activities.
- Partnership with HOPE Atlanta to fund a social worker position.

- Removal of trees around the gazebo to open views into the park.
- Landscape and irrigation improvements.
- Fountain repairs and water system.
- Recommends private financing and private management based on minimal Downtown residents available to advocate for change.
- ADID embarked on a fundraising initiative with for major campaigns including the Capital Campaign: Plant the Seed, to raise money for park improvements; the Annual Fund: Lend a Hand, to support programming; Corporate Sponsorship: Reach your Community; and Individual Gifts: One gift at a time.

2016 UPDATES, PARK PROJECT MANAGER, PARK ADVISORY COMMITTEE

- ADID hired a new Woodruff Park Project Manager.
- The Park's advisory committee reconvened.
- Recent updates implemented include: new visual identity, the Game Cart, Wi-Fi, banners, umbrellas, colorful furniture, year-round events and programs, and a partnership with Hope Atlanta that includes the addition of a Case Manager dedicated to serving those in need in the park.

2013-2017 CITY OF ATLANTA'S STRATEGIC PLAN FOR PARKS AND RECREATION



- The plan aims to implement the following strategies:
 - Deliver exceptional spaces and diverse experiences.

- Mandate safety and security in all operations.
- Create a culture of innovation.
- Enhance our organizational capacity.
- Expand our impact through collaboration.
- Plan and build a marketing support system.
- Communicate effectively.

2017 THE ATLANTA CITY DESIGN: ASPIRING TO THE BELOVED COMMUNITY



- Online document and published book by the Department of City Planning.
- Based on Dr. Martin Luther King's vision for "the creation of the beloved community".

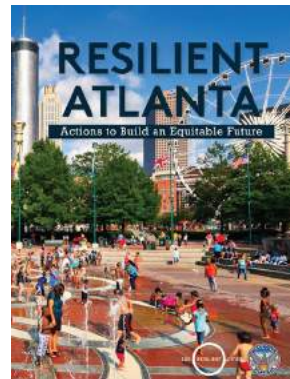
2017 DOWNTOWN ATLANTA MASTER PLAN



- Approved by City Council in 2017.
- Public engagement process with Downtown community including 125 face-to-face sessions, and an online survey.
- The plan includes six main goals with 100+ strategies for Downtown, organized under each main goal. The goals are:
 - Maintain focus on quality of life issues to humanize Downtown.

- Uncover, celebrate and preserve Downtown's heritage to ensure that new growth does not overwrite our history.
- Grow Downtown neighborhoods tailored to meet the needs of residents.
- Reinforce Downtown's role as the entrepreneurial and economic center of the region.
- Restore the forest in the center of the city.
- Offer real choice in transportation to reduce traffic congestion and reliance on automobiles and create space for increased activity.

2017 RESILIENT ATLANTA: ACTIONS TO BUILD A MORE EQUITABLE FUTURE



- Developed due to Atlanta's participation in 100 Resilient Cities (100RC) which is funded by The Rockefeller Foundation.
- 100RC aids cities worldwide to become more resilient by taking preventative measures to address social, economic and physical challenges.

- Intended as a document to guide Atlanta in its growth and how to address issues from inequity to natural disasters.
- Requires employment of a Chief Resilience Officer.
- Membership in 100RC gives access to technical expertise in developing resiliency plans.
- Engagement of 7,000 stakeholders.

- Written as a framework for inclusive growth to “enable a new generation of growth to create an even better Atlanta for everyone”
- A “strategic realignment of plans, projects, policies and priorities”
- The framework includes core values reflecting the City’s identity, strategic actions reflecting the need for urgency, design proposals based on the core values and strategic actions, and detailed plans for implementation.
- Contains a call to urgent and deliberate action to become the “beloved community”.

2020 URBAN ECOLOGY FRAMEWORK (UEF)

- City of Atlanta’s first urban ecology study, launched in 2018
- Evaluation and inventory of the City’s natural features, public and private green spaces.
- Evaluation and recommendations for the Tree Preservation Ordinance.
- Aims to identify Atlanta’s unique features, methods for habitat and ecosystem restoration, and policies promoting development aligned with unique features.
- Inventory used to develop recommendations regarding future green spaces, green connections and green policies considering projected exponential future population growth.
- Project in progress.

ENVISION: ATLANTA PARKS AND RECREATION COMPREHENSIVE PLAN



- Project kick-off conducted in February of 2018.
- Update of the City’s Parks and Recreation Comprehensive Plan.
- Project in progress.

2020'S

Information Sources:

1. www.atlantadowntown.com/woodruff-park/about/woodruff-park-history
2. <https://www.atlantadowntown.com/woodruff-park/support/hotc>
3. <https://www.atlantaga.gov/government/departments/city-planning/urban-ecology-framework>
4. <https://www.atlantadowntown.com/initiatives/plan-downtown-atl>
5. <https://saportareport.com/atlanta-publishes-resilience-strategy/>
6. <https://www.atlantaga.gov/government/departments/city-planning/placemaking>
7. <https://atlcitydesign.com/>

SOCIAL DYNAMICS

The social dynamics of Woodruff Park are complex, as to be expected for any urban park within a major metropolitan city. The park fell into less proactive management and programming from the mid-1990s to the mid-2000s, and much of the stigma associated with behavior in the park during that time is still a concern today, despite significant positive changes to the park space, programming, and maintenance standards.

PARK USERS

Woodruff Park is one of the most diverse public spaces in the City of Atlanta. People from all over the metropolitan area come Downtown to work. There is a growing residential population in locations such as the Healey Building, Muse's Lofts, and The William Oliver Condos. Downtown events draw people from the surrounding region, and charitable groups visit to provide food and support for those experiencing homelessness in the area. Georgia State University students frequently walk through the park and patronize restaurants along Broad Street. Visitors and tourists from outside the region drawn to Centennial Olympic Park and other city attractions find their way to Woodruff Park.

PARK PERCEPTIONS + HOMELESSNESS

Woodruff Park is maintained daily and—as a heavily used urban park—is well kept. Despite significant efforts to keep a clean park the perception, though improving, is still that the park is unclean. The park has a long-standing reputation locally and regionally as a gathering place for those experiencing homelessness.

LANGUAGE

Historically, individuals that spent extended periods of time in the park due to homelessness, joblessness or other unknown personal difficulties are commonly referred to in derogatory terminology. Park staff have begun to define two distinct user groups: "park users" and "park violators." Individuals experiencing homelessness within the park are "users" provided they do not camp in the space. Park violators are defined as those individuals who break the law and park rules. Having a more nuanced vocabulary is important because it allows park advocates to communicate their efforts more effectively to residents and visitors in Downtown. This also aligns with the social equity strategy ADID is working towards within Woodruff Park. There is no space for demeaning and derogatory language when working to create an equitable, compassionate, and inclusive environment for all members of the public to enjoy Woodruff Park.

UNDESIRABLE BEHAVIORS

It is understood by park staff, frequent users, and social services employees in the area that a select few individuals spending time in the park are consistent violators of the law, park rules, and general public social behavioral expectations. These individuals are often lumped together with those experiencing homelessness or hardships by the general public and those who do not experience the park on a day to day basis. Behaviors range from loitering, smoking, and cat-calling to fighting, drinking, gambling and other criminal activities. Individuals sit together along the seatwall on Peachtree Street, at the gazebo, or at tables in the former reading room area and are known to

verbally harass passers-by. The behavior of a select few at times deters and prohibits the use of the park by the majority of would-be users, preventing a great number of people from enjoying the park. Additional programming has helped to curb and temporarily eliminate the behaviors but continued persistence in enforcement of laws and rules and more robust programming will help to deter negative behaviors by replacing them with positive ones.

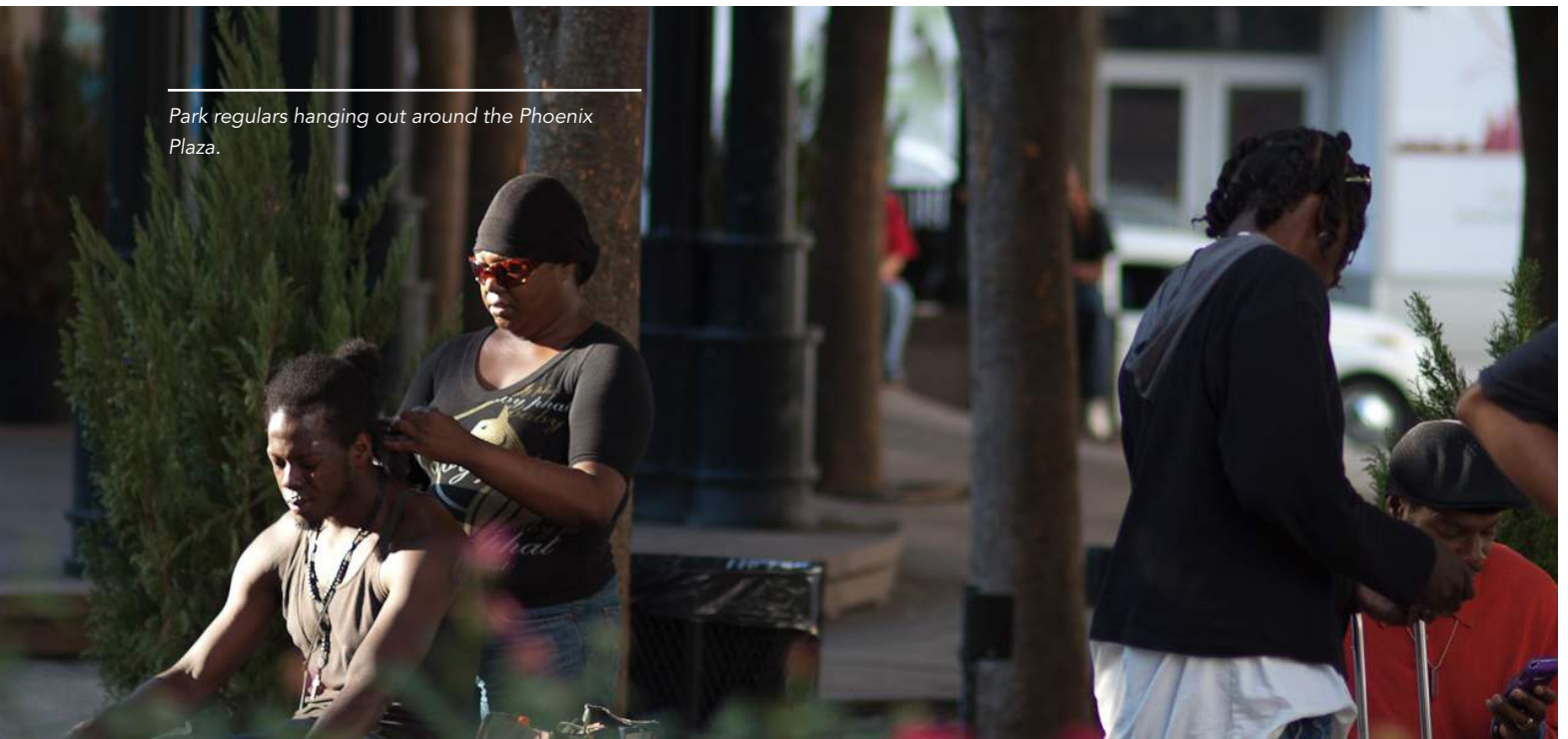
This plan provides recommendations to alleviate undesirable behaviors in subsequent chapters regarding staff trainings, programming, and physical improvements.

Social Dynamics Continues on Next Page >>



Atlanta the Civil Rights Movement, an ongoing photography exhibition featured in Woodruff Park July-February, 2019. Offers a pictorial history of the modern CIVIL rights movement in Atlanta.

Park regulars hanging out around the Phoenix Plaza.



SOCIAL IMPACT

Many of the city's social services are situated in the vicinity of Woodruff Park, including HOPE Atlanta, Gateway, Safehouse, Crossroads, Mercy Care, Atlanta Mission, and United Way of Greater Atlanta. Due to this juxtaposition, there is a perception of an increase in homelessness in Downtown Atlanta. Woodruff Park is promoting initiatives to address root causes of homelessness in partnership with the City's social service organizations.

Public or curb feedings occur regularly in and near Woodruff Park by compassionate groups and individuals wanting to make a difference. As a short-term solution, handing out food alone maintains homelessness and disrupts social service efforts. Woodruff Park and ADID, in partnership with local social services have made efforts to educate the community on the best way to make a difference. Woodruff Park's website provides detailed information on social impact in the context of Woodruff Park: <https://www.atlantadowntown.com/woodruff-park/support/social-impact>.

In partnership with HOPE Atlanta, a Woodruff Park Case Manager was hired to act as a full-time social worker to provide outreach to those in need within and immediately adjacent to Woodruff Park. The Case Manager has achieved measurable success in their work in the park, and the program is gaining attention as an example of effective strategies for addressing homelessness and poverty. The Woodruff Park Case Manager presented their program at the 3rd International Placemaking Week in Chattanooga in October of 2019, and the Woodruff Park Project Manager presented their program's success at the International Downtown Association Conference in Baltimore, also in October of 2019. Both the Project Manager and Case Manager presented the program at Park Pride's conference in Atlanta in March of 2019.

OUTREACH REPORT

On the following page an example of the monthly Outreach Report is provided by the Woodruff Park Case Manager.

Woodruff Park Outreach Report

NOVEMBER 2019



15

Women*

*One trans women.



16

Men



5

Families



31

Total Number of Engagements



5

Enrollments



29

Service Referrals



11

Shelter Placements



5

Permanent Housing Placements*

Program to Date Outcomes

Since September 2018

2482
Engagements

794
Referrals

725
Enrolled

114
Shelter Placements

263
Refused

114
Perm Housed

Success Stories

56 year old female that was sleeping in the park, various shelters, friends couches, and her car. Since the death of both of her sons, to gun violence, client became homeless. After continuous case management and financial assistance she was approved and moved into senior housing at Adair Courts Community on 12/6/2019.

45 year old female was fleeing domestic violence. She was receiving case management in the park by day and by night sleeping in abandoned homes and parking decks. Client was referred to DV shelter and later approved for permanent housing, and was provided the necessary financial assistance to cover move in costs.

ECOLOGY

Urban ecology is a critical component to parks and is how many city dwellers experience nature on a daily basis. Recent research trends indicate time spent in greenspace and nature is beneficial to human health and mental well-being. As the second largest greenspace in Downtown Atlanta, the health and preservation of Woodruff Park's urban ecosystem is a critical component of the city's park system and offering to the public.

TREE CANOPY, UNDERSTORY, + VEGETATION

The park contains a large tree canopy and minimal understory (with smaller trees growing below the canopy of larger trees) of native and non-native species. Oaks, red maples, zelkovas, and crape myrtles provide shade and cooling in downtown's concrete jungle. Shrubs, groundcovers, and lawn comprise the lower understory and are predominantly non-native species such as camellias and azaleas. Non-native plants do not provide urban wildlife and pollinators the food offerings and shelter they are adapted to, resulting in lower overall biodiversity.



SOIL

The soil in Woodruff Park is classified as Urban land according to the Natural Resources Conservation Service (NRCS) web soil survey tool (<https://websoilsurvey.nrcs.usda.gov/app/WebSoilSurvey.aspx>). With multiple changes to the landscape over time the original forest soil is gone, leaving a conglomeration of fill dirt and construction debris, compacted by heavy equipment and pedestrian use.

URBAN WILDLIFE SPECIES

Red tailed hawks soar amongst the skyscrapers and tree canopy, utilizing the park for rest and cover.

The tree canopy also supports a variety of bird and insects adapted to urban life. Acorns provide food for squirrels and chipmunks, who dig holes and aerate compacted urban soil.

INTRODUCED SPECIES

The presence of rats and pigeons in urban parks impact the health of humans and other urban wildlife due to their ability to carry disease. Furthermore, rat poisons are one of the leading causes of birds of prey (hawk, owl) deaths as they seek food in the city.



Woodruff Park daffodils bloom as spring begins to show; a squirrel scavenges for buried nuts.

MANAGEMENT PLAN

This section lays out guidance for how ADID will carry out responsibilities of park resources for future generations while providing for appropriate visitation.

ALIGNMENT WITH THE STRATEGIC INITIATIVES



SAFE + EQUITABLE SPACE FOR ALL USES
Additional staff will expand patrol shifts and hours, respond to site safety concerns more quickly, and program more activities that are inclusive of a broader user group.



365 PARK
A new Executive Director position will expand the capacity of the Programming Coordinator so the Woodruff is more activated and used throughout the entire year.



3BL: TRIPLE BOTTOM LINE
Additional administrative staff and committees dedicated to Woodruff Park will create targeted opportunities for fundraising. A team dedicated to park operations will save ADID and the City money and provide greater oversight into how environmental sustainability on site.



STREAMLINE MAINTENANCE + OPERATIONS
A team dedicated to park operations will be able to address maintenance concerns more quickly and increase response time.



ARTS + CULTURE EMPOWERMENT
Expanded staff will increase capacity of the Program Coordinator to promote arts and culture.



LIFE SAFETY + STABILIZATION
A team dedicated to park operations will be able to address immediate items of concern reducing liability and creating a safer park space.



MANAGEMENT OVERVIEW

Management plays the most critical role, which is a common thread shared by all world-class parks. This role materializes through effective delivery of planning, programming, event-management, maintenance, and safety. More than any other factor, the management structure of park will determine whether the park's mission is fulfilled. It is therefore essential that planning for the park's management be prioritized on par with its design. Key issues and decisions revolve around the management structure and organization to operate the park.

PHILOSOPHY

One key goal is to establish and maintain a strong management team with the responsibility of ensuring observance of the rules and regulations governing Woodruff Park, as well as the responsibility of creating ongoing programs and events that will attract residents and visitors to the site. The mission of the Woodruff Park management team is to create a friendly and inviting atmosphere in a beautiful, clean and well-maintained public space that reinforces the traditional cultural nature of the park, while ensuring the safety and security of visitors. A management approach that will serve the park with a variety of programming, integrated with security, maintenance, and operations will enhance and enliven the site. Proper management at Woodruff Park will ensure that the site is effectively repurposed, with its image and activities reflecting the surrounding community. ADID/CAP oversees the management team, which also gives reports to the ADID Board.

Friends meeting to play music on the lawn in Woodruff Park.

MANAGEMENT OVERSIGHT OF PROGRAMMING PLAN

Strategically programmed events have proven to be an effective mechanism for defining the public perception of a space and increasing utilization during periods when the space is less visited.

Connected with the Safety, Social Services + Equity, and Activation Plans, management oversight of programming is essential for the park's success. Encouraging everyday passive recreation has also proven key to improving the image of such public spaces at Woodruff Park. Thoughtfully selected new events, vendors, and cultural activities added to the mix of other ongoing activities strengthens the park's character and attractiveness as well as encourages increased attendance at and use of the park. Management staff will ensure that the items below are occurring per the plan.

- Management staff to develop a yearly calendar of events that is updated as they are organized and permitted. In addition to using Microsoft Office tools for event planning, an updated calendar is posted visibly and used during staff meetings for planning purposes. This helps improve coordination with multiple departments and agencies.
- Permits will be issued for all activities, entertainers and events according to policies

and procedures set by ADID, carried out by the property management team, and enforced by the Facilities Supervisor, thereby enriching the experience of neighborhood residents, shoppers, commuters, tourists, and all other daily users of Woodruff Park.

- Staff to coordinate closely with surrounding organizations and institutions in their administration of performances that could affect the park.
- A fee schedule has been designed for special event services billed over-and-above the rental fee through the use of a master plan or permit as liaison with the Atlanta Department of Parks & Recreation.
- A commercial fee schedule has been developed for use of Woodruff Park during off-peak hours. *See Event Forms in Appendix.*
- Information on permitted activities are to be communicated to the park staff, thereby allowing park staff to assist with events and respond appropriately and courteously when individuals are engaged in non-permitted activities.
- For quality control purposes, management shall provide logistical, technical, security, and janitorial support for performances.

MANAGEMENT OVERSIGHT OF PROGRAMMING OBJECTIVES

The management of Woodruff Park will use its best effort to achieve the following objectives:

- Program a wide variety of events with a broad mix of cultural, community and corporate events appealing and accessible to the general public, neighborhood residents, community groups, historical groups, corporate users and tourists;
- Balance the programming of revenue-producing and free events to develop and sustain a self-financing program.
- Encourage and enable inclusion of events and activities sponsored by non-profit groups and community organizations using the new structure fees and charges.
- Administer all applications from the general public for use of Woodruff Park as a public park as required by Atlanta's Department of Parks and Recreation.



People gather on the open lawn in attendance of the concert series put on by Woodruff Park. 2018 Woodruff Park Concert Series, *The Sintoses*.

ORGANIZATION + STAFFING

A management approach that will serve Woodruff Park with a variety of programming, integrated with security, maintenance, and other operations will ensure that the site is completely rejuvenated, with its image and activities improved. The following overview identifies a new leadership structure for Woodruff Park.

CAP/ADID (EXISTING)

CAP and ADID is to maintain its involvement in the programming, operations, and management of Woodruff Park in concert with the City of Atlanta Department of Parks and Recreation. An updated Memorandum of Understanding is recommended that better codifies the roles commitments of the CAP/ADID and the City of Atlanta.

WOODRUFF PARK SUB COMMITTEES (NEW)

ADID/CAP is to create up to five subcommittees to help support park staff in the stewardship of Woodruff Park. These sub-committees are comprised of board members, staff, and key stakeholders (including City of Atlanta Parks and Recreation staff). These boards meet monthly or up to six times a year, which would adjust based on specific issues that require additional time (i.e. fundraising or events). Recommended subcommittees include:

- Programming
- Marketing
- Development/Fundraising
- Operations/Finance
- Capital Campaign

VICE PRESIDENT – OPERATIONS AND SAFETY (EXISTING)

This position exists and currently Woodruff Park management and operations falls under its purview. This position would remain and serve in an advisory capacity to the Woodruff Park Executive Director. This person will liaise with the Atlanta and GSU Police Departments, provide updated safety data to Woodruff Park staff, assist in staff augmentation for events, and facilitate dialogues with the broader downtown community.

WOODRUFF PARK EXECUTIVE DIRECTOR (NEW)

This position does not currently exist and some of its identified positions are completed by current ADID staff. This new position includes park management and programming, and oversight of all related operations. Management is best when housed nearby and managers are skilled and experienced in all applicable aspects of fundraising and property management.

PROGRAMMING COORDINATOR (EXISTING / MODIFIED)

This position is equivalent to the existing Woodruff Parks Project Manager. This position will report to the Executive Director and serve as the Program and Events Coordinator. The programming coordinator tracks all permitting and produces social and cultural programming. This person will also provide appropriate levels of staffing and services for events and ensure that the property will be returned to its original condition after all events.

Organization + Staffing Continues on Next Page >>

PARK OPERATIONS MANAGER (NEW)

This position currently does not exist, and its responsibilities are partially addressed by City of Atlanta approved vendors and members of the Clean Team, Vice President of Operations and Public Safety, and Ambassadors. Integral to the management plan for the park, is a full-time, on-site Parks Operations Manager who is involved with the daily maintenance and management of the park. The Parks Operations Manager is to work under the Executive Director and handle all the daily operations and administration involved in the upkeep of the property. This position is to oversee the security program with the ambassador staff, the cleaning staff (including the Clean Team), the maintenance technician, and services to the fountain and other service contractors. This person is to engage proactive maintenance measures, which results in significantly reducing negative impacts to the site and lower maintenance costs.

MAINTENANCE TECHNICIAN (NEW)

This position does not exist and is currently performed by City of Atlanta vendors when critical park infrastructure does not work properly. The Maintenance Technician is to be responsible for safely maintaining the physical condition and appearance of the property and ensures that everything is operating to design and follows all codes and regulations. The Maintenance Technician is to monitor all plumbing, water pumps and fountains, and ensure that all lighting is maintained. They are to also maintain all other park furniture, fixtures, and equipment. When items in the park

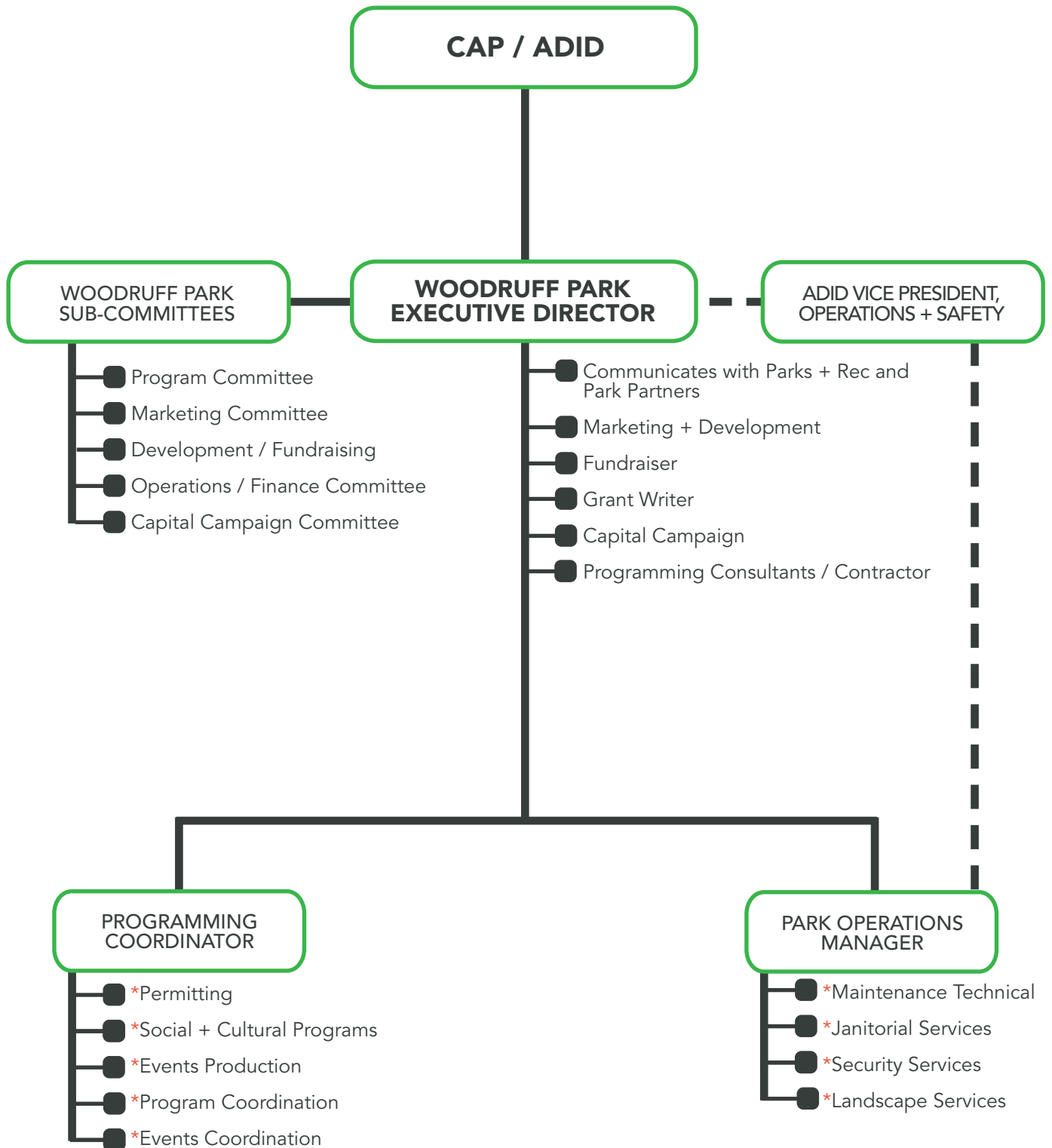
need repair or replacement, the Maintenance Technician is to be responsible for executing repairs. In addition, the Maintenance Technician assists with event needs, including stage set up, power hook-ups, and any other maintenance duties during events.

ADDITIONAL SECURITY (EXISTING / EXPANDED)

Downtown Ambassadors and off-duty police officers currently provide safety for Woodruff Park. To assist with the safety and functioning of the park, an additional security person is needed from 10:00 a.m. to 7:00 p.m. to address the increased activity in this time period. This goal was identified through the evaluation process in interviews and community meetings.

Unlike security in buildings and other businesses that operate in a controlled environment, park security deals with a more complex set of issues. Also, with incidents involving groups of individuals, it sometimes takes more than one person to be effective at changing detrimental behavior. This recommended change in security will support current staff, allow for better coverage of the park, and show a stronger presence to both park users and those whose behavior impacts the park. The position will be staffed during the busiest times and is to be a point person with other services, such as APD, in the park. The job description includes interfacing on the ground with both APD and GSU police. This position will be required to have 'touch in' meetings with police to review current and upcoming issues and events.

ORGANIZATIONAL CHART



*Some or all of these services could be contracted to a third party.



COST OFFSETS

One of the ways to offset the costs while maintaining the budget is to have security, janitorial, and maintenance technician costs underwritten during events by the event clients. This funds a portion of each staff person's salary, lessening the impact on the budget and/or allowing for the recommended additional staffing in the park. For example, if the currently scheduled security person is performing event duties as one of two event

security staff billed to the client, the budget funds from the currently scheduled shift can be reallocated to funding another security shift at another time. In the budget, funds have been proposed to increase wages by 10%, while adding in 50% of the costs for the 1.4 Full Time Equivalent (FTE) for the new swing shift.



SIMILAR PARKS

This section includes staffing overviews of other parks in the country. Specific criteria were park size (1 to 12 acres) and location (urban downtowns). Staffing ranged from five to ten staff in management roles, with many of the property services such as landscaping, janitorial, and security provided as a subcontract. Where known, park services field staff full time equivalents are noted. All parks had a minimum of 5 in management/administration positions.

UNION SQUARE PARK (SAN FRANCISCO, CA)

Union Square Park in San Francisco has four staff members in management roles, including a Park Manager, Chief Engineer, Events and Activation Coordinator, and a Property Assistant, overseeing field staff of 8.6 FTE for Cleaning, Park Safety, Landscaping, and Maintenance in a two-and-a-half-acre park. Event staffing operates similarly to the recommended structure above and is more cost effective at providing the necessary coverage.

Similar Parks Continues on Next Page >>

POST OFFICE SQUARE (BOSTON, MA)

Post Office Square is 2 acres in downtown Boston and has a management staff of five to oversee all operations in the park. Services are comprised of security, maintenance and janitorial. The park does activations, but few rentals for events.

DETROIT 300 CONSERVANCY (DETROIT, MI)

Detroit 300 Conservancy operates five small parks/plazas in downtown Detroit and has a total of approximately nine and a half acres. The parks have a professional staff of 10 to oversee operations, activation and staff for the 9.5 acres. Like Woodruff Park, field staff is filled by subcontractors for security, landscaping, and janitorial.

PIONEER SQUARE (PORTLAND, OR)

Pioneer Square in Portland is just under one acre, and has five management staff overseeing

Park Administration, Activations and Operations, including an Executive Director, Deputy Director, Operations Manager, Marketing Manager, and Office Manager.

YERBA BUENA GARDENS (SAN FRANCISCO, CA)

Yerba Buena Gardens is approximately 12 acres, and has a General Manager, Assistant General Manager, Rental Coordinator, Security Director, Property Assistant, and has an events department with an Artistic Director, Production Manager, and Event Coordinator. There is 24-hour security, landscaping, and janitorial provided by subcontractors. There are 8.4 FTE Security at a minimum, providing at least two guards per shift, 4.2 FTE in Control Room operations, 5.6 FTE Janitorial, and 4.2 FTE in Landscaping.

Final stakeholder meeting for Strategic Planning.



STAFFING ADJUSTMENTS + PHASING

The current Project Manager position is proposed to be transitioned to the Executive Director position, as it will identify a leader for Woodruff Park. The transition should happen immediately to allow work to start on the larger scale activations that would bring the increased income to ADID/Woodruff Park. The Executive Director will need to work in tandem with ADID staff and the Department of Parks and Recreation to advocate for changes to the MOU that will allow ADID/Woodruff Park to raise additional income by providing the security and maintenance required for permitted events.

Also, to support the efforts to increase event income, the Programming Coordinator will be hired within 90 days to support growing the activation program and to institute the changes necessary to have year-round events.

The Maintenance Technician should be hired as soon as funding is secured for the capital improvements suggested in this report. The Maintenance Technician will be partially funded by savings in contract work for items such as the fountain.

As more funds become available, the Operations Manager will replace current staffing time provided by existing ADID Management.

To support the Executive Director, a part-time grant writer could be brought in when necessary to assist with the development of grant-funded projects.

An additional security position should be started as soon as the funds are available from increased staffing requests for events.

Staffing Adjustments + Phasing Continues on Next Page >>





EXECUTIVE DIRECTOR

The Executive Director is to be responsible for overseeing administration of the park, arts and culture programming, park operations, and implementation of the Woodruff Park Strategic Plan. Key duties include fundraising, marketing, and community outreach. The position is to report directly to the ADID/CAP and work with the Woodruff Park Board Subcommittees.

OPERATIONAL

1. Responsible for the condition and safety of all property and the effectiveness of all operations. Observe overall conditions with regular site walks.
2. Reads highlights of all reports, and ensures that staff take appropriate action.
3. Works with the Operations Manager on monitoring security, janitorial, landscaping, and maintenance.
4. Reviews contract compliance, success of operations, staffing, and scheduling.
5. Actively problem-solves and determines and implements solutions and improvements.

6. Responsible for the enforcement of the Park Rules and Regulations.
7. Sets all fees for client/event services in Woodruff Park.

FINANCIAL/ADMINISTRATIVE

1. Responsible for the current and future financial viability of the organization.
2. Monitors all finances.
3. Reviews monthly Financial Report and creates monthly narrative.
4. Prepares an annual budget for review and approval.
5. Establishes and maintains relationships with corporate and non-profit renters of Woodruff Park.
6. Fundraises and work with the board on fundraising ideas and strategies; develops activations and events that bring in revenue for the park.
7. Ensures the compliance of all legal and tax reporting requirements.
8. Hires and maintains staff and seasonal staff.



9. Oversees and ensures there is a comprehensive staff training program.
10. Develops and negotiates all contracts, including any property services/repair contracts.
11. Attends ADID Board Meetings and reports activities to the board. Updates the board with financial data and projections on a monthly basis.
12. Attends community meetings as needed.

ARTS & EVENTS/PROGRAMMING

1. Develops a budget for programming that reflects the social equity plan, and includes art, cultures, social equity, community, and education and training programs.
2. Develops and oversees all policies and procedures including rules and regulations policies.
3. Reviews and approves the programming plans for art and culture special events and social equity program.
4. Develops marketing and promotional plan.
5. Oversees processing and signs all pertinent paperwork including, space use applications, license agreements, photography permits, event notifications, parking passes, and certificate of insurance.

6. Responsible for selection, curation and coordination all artistic, cultural and community events for Woodruff Park's internally produced programs.
7. Responsible for overseeing all aspects of production for programs.
8. Approves all contractual arrangements and financial commitments for each Free Program Event such as Artist Fees, Production Costs, Equipment and Instrument Rentals.
9. Solicits and creates festivals and special events.

ADDITIONAL DUTIES + RESPONSIBILITIES

1. Understands Woodruff Park's mission, history, structure, diverse constituency, funding base, and potential.
2. Articulates a Woodruff Park philosophy that provides the guiding context for programming.
3. Oversees Programming Coordinator to ensure events are in conformance with rules, regulations and policies, and all duties performed.

Staffing Adjustments + Phasing Continues on Next Page >>

4. Acts as liaison for Recreation and Park Department for Woodruff park to handle all inquiries and process all required documents for events and programs (space use applications, license agreements, photography request, event notifications, parking passes and certificate of Insurance).
5. Attends appropriate meetings relating to events.
6. Determines requirements for events, including permits, insurance and support staff.

EVENT COORDINATOR

The Event Coordinator is to report to the Executive Director and will be responsible for planning and executing programmed activities in Woodruff Park. This includes public art exhibitions. They are to work directly with both the Mayor's Office and Department of Parks and Recreation to coordinate events.

OPERATIONAL ARTS & EVENTS / PROGRAMMING

1. Maintains and distributes an ongoing events calendar and a weekly events calendar for Woodruff Park.
2. Develops monthly activity program, which is distributed to all staff and community organization as needed.
3. Coordinates with vendors, exhibitors, and stakeholders during event planning.
4. Creates and distributes event listing pages on social media websites.
5. Manages event set-up, tear-down, and follow-ups.
6. Establishes standardized event procedures and trains staff into properly executing them.

7. Builds and adheres to an event budget to avoid project overruns.
8. Tracks event key performance areas and identify items to work on for future events.
9. Distributes schedules/timelines and develops event notifications.
10. Schedules additional event staff as necessary.

OPERATIONAL

1. Attends meetings with clients.
2. Coordinates event deliveries (tents, etc.), load-in, set-up, and load-out.
3. Coordinates communication system.
4. Coordinates stage builds and special set ups (hanging banners, etc.)
5. Provides invoice for services/equipment to clients.
6. Ensures that event expenses are within budget for event.
7. Interfaces with police and other staff regarding traffic and crowd control.
8. Ensures events are in conformance with rules, regulations, and policies.
9. Manages events.
10. Maintains production equipment inventories (sound system, signage, etc.) and advises on purchases and updates of production equipment.
11. Prepares and issues approved paperwork including, space use applications, license agreements, photography permits, event notifications, parking passes, and certificate of insurance.

FINANCIAL / ADMINISTRATIVE

1. Writes monthly events report and submits to the Executive Director.

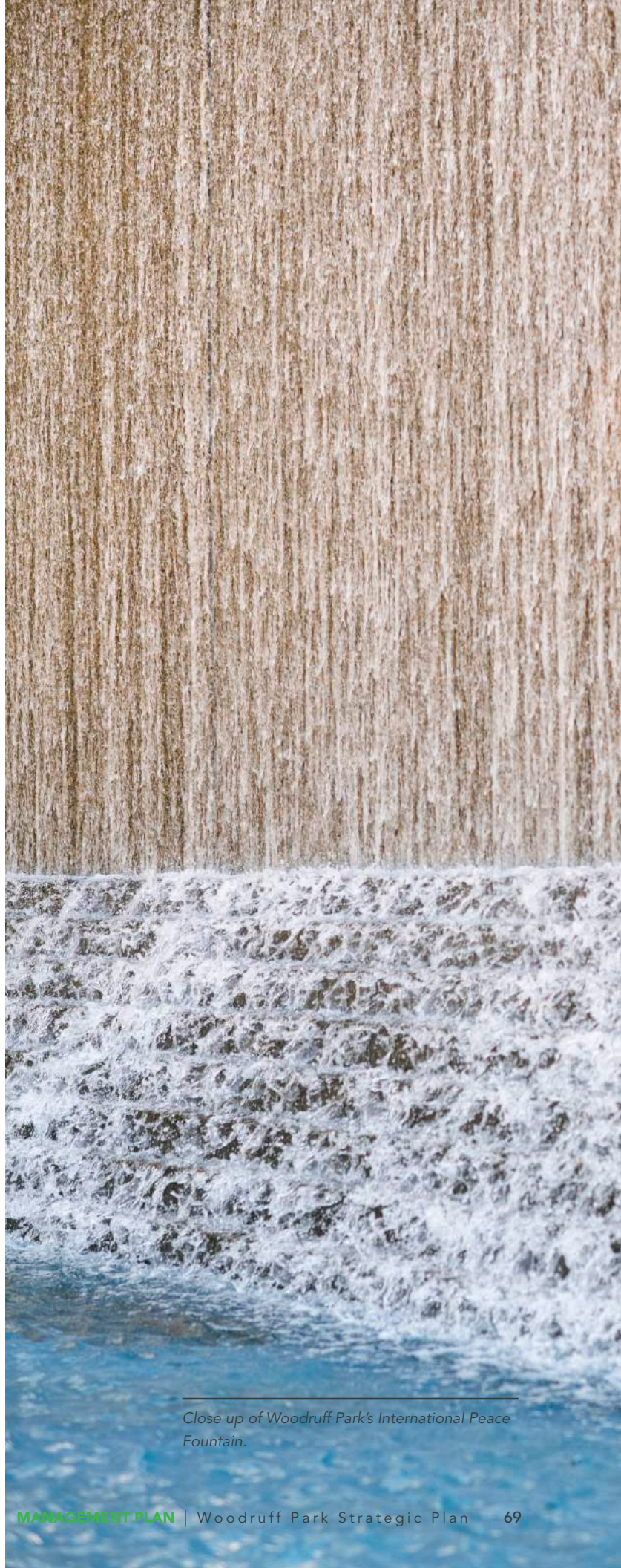
OPERATIONS MANAGER

The Operations Manager is to oversee day-to-day operations in Woodruff Park, including all safety and security programs, maintenance of the facility, and support for events and activation in the park. The Operations Manager is to develop plans and organizes park policies and procedures to ensure that operational goals are met.

OPERATIONAL

1. Responsible for property maintenance and safety.
2. Responsible for safely maintaining the physical condition and appearance of the property.
3. Plans and oversees maintenance and repairs on park facilities and infrastructure as outlined in the MOU as outlined in the agreement between ADID and Department of Parks and Recreation.
4. Assesses all operational and visitor service activity for liability and risk concerns.
5. Ensures that everything is operating to design and meets all codes and regulations.
6. Schedules daily, weekly, quarterly tasks for maintenance, landscaping, and security staff.
7. Performs daily site-walks and inspections. Including monitoring conditions of fountains, drains, benches, site furniture, and signage. This includes identifying and removing graffiti.

Staffing Adjustments + Phasing Continues on Next Page >>



Close up of Woodruff Park's International Peace Fountain.

8. Creates and follows up on work orders.
Manages the work order system.
9. Supervises facility staff – Maintenance Technician, janitorial, landscaping, and security.
10. Develops weekly schedules for all staff operations positions.
11. Maintains inventories.
12. Participates in event planning sessions and site-walks to be assured that all important operational concerns are addressed.
13. Participates in the development of the annual maintenance budget.
14. Assesses with Executive Director all repair needs for events and develops cost for reimbursement by event clients.

MEETINGS

1. Attends appropriate meetings.
2. Organize and schedule monthly safety meetings.

FINANCIAL/ADMINISTRATIVE

1. Writes monthly events report and submits to the executive director.

MAINTENANCE TECHNICIAN

The Maintenance Technician is to report to the Operations Manager and is responsible for working to maintain fountains, lighting, and infrastructure in the park. This can include directly fixing a problem or coordinating with an outside contractor to fix specific issues.

OPERATIONAL

1. Responsible for safely maintaining the physical condition and appearance of the property.
2. Property maintenance, to include:
 - a. Water flow of all drains
 - b. Plumbing
 - c. Water pumps
 - d. All electrical repairs
 - e. Fountains
 - f. Lamp and fixture replacements/maintenance
 - g. All furniture, fixture, and equipment
 - h. Kiosks
4. Works events include:
 - a. Power hookups
 - b. Set up stages
 - c. Perform skilled and technical duties of a maintenance engineer during events
 - d. Generators
 - e. Motors to operate equipment
 - f. Pumps
 - g. Air compressors
 - h. Fans

MEETINGS

1. Attends appropriate meetings.
2. Attend monthly safety meetings.

SHORT TERM ACTION ITEMS

1. Create an Executive Director position (immediate need) and transition Project Manager to this role.
2. Shift roles and responsibilities to the Executive Director as outlined above.
3. Establish four sub-committees listed above. A Capital Campaign Committee can be created at the appropriate time.
4. Hire a Programming Coordinator to augment programming efforts by the former Project Manager position.
5. Hire a Maintenance Technician who will report directly to the Executive Director until an Operations Manager has been hired.

SOCIAL SERVICES + EQUITY PLAN

This plan focuses on ensuring justice and fairness for all park-goers.

Woodruff Park is intended to be a safe and equitable park for all. All aspects of the park consider the disparate users and how to empower groups to have a sense of ownership in the park features and in the programming. To achieve this goal a Social Services + Equity Plan is part of the strategy to ensure that the park functions well for all sectors of the community.

ALIGNMENT WITH THE STRATEGIC INITIATIVES



SAFE + EQUITABLE SPACE FOR ALL USES

This plan's entire focus is on creating a safe and equitable space for the community to enjoy the park. A specific social inclusion policy is presented.



365 PARK

An inclusive and welcoming environment creates a safe space for a greater and more diverse range of groups to use the space, thereby increasing park activation.



3BL: TRIPLE BOTTOM LINE

Heavy on the social component of this initiative, the plan creates a road map for a socially sustainable space.



STREAMLINE MAINTENANCE + OPERATIONS

Critical trainings in social inclusion for park staff and programs for strengthening community relationships aim to address social behavioral issues at their root cause, activating the park and reducing instances of damage and vandalism.



ARTS + CULTURE EMPOWERMENT

This plan encourages inclusion of multiple diverse groups. Arts and culture are popular and effective platforms for cross-cultural connections.



LIFE SAFETY + STABILIZATION

Staff trained in de-escalation techniques can diffuse potential threatening situations quickly and without incident, increasing the overall safety of the park.



SOCIAL EQUITY AT WOODRUFF PARK

In creating a Social Equity Plan for Woodruff Park, there was an observation that people don't particularly have concern about who is in the park, but at the same time, they act like the park "isn't for them." It is important to create a medium for people who don't currently feel connected to feel that "this is *our park* too."

Many passive participants don't feel ownership in the park. This can create a lack of connection, enabling a space for inappropriate social behavior

to thrive; such as vandalism, which is a maintenance concern and costly to mitigate. By creating an environment that is inclusive, more people will desire to use the park and their presence alone is often enough to deter unwanted social behavior.

Inclusivity and activation will help create buy-in, ownership, and a shared responsibility for the park. The elements of this social equity plan are designed to establish a policy and create parameters, methods, and specific actions to foster inclusion.



Family relaxing at Live from Woodruff Park concert series.

SOCIAL INCLUSION POLICY

“Woodruff Park believes that including all people in the fabric of society strengthens community, strengthens individuals, and enhances quality of life.

Persons from all communities need to see available opportunities to participate in park activities, and see their culture reflected in the variety of park offerings.

Woodruff Park will promote inclusion and opportunities for choice to enhance the quality of life for all its visitors, staff and the surrounding community.”

WOODRUFF PARK SOCIAL INCLUSION PLAN GOAL

“Park Inclusion — Cultivate a culture that encourages participation, community collaboration, flexibility and fairness to enable individuals to excel to their full health and wellness potential.”



Guitarist thanking crowd at Live from Woodruff Park, 2019.

COMMUNITY ENGAGEMENT + OUTREACH STRATEGY

ONGOING COMMUNITY ENGAGEMENT + OUTREACH

Woodruff Park will implement outreach out to the following groups to ensure that the park experience is welcoming to all and offer regular meetings for community input.

To be successful, the Woodruff Park should attract all members of the community including diverse constituents from disadvantaged communities such as:

- People of diverse cultural backgrounds
- People with housing challenges
- LGBTQ
- Elderly
- Children
- Women
- Students
- Workers
- Artists
- New Americans, refugees and immigrants
- People with physical and cognitive disabilities
- People of all socio-economic backgrounds

Community Meetings with all the above will inform multiple areas of the park, including park design, programming and activation plans. Additional resources are presented within the Activation chapter.

STEPS FOR OUTREACH

- Survey the community about needs, challenges, and goals for the park and include their feedback in programs and management.
- Have multiple ways to participate, including focus groups and public feedback periods by survey, and incentivize community members to attend meetings.
- Organize a kickoff meeting for staff and key groups who represent multiple levels of interest.
- Include community leaders from the aforementioned groups who can speak on behalf of their own communities to the importance of inclusive policies.
- Allow participants to provide continuous feedback and to stay engaged throughout the process by giving input at all phases.
- Share this policy with Woodruff Park staff and the community.

*Community Engagement + Outreach Strategy
Continues on Next Page >>*

EXISTING SOCIAL EQUITY PROGRAM

Currently ADID operates a program for outreach to the homeless through a grant funded position with HOPE Atlanta, a social service agency dedicated to making homelessness in Atlanta rare, brief, and non-recurring. This plan is very effective, and the dedicated case manager is very successful in performing outreach in the park to people that are struggling with housing, mental health, addiction, and obtaining other basic needs. It is important to continue to fund this program and to integrate the goals of serving these park patrons into the social equity plan.

The focus of this program is to provide assistance to those in need while ensuring that activations and activities in the park are inclusive rather than exclusionary. Any effort to move people out of the park space will be met with resistance from advocates. For continued success, the focus needs to be on compliance with park rules by addressing behavioral issues such as smoking, drinking, drug crimes, and other behaviors that interfere with everyone enjoying a safe, clean, and activated park.

SOCIAL EQUITY + DESIGN

With an inclusive park design in mind, it is vital for the space to be aesthetically pleasing and to have the appropriate amenities to attract people.

The park should function well for all communities including those who are differently-abled. Design within the park must meet the baseline of the Americans with Disabilities Act (ADA) regulations and then take steps further to provide inclusive access to people with all types of disabilities, not just physical.

For example, furnishings and design elements can be integrated that serve groups such as seniors.

Seating tables and benches need to accommodate groups of with disabilities, not just the required one or two spaces at the end of the bench or table. Create or make existing spaces function for events and activities with a large group made up entirely of members from a disabled community, as well as functional spaces where the disabled can join in fully with other members of the community using the same facility.

In addition to physical elements such as seating, water fountains, and play equipment the programming and activation functions of the spaces focus on inclusion specifically for the disabled community. This includes addressing the sight and hearing impaired communities.

Design the children's area as welcoming and safe and eliminate challenges to children of all abilities playing together, such as specifically designated play areas that accommodate yet isolate wheelchairs. Invite children of all abilities to play in the same space and with the same fixtures.

Include technology to enhance people's experience in the park. For example, introduce location-based apps that provide visual assistance for the hearing impaired and auditory apps that explain the experience of the park and its amenities to the visually impaired. Tours of the park, lists of events, and other features can be explained through the use of QR codes, downloadable apps from the park website, or location-based apps that use the GPS of the park user's phone.



Fig. 1 Woodruff Park History Tour with defiantly abled group. **Fig. 2** Accessible table with multiple ADA seating opportunities. **Fig. 3** Mom and daughter enjoying all play. Photo courtesy of City of Greeley, Aven’s Village at Island Grove. **Fig. 4** All inclusive swing on playground. **Fig. 5** Accessible playground including physical, sensory, and social activities. Photo courtesy of City of Greeley, Aven’s Village at Island Grove.



PROGRAMMING + ACTIVATION

Woodruff Park's programming and activation takes into account the communities it serves. Activation is key to providing a solid social equity experience.

SENIOR + INTERGENERATIONAL PROGRAMMING

Programming for seniors includes both entertainment and participatory events and events led by the senior community. Working with senior centers, the park could host a variety of activities including: dance, nutrition programs, picnics, poetry, arts and crafts, music recitals, and youth-senior programs.

Movement is a very powerful health aid for seniors. Plan dance events that involve seniors through attendance, interaction through dance, and for performance. Exercise classes focused on those seniors with different mobility levels would provide opportunities to stay healthier and more active.

Nutrition programs for seniors including preparing simple meals that are nutritious and can be done with limited cooking facilities could be tied to a senior picnic, where the families of the seniors are invited.

Another popular programming activity for seniors is to connect them with youth activities, creating cross-community interaction that benefits both groups. Any instructional programs can bring youth and seniors together, such as nutrition demonstrations. Seniors involved in "Story Time" for children also connects these two groups.

YOUTH PROGRAMMING

Kids love play and are fascinated by learning, and park activities can be both about play and learning. The landscape maintenance team could work with kids' programs from local schools and daycare centers to do beneficial bug releases to show how ladybugs act to control aphids on plantings. Kids can learn the life cycle of butterflies through bringing out butterfly pavilions (simple tents with nectar plants brought in) for them to watch, culminating in a butterfly release. Children also love exercising in parks, and programs can be brought in to teach various kinds of movement. It is especially powerful to include children dealing with homelessness in activities that take them outside their day-to-day world. Integrating children from various groups can help increase empathy as well.

STUDENT PROGRAMMING

The park can be offered to student groups for performance-related activities connected to the arts. Students can participate through bands, theater performances, dance, or other arts that they'd like to share with their fellow students and the public. With a small amount of funding from sponsors, enough can be raised to provide fair compensation to the performing artists. Activating with students is the best way to invite students in, both as park users but also to help instill a sense of ownership.

Working with the Director of Student Life at GSU is a good place to start due to the campus proximity and existing relationship. Outreach to area schools and universities can provide opportunity to students across the city to participate in events at the park.

POLICE-DRIVEN PROGRAMMING

Working with police can change the perspective of those using the park and give a better community connection to the police for services. It would be beneficial to have police take some ownership of the park at a personal level. In interviews with the police chief at GSU, who has a lifelong commitment to blues music, he mentioned that he bought the blues club that he worked at when he was 16. He continued his connection to blues music while a police officer. He now books blues bands, and it would be a unique and special event to invite him to participate in booking a band or bands in the park, emcee the event, and be both a police officer and a member of the Woodruff Park community. Programming like this gives opportunity for city service workers to connect with the public outside of their daily role.

When different groups meet each other in the park—outside of their normal roles—they meet in a different and productive way. Involving other city service workers such as firefighters, police, and emergency medical paramedics with kids programming for music or athletic performances and trainings would provide additional opportunities to interact with the public. These service groups would be effective working with kids from homeless centers, who should be invited to the planned programming events.

The police can also help with programming for homeless individuals by assisting in compliance with park rules and guidelines. Woodruff staff-organized trainings in the park for this population could provide exercise, sports, and public interaction. Walking through the park together to learn about the elements of the park while stressing the appropriate behavior from all who use the park.

Programming + Activation Continues on Next Page >>



Urban Sprouts Farm in Lakewood Heights, located just a few miles south of Downtown Atlanta is home to hoop houses, fresh herbs, and flower beds. Photo courtesy of U.S. Department of Agriculture (USDA).

DIFFERENTLY-ABLED COMMUNITY

Various disability groups have programs that they work on together, such as Center for Independent Living (<https://www.silcga.org/cils/find-cil-locations-in-georgia/>), which focuses on the identification and removal of societal barriers to independent living. An increasing number of disability groups have exercise and movement classes, which are essential for everyday health. These communities often have to be more purposeful in getting movement for physical well-being. People are developing physical programs so that differently-abled people can interact with each other and with the general public. One example is a dance troupe that combines both differently-abled and able-bodied dancers performing together. Axis is one dance troupe on the west coast; their performances are powerful, not just for inclusion, but for demonstrating what is possible to those watching. Community input for appropriate programming should ensure that events do not incur displacement by one or a few particular groups.

OPPORTUNITIES FOR ALL COMMUNITIES TO COME TOGETHER FOR PARK PLAY

- **Local Theaters:** Actors perform vignettes of their favorite scenes.
- **Games:** Add shuffleboard and croquet for seniors at the Game Cart.

ACTION ITEMS TO CULTIVATE A SUPPORTIVE, WELCOMING, INCLUSIVE, AND FAIR PARK ENVIRONMENT

- Encourage and expand a varied program of activities in the park.
- Expand staff training to provide for additional inclusion training and development.

- Develop a community outreach campaign to target marginalized groups, inviting them to participate in park programs.
- Identify areas in the budget for all reasonable accommodations for inclusion.
- Continue support of regular meetings between community affinity groups, and conduct focus groups to collect feedback on issues regarding inclusion in park activities.

WOODRUFF PARK POLICIES PROVIDE GUIDANCE ABOUT HOW TO ACHIEVE GOALS, STRATEGIES, AND OBJECTIVES

- Provide a framework for clear and consistent action and reaction.
- Set rules and guidelines for decision making in routine situations that may arise at the park.
- Support sustainability and long-term change.

Programming + Activation Continues on Next Page >>



Fig.1 Kids riding bikes along a pedestrian promenade in California. **Fig.2** Police department performing music at park run concert. **Fig.3** Archaeology classes for kids at state parks. Photo courtesy of National Park Services (NPS). **Fig.4** Storytelling at The Wren's Nest, a cultural center in the West End neighborhood of Atlanta. The center celebrates the tales of Brer Rabbit and promotes the art of storytelling (<https://wrensnest.org/>). **Fig.5** Seattle Parks East African Elders Program integrating activities, programs, and social work services. Photo courtesy of Yesler Community Center. **Fig.6** Axis dance troupe is a professional physically integrated contemporary dance education organization, performing in an Oakland, California park. **Fig.7** Kids butterfly release and nature program. Photo courtesy of National Park Services (NPS).



SOCIAL INCLUSION

SOCIAL INCLUSION TRAINING

Staff who work in the park need to be aware of the issues faced by different constituents who will be in Woodruff Park. This includes understanding how staff interact and encourage the use of park facilities with these different groups. For instance, staff can learn how to play all provided games in a way that will allow more groups to participate, receive training from all disability/senior/kids groups, and work with police to foster a sense of welcoming for all groups.

Many of the trainings recommended in this document have components of diversity training that will assist staff in working with visitors to the park. Specific and on-going training for all staff in the park to include:

MENTAL HEALTH FIRST AID

- Ability to interact with those in crisis in the most effective way
- Ability to seek issue-sensitive help

CUSTOMER SERVICE TRAINING

DE-ESCALATION TRAINING

SENSITIVITY TRAINING

- Sensitivity training to address staff interaction with affinity groups
- LGBTQ training / transgender issues
- ADA training including access training
- Veterans' affairs training
- Sexual harassment training

WORK WITH HOMELESS PROGRAMS AND SHELTERS

CPR AND FIRST AID TRAINING

- Specifically working with individuals who have spent time in the streets and those with mental health issues

TRAINING WITH POLICE

- Codes and communications

TRAINING WITH STUDENT LIFE DEPARTMENT AT GSU

PARK RULES + REGULATIONS

The social inclusion policy addresses equal access to the park through equal enforcement of the park rules. In order to have an effective policy, park rules need to be considered through this lens. Most rules and regulations for the park come from the City of Atlanta's Park and Recreation Department and are set. Any changes or additions to park rules, especially those specific to Woodruff Park, are to be vetted with the community, and approved by the Atlanta Park and Recreation Department. If there are existing rules that are contradicted by the desire to be inclusive, park management will engage the community and advocate with the City. Goals include:

- Develop and refine the park rules that enhance the commitment to this policy.
- Ensure the park rules are reviewed by the community and neighborhood groups, and peer-reviewed by other non-profits that serve the community.
- Ensure that the park rules are implemented and enforced evenly.
- Focus should be on the behavior, not the individual.
- Provide culturally appropriate activations and programming that reflect the diversity of the community across all art and activity types.

PARK POLICIES + RESOURCES

POLICIES REVIEW

All equity plans and policies will be reviewed periodically for relevance to community needs, for necessary or wanted additional input to ensure that all communities are being including in policy, activity, and oversight.

RESOURCES

GEORGIA COUNCIL ON AGING

2 Peachtree Street, NW, Suite 32.270
Atlanta, GA 30303
404-657-5343

- This council provides assistance with senior programming / outreach.

MENTAL HEALTH USA - NAMI GEORGIA

4120 Presidential Parkway, Suite 200
Atlanta, GA 30340
770-234-0855

- This agency provides training in Mental Health First Aid.

AUBURN NEIGHBORHOOD SENIOR CENTER

300 Edgewood SE
Atlanta, GA, 30303
404-224-3140


- This is a potential partner in senior activities for the park.

THE PHILIP RUSH CENTER

328 Mell Avenue, Suite B
Atlanta, GA 30370
678-362-4084

- This agency can assist with sensitivity training for issues faced by the LGBTQ community.

Park Policies + Resources Continues on Next Page >>



People dancing along Peachtree Avenue, at Woodruff Park. Streets Alive, 2010. Photo courtesy of, Central Atlanta Progress.

DRAWCHANGE

PO Box 7201
Atlanta, GA, 30357
404-402-1567
www.drawchange.org

- This organization might assist with bringing arts programs into the park for disadvantaged youth.

PARTNERSHIP AGAINST DOMESTIC VIOLENCE

P.O. Box 170225
Atlanta, GA 30317
404-870-9600
www.padv.org

- This organization can provide training to staff on the signs of domestic violence. This is important with the general population, and in underserved communities such as seniors, the LGBTQ community, and the homeless, who are often subjected to violence on the street but lack resources.

WOMEN'S VETERAN SOCIAL JUSTICE NETWORK

3577 Chamblee Tucker Road, Building A 20
Atlanta, GA 30341
678-681-5640
Wvsjnetwork.org

- This network targets women veterans, a sometimes overlooked demographic in obtaining veterans' services, and could provide training on how to refer veterans for services.

ATLANTA HARM REDUCTION COALITION

472 Paines Avenue
Atlanta, GA 30318
404-817-9994
www.atlantaharmreduction.org

- This agency provides a model to address addiction, and might be a useful tool in helping service-resistant people in the park. They could provide training and resources to staff.

5 ARTS FOUNDATION

570 Piedmont Avenue NE, Unit 54779
Atlanta, GA 30308
1-844-695-2787
www.5Arts.org

- This agency would be a good partner to bring arts activation to the park, especially for youth.

AID ATLANTA

1605 Peachtree Street NE
Atlanta, GA 30309
404-870-7700
<http://www.aidatlanta.org>

- This agency can assist with sensitivity training for staff on issues around HIV.

WREN'S NEST

1050 Ralph David Abernathy Blvd
Atlanta, GA 30310
(404) 753-7735
<https://wrensnest.org/>

- This agency might assist with developing a program for story time between seniors and youth, bringing the Wren's Nest's history with classic children's literature to the park for a new generation of fans of Br'er Rabbit and other children's book characters.

SHORT TERM ACTION ITEMS

1. Start developing specific programming for senior and intergenerational groups, youth, students, police interaction and differently-abled programming.
2. Identify community groups for outreach and begin the Steps for Outreach defined on page 77.

Additional programming and outreach for community connections can start immediately.

Utilizing the resources presented in this chapter, begin a process of identifying and creating a list of community groups to include in outreach efforts. Start the process by following the Steps for Outreach.

CASE STUDY

MISSION BAY PARKS SAN FRANCISCO, CA

OVERVIEW

Successful and complete training on how to address the public successfully is a result of a many hours of training. Specifically, Mental Health First Aid training teaches staff to approach people with effective communications tools based on the individual's situation. This allows staff to communicate with those with mental health issues or addiction issues and resolve behavioral issues quickly. It has enhanced staff ability to predict issues that keep occurring and develop a plan to solve the issue.

Mission Bay Parks is a 22-acre park system in San Francisco, with a Children's park, two dog parks, sports courts, promenade, and open lawns. The park has drip irrigation and in-ground sprinklers with pop-up heads. Last year, a man became fixated on the irrigation system, and was causing thousands of dollars in damage early in the

morning. He ripped out sprinkler heads, and dug up irrigation lines. This happened repeatedly, and was frustrating the landscape and security teams. Working with a neighboring district organization, park staff were able to identify the person, and work with police to connect him to social services help, while getting a stay-away order through the court system. Rather than rely entirely on enforcement, the park staff approached this as a behavioral issue to be addressed through both mental health assistance and assistance from the courts to refocus his energy away from Mission Bay Park. Contact with social services agencies is the best predictor of a person getting the help they need. Because of the training the guards had received on how to address individuals in a respectful way, but also how to present policy and limits, they were able to work with the community and get the individual needed assistance with his mental illness, while ending the vandalism in the park.



Family kite flying along the Bay promenade.

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ACTIVATION PLAN

Strategies involve motivating park-goers to activate the park and creating reoccurring or frequent users.

ALIGNMENT WITH THE STRATEGIC INITIATIVES



SAFE + EQUITABLE SPACE FOR ALL USES
By offering a wider range of events, Woodruff Park is able to reach out to multiple groups with diverse interests.



365 PARK
A streamlined events and activations process sets Woodruff Park up to be vibrant, year round.



3BL: TRIPLE BOTTOM LINE
By providing in-house event and permitting services, Woodruff Park can maintain a high level of care for the park while securing an income stream for maintenance, management and upkeep.



STREAMLINE MAINTENANCE + OPERATIONS
Activation and programming allows for additional revenue to offset the cost of maintenance and operations.



ARTS + CULTURE EMPOWERMENT
Encouragement of events tailored to arts and culture provide a space for these communities to utilize and activate Woodruff Park.



LIFE SAFETY + STABILIZATION
Greater activations results in increased park users that act as 'passive security' largely through presence alone.



The Phoenix Plaza at dusk lit up with holiday lights.

ACTIVATION AT WOODRUFF PARK

The activation plan for Woodruff Park addresses the strategic initiatives, including a well-maintained, safe space available to a diverse set of users, with programming that reflects the community. This plan presents activities that will keep the park active and engaged year-round, and with recommendations for new events that enhance the park's ability to maintain the highest standards for maintenance and amenities while providing income to the park to offset operations costs. The plan includes discussion of permitted events, an events packet, design enhancements, additional activations organized by size, impact and feasibility, and income potential through park events. Concluding the plan is the presentation and explanation of the forms involved in event production.

Woodruff Park's activation plan is tailored in several ways:

1. Woodruff Park can serve the diverse communities represented in the area, as noted in the Social Services and Equity Plan.
2. Woodruff Park can produce events and provide in-house services that ensure the park is kept to the highest standard of maintenance, while offsetting some of the production and operations costs.
3. Woodruff Park can produce events under either a master permit or with permitting authority that could provide significant income while becoming a draw for the park.
4. Woodruff Park can provide enhanced services integral to the events that the Mayor's Office of Special Events and the Parks and Recreation Department permits while succeeded in more efficient maintenance of the park.

PERMITTED EVENTS

PERMIT PARTNERSHIPS

Woodruff Park will work in partnership with the Parks and Recreation Department and the Mayor's Office of Special Events to offer additional services for event clients that will keep the park better maintained and provide an income stream to support the operations of the park. This relationship will provide a more streamlined process for the Parks and Recreation department, the Mayor's Office of Special Events, and the event clients.

Woodruff Park's current role in permitted events are through:

1. A permit schedule from Atlanta Parks and Recreation Department is sent to Woodruff Park for oversight.
2. A permit that Woodruff Park obtains for its own programming.

This plan recommends creating a significant role for Woodruff Park in permitted events by shifting the role to an agent for third party event permittees and/or by applying for a master permit. This can be accomplished by:

1. Applying for permits on behalf of third party event clients and contracting with them to determine the appropriate permit application (Parks Department or Mayors Office of Special Events for assemblies, outdoor festivals and larger gatherings), to ensure payment, proper insurance, and that the park is returned to the public in the same condition prior to the event.
2. Woodruff Park applying for a master permit for a determined period of time. Activities are

planned under the master permit, such as an ice and/or roller rink that occur over a multi-week period.

PROVIDE EVENT SERVICES

Woodruff Park can offer packaged services for events as a 'one stop shop' for the event client, ensuring that the event has the services it needs, while controlling the environment around the park to prevent damage and keep both the event and the rest of the park safe for all.

Through the current event permitting process, the permittee is responsible for event security and janitorial services before, during and after the event. With an event services package, Woodruff Park can provide the services for a standard rate. This ensures the park is returned to the public in the best condition and that all maintenance impacts of the event are borne by the event permittee, not Woodruff Park, ADID, or the City. As part of the event services, Woodruff Park will charge a restoration fee to the event client, which assists with any damages to the property such as repairs to the lawn and cleaning necessary to return the park to the public quickly and efficiently.

In all cases, Woodruff Park will offer—for a fee—furniture, fixtures, and equipment (FF&E), such as tents, tables, chairs, umbrellas, etc, and provide service personnel and maintenance, janitorial and security services, and package them for the event client.

EVENT PACKET

For events Woodruff Park staff can provide each permittee client with guidelines for events in the park. Permittees, as a part of the event planning process, will fill out a preliminary intake form. By organizing each event with the forms contained in the packet, oversight of events becomes much easier, and all necessary information, event layout plans, insurance and permits are documented as received. This allows Woodruff Park trained staff to pick up the event packet folder with all necessary information to continue serving the event client.

Each event client coming into the park will be given an events packet with the following information:

- Event guidelines developed for Woodruff Park to all permittees including park rules and regulations (for the park in general, and for event-specific issues, such as restrictions on what can be done in the park or brought in for an event)
- Insurance requirements (page 5 of the events package)
- Rate sheet
- Payment information and invoice

In addition, each client folder will have the following information to assist with events running smoothly:

- Intake Form
- Event checklist
- Staff request
- Opening and closing check lists

Templates of all events package forms are included in the appendix. Additionally, a template event notification is included and may be used for all staff working on an event as a road map for what is occurring and each person's responsibilities.

The best practices for management of public spaces include the following items in event planning, as necessary:

- Emergency plans: disaster preparedness, etc.
- Necessary permits from the Department of Public Health, the Fire Department, Police, alcohol and beverage control, etc.
- Traffic management plans
- Medical plans (for large events) including a medical tent area for festivals
- Trash management plans: Woodruff Park coordinated with fees charged to the event client

Woodruff Park can better control activities, damage to the park, and costs for restoration by overseeing all event services.



DESIGN ENHANCEMENTS

Woodruff Park will function better as an event space and will serve the public better with several recommended design changes. These recommendations make the space function well for event clients and reduce wear and tear on infrastructure by lessening or eliminating the need to bring in equipment to the park by heavy truck. This is a real benefit in lessening the impact on elements such as stone pavers and the lawn.

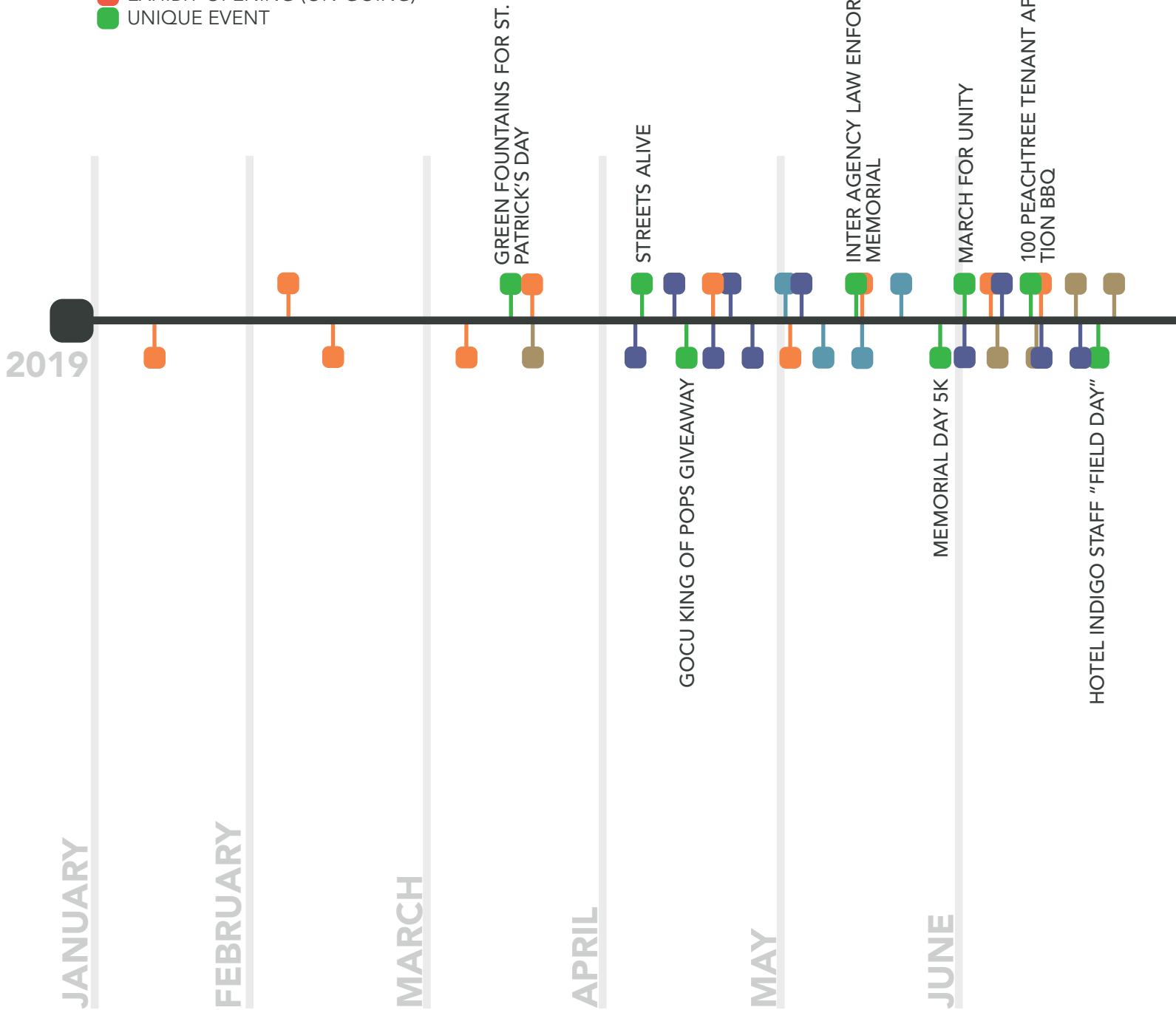
Embedding events infrastructure in the park helps to blend typically less-aesthetic elements into the design while providing convenient locations for items like power sources. Examples of embedded design elements are:

- Banner systems for hanging banners or other event design elements incorporated into or on structures or light poles.
 - Temporary power and power tie-ins located near performance spaces embedded in structures like seating or in any new storage facilities. 200 amp or 400 amp sources will be hidden from view and secured for safety.
- Power sources near trees for lighting.
 - Water tie-ins for potable water.
 - Programmable lighting controller hidden in one of the storage areas near the fountain.
 - Circuitry for small 20 amp plugs embedded in light poles with lockable covers, only for use by Woodruff Park personnel.
 - Technology infrastructure to allow for cellular/WI-FI networks and connections to streaming services.
 - Digital capability for event signage and activities with capability for variable messages or emergency communications (requires fiber installation). These signs could be rented to event clients for use during events.

CURRENT EVENT ACTIVATION TIMELINE*

RECURRING EVENTS

- ATLANTA FROM THE ASHES: DOWNTOWN HISTORY TOUR
- YOGA IN THE PARK
- FOOD TRUCK FRIDAY
- LIVE FROM WOODRUFF PARK
- MOVIE NIGHT
- EXHIBIT OPENING (ON-GOING)
- UNIQUE EVENT





**Does not include: charity events, protests, mobile social critical mass, or library on the lawn.*

ADDITIONAL ACTIVATIONS

A well-activated park is easier to manage, safer and responds better to community needs by providing a diverse set of activities. Activities can be appealing to groups within the community and to the larger community itself. As part of the social equity effort, activities that allow disparate groups to interact sends a clear message that the park is 'for all.'

EASY ADDITIONS

- The Game Cart could have both free and for-fee games, including croquet, building blocks and lawn bowling.
- Develop a play package reservation system similar to Park Pride's offerings (<https://parkpride.org/we-can-help/friends-of-the-park/park-play-library/>), which include parachute packs, frisbees, cornhole and hula hoops to name a few popular items.
- Include temporary activations such as pitch and putts that generate income.
- Weddings, reunions, and other private event packages.
- Safe bike parking systems and bike valet as a service for events that is fee based.

BIG, BOLD IDEAS THAT COULD HAVE STRONG IMPACT WITHIN 18 MONTHS

- Ice Rink: Woodruff Park can work with a professional ice rink operator to determine feasibility including items such as weight load factors and researching both infrastructure and admissions costs to determine income potential. Conservative projections are included in the Pro Forma section of this document.
- Roller Rink: as with the ice skating rink, this activation provides a lengthened activity time span along with greater income potential,

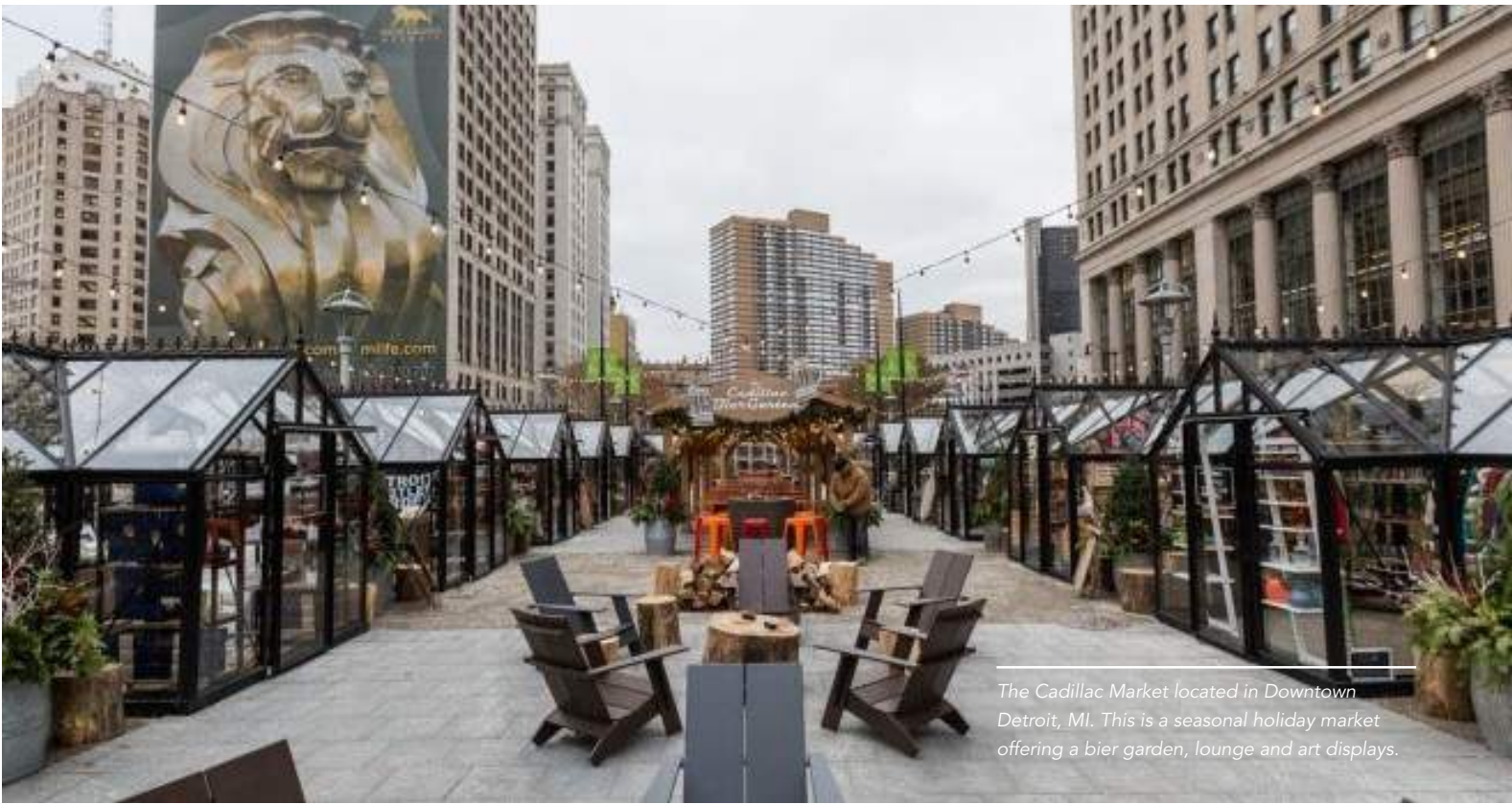
but occurs during a different part of the year, keeping the park consistently alive with attendees.

SMALLER COMMUNITY-FOCUSED ACTIVATIONS

- Create programs targeted to the college students at Georgia State University, Georgia Institute of Technology, Emory University and other area colleges and universities.
 - Poetry and music classes
 - Student band events with beer, food trucks, and games timed to accommodate student schedules, possibly in the late afternoon
- Children's classes including hula hoops, dance classes and tumbling classes.
- Children's birthday parties incorporating the classes above and/or toys from the Game Cart.
- Children's arts and crafts classes, which might include decorating pots and planting seedlings to take home and watch grow. Classes could focus on daycare centers and kindergartens.

EVENTS TARGETING SPECIFIC GROUPS

- Additional events for pets including: costume events at Halloween and pet friendly fairs with sponsors and activities.
- Community picnics building on the Food Truck Fridays success.
- Safety Fair as an annual event.
- League play for the games (bocce, croquet).
- Children's events that expand on the children's play area at the ATL play structure.
- Additional personal fitness classes in the park such as tai chi and boot camps.
- Connection to Atlanta performing arts groups.



The Cadillac Market located in Downtown Detroit, MI. This is a seasonal holiday market offering a bier garden, lounge and art displays.

FESTIVALS AND OTHER LARGE ACTIVATIONS

- General concerts
- Symphony in the Park
- Opera in the Park
- Jazz in the Park
- Shakespeare in the Park
- Theater in the Park
- Dance in the Park including an introductory lesson and demonstrations by instructors. Styles of dance might include: salsa, swing, tango, hip hop, break dancing, and line dancing

SEASONAL EVENTS

- Develop programmable seasonal lighting with orange for Halloween, red for Valentine’s Day, or sports team colors for big game days in combination with planned activities.
- Halloween events might include a parade, costume making/contests, and face painting activities.
- Christmas, Hanukkah, and Kwanzaa events might include lighting of the tree grove, lighting

of a menorah, and the lighting of the Seven Candles; all accompanied by music and food.

- Valentine’s Day-related activities including music (potentially Mariachi bands) and reading messages of love from the community.
- Conduct a holiday mart in conjunction with other winter activations which might include a makers’ market, gift/craft booths, and seasonal food. Locally, the Indie Craft Experience could be invited (<http://www.ice-atlanta.com/>).

PASSIVE ACTIVATION

Passive activation enhances the feeling of safety and encourages lingering. Examples include:

- A strong presence of the dog walking community supported by a closed-in well-maintained dog park. Sponsorship of items like dog waste bags can help underwrite costs.
- Pavement mile markings to indicate a walking loop encourages walkers to circle the park, thus staying longer. This can be promoted along with Yoga in the Park to local hotels.

INCOME GENERATION

To ensure that the park is maintained to a high standard, Woodruff Park management should be responsible for all events services. These services enhance the event experience for the client, create a consistent presence and message for Woodruff Park during events, and return the park in the best condition to the public as soon after the event as possible. The first step in this process is to create a fee schedule for service offerings.

Develop a fee schedule for overall event services including a charge on services provided, that goes to offset the Woodruff Park budget.

SERVICE FEES

If an event is coming to Woodruff Park, the MOU with the Parks and Recreation Department can be adapted to state that the client is required to work with Woodruff Park for these services. These fees would be calculated by cost plus a 15%-20% charge.

Service fees would include:

- Facilitation fee to obtain the permit for the client, which will be on the invoice template
- Janitorial staff
- Maintenance staff
- Security staff
- Event support and management
- Staffing for technical assistance (lighting, sound, etc.)
- Restroom monitor for restroom at Edgewood and Park Place

RENTAL FEES

Create a rental program by developing an inventory of FF&E for rental to event clients, along with a fee schedule. Some examples include:

- Tables and chairs
- Canopies
- Cushions and/or blankets for concerts
- Tents
- Sound and lighting equipment
- Power distribution systems

RESTORATION FEES

In many parks, management aggregates the costs for restoring the park into a restoration fee paid for by permittees. This allows for the periodic maintenance and repairs to caulking and stone repair, maintaining and refinishing of FF&E, landscaping, re-sodding, plant replacement, and irrigation repairs. Events are hard on landscaping and the cost of restoring lawns will be paid for by the event client. Events with food often require extra clean-up on hardscapes which necessitates steam cleaning of those pathways. Additional crowds at events also generate more waste necessitating more staff time for trash removal. All of these aspects are captured in a "restoration fee" charged to the client. Some events will have very minimal impact, and the restoration fee can be as low as \$200.00. Larger festivals, private corporate events and concerts will have an outsized impact and the restoration fees are based on assessment of the impact to the property to ascertain the cost necessary to restore the property to the highest condition.

Restoration fees are charged to event clients for:

- Turf and irrigation
- Plantings
- Pathway repair and/or steam cleaning
- Lighting adjustments
- Waste removal

Inspection is done before and after an event, but fees are based on anticipated impact of the event.

ADMINISTRATION FEES

When calculating event fees, the cost of administering the event factored in. An administrative fee between 5 and 10 percent of the services provided is added to the invoice.

CONCESSIONS

The existing MOU allows for concessions in the park, with 50% going to Woodruff Park for maintenance and improvement, which could expand to include enhanced programming. Enhanced programming includes expanded use of the game cart, the children's play area, and seasonal concessions tied to events. The concessionaires may provide items for sale and additional staffing for the free games and programming, creating less obligation on Woodruff Park to staff the carts. Rent for the concessions would be channeled to both operations and activations, assisting with the overall budget and enhancing the park.

Ideas for concessions include:

- Café at the reading room
- Coffee/tea/drink carts, especially in conjunction with food trucks
- Items for sale or rent at or near the Game Cart, such as blankets, cushions or other sundries such as sun block and water

- Items for sale to the dog-owning population, including dog treats and pet accessories
- Woodruff Park-branded concessions such as hats and t-shirts
- Sale of band and/or performance merchandise through the Woodruff Park concessionaire for a small fee

GRANTS AND SPONSORSHIPS

Grants and sponsorships can assist in offsetting the costs of initial infrastructure for the activation programs.

Grants can provide funding to carry out interactive programs for underserved populations that will help strengthen ties and develop healthy interactions with the various parts of the community.

One area to explore is funding for a park health initiative that includes programs addressing the need for nutrition, exercise, and mindful living in the outdoors. There are grants available for community programming that assist with targeting social issues such as obesity and/or diabetes. Types of programming include health fairs and exercise programs for seniors, children, or other members of the community. Hospitals, health companies, and the government all fund these health focused programs.

EVENT FORMS

Several forms are included in the appendix to assist with the management of events in Woodruff Park.

On the events and activation side, these forms help document and keep on file critical information such as insurance, contact information, and what is allowed to happen in the space. Each event has a file to capture all collected information on the event forms, with the checklist at the front of the file. All contracts, event plans, permits and agreements are kept in the file.

WOODRUFF PARK EVENT GUIDELINES

Woodruff Park event guidelines are given to each event client upon inquiry for an event. The guidelines are attached to the event preliminary information sheet when given to a potential client. Guidelines assist clients in planning for their event and assist staff with the level of service required for the event. The guidelines also outline all rules and regulations for the park, including what can and cannot be done.

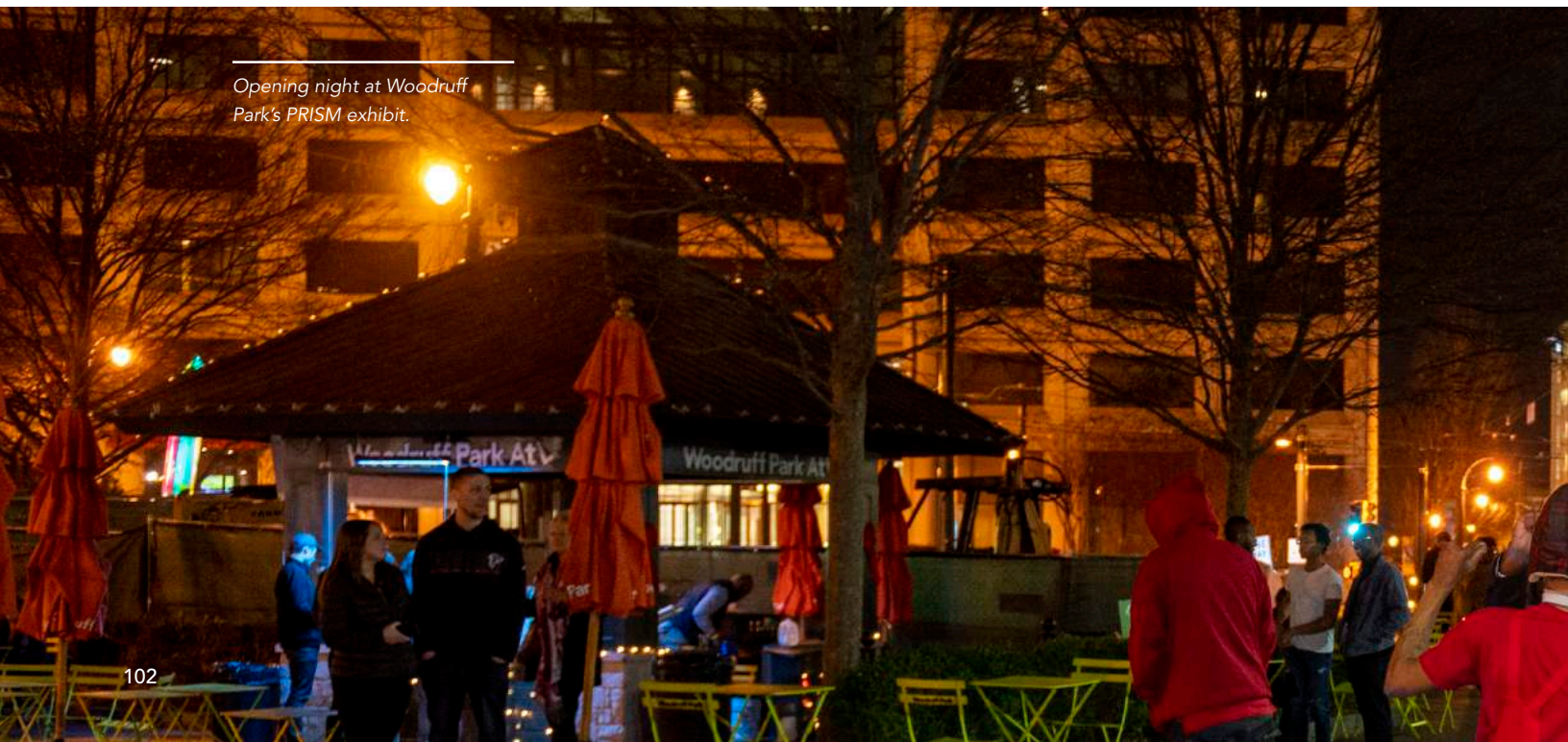
EVENT INTAKE FORM AND CHECKLIST FORM

This intake form assists management in working with the event clients. The items on the check list are obtained by parks staff from the event client. Service needs are determined by Woodruff Park personnel in accordance with nature and scope of the event. Information from the checklist and application will assist in determining what is needed. Using the checklist, park event staff apply for and request the various plans, such as traffic plans, loading plans, safety plans and required permits from City agencies. Staff signs off on each item received so that anyone reviewing the event file will know what is still needed.

EVENT PRELIMINARY INFORMATION SHEET

The event client fills out the preliminary event information form to assist staff in determining how to best execute the event, and to develop the invoice for services to the client. The back of the application provides a map of the space so that the client can provide a proposed site plan and other

Opening night at Woodruff Park's PRISM exhibit.



necessary space requirements. Events can range from a simple photo shoot to a large fair or festival. Events can be public events, privately sponsored events, commercial events or non-profit sponsored events.

For larger and/or more complex events, an in-person meeting and walk-through of the venues and park are mandatory.

INVOICE

The invoice will help staff provide estimates and events invoices to the client. With large events, the client must pay a 50% deposit for the event upon signing of a contract to hold the space.

Woodruff Park can determine form of payments acceptable, but it is necessary to note that payment by check must be no later than five business days prior to the event to allow time to clear the bank. If electronic payment is used, payment must be deposited no later than 48 hours in advance of the event.

The client may cancel the event by providing written notice of cancellation to Woodruff Park no later than five calendar days prior to the event.

If an event is canceled, a cancellation and administrative fee will be charged to client. Other payments made by client shall be refunded if appropriate. Unless cancellation is a function of a public disturbance, terrorist act, strike, or Act of God (extreme weather, tropical storm, etc.), no fees will be refunded.

INSURANCE INDEMNIFICATION

The Woodruff Park insurance indemnification form is given to each event client, as the wording has language to protect all entities involved with Woodruff Park. Event clients obtain a rider on their policy to provide adequate insurance coverage to protect ADID, CAP, and Atlanta Parks and Recreation if a claim arises from an event. The certificate of insurance must state the language as written on the form. This form must be received prior to the event starting and is kept in the event file.

Event Forms Continues on Next Page >>



EQUIPMENT LOAN FORM

The form is used to track any equipment used for events by the event client and contains language that determine liability for any damage to equipment. It is signed by both event staff and event client. Equipment is checked back in by Woodruff Park event staff after the event, and inventoried and inspected for condition before releasing the event client from responsibility. The form will also track the numbers and costs for rentals and help project future event budgets and income potential.

STAFF REQUEST

Staff request forms are used internally with ADID departments and externally with any Woodruff Park service vendors (maintenance, janitorial, security, event support and production staff) to request additional staffing for events. This includes requests from ADID district staff to support Woodruff Park, or requests to ABM Building Maintenance and Facilities Services, requests to the Atlanta Police Department (APD), or any of the maintenance and events vendors.

These requests provide confirmation to the vendor of the number of hours at a pre-established rate so that all costs are budgeted and billed properly. It also provides understanding of all duties to be performed by extra staff and the timing of the requested work.

This will assist the vendor with billing Woodruff Park and assist Woodruff Park with approval of vendor bills. Staff requests and the confirmation from the

vendor are the tracking tools for payroll to ensure that the costs of the staff is attributed correctly to Woodruff Park.

Rates for these services are on the rate sheet, which is provided to event clients.

By taking on the activation strategies outlined in this chapter, Woodruff Park will not only be a destination for all visitors and residents, but the activations can significantly help with some of the social behavioral issues experienced now while increasing the funds available to Woodruff Park to maintain and activate the park.



Fig.1 Biker watching movie at the Bike in Movie event, 2017 in Woodruff Park. **Fig.2** Views of Downtown from the 2019 Jazz Festival Live from Woodruff Park. **Fig.3** Outdoor Library on the Lawn, a mobile computer lab offering free laptop and internet access event in Woodruff Park. **Fig.4** Food Truck vendor handing customer their lunch at Food Truck Friday, 2018 in Woodruff Park. **Fig.5** 2019 Doggie Con participants; an annual event in Woodruff Park. **Fig.6** Tree pose as park-goers participate in free weekly yoga classes offered at Woodruff. **Fig.7** The Woodruff Park Game Cart offers park-goers rentable tabletop board games. **Fig.8** PRISM: Winter Lights Opening Celebration, outdoor exhibit featuring light-based installations from artists around the country.



SHORT TERM ACTION ITEMS

1. Incorporate the Additional Activations recommended, including the ice and roller rinks and any activations that are a low effort win such as the 'Easy Activations'.
2. Meet with the City of Atlanta Parks and Recreation Department to fine-tune the existing MOU, define Woodruff Park's role as an event permitting agent, and refine the terms of a master permit agreement.
3. Meet with the Mayor's Office of Special Events to communicate regarding Woodruff Park's new initiatives and to refine the relationship for special events including assemblies, festivals, and large gatherings.
4. Tailor the provided event forms to Woodruff Park.

Additional activations are an easy win, and the lowest hanging fruit to start with and see early success with minimal effort. Start the research component for the ice and roller rinks and identify potential vendor partners.

Consensus with the City of Atlanta Parks and Recreation Department and the Mayor's Office of Special Events is critical to Woodruff Park's development of an events package and successful expansion of park activation. Start discussions immediately.

Once the new role of Woodruff Park is defined through City discussions, begin tailoring the provided event forms and developing the Woodruff Park Event Packet.

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CASE STUDY

UNION SQUARE SAN FRANCISCO, CA

At Union Square in San Francisco, the park hosts an annual skating rink that covers half the plaza. A popular attraction from November 1st through January 15th, the ice rink is operated by a vendor who provides all of the infrastructure for the rink, all staffing and management, and pays approximately \$4500.00 per day in use fees for the space. Over the 75-day duration of the rink, the rink generates nearly \$400,000 in revenue for the park.



Union Square in San Francisco annual ice skating rink.

SMALL VENDOR LEASES

In planning for activation in public spaces, having small vendor leases to guarantee an income stream to the property is important. This strategy allows small cafés and restaurants to generate significant income. Union Square Park generates \$300,000 yearly in lease payments from two cafés and a bike rental vendor. Los Angeles Grand Park generates over half a million dollars in income from its vendors.



Union Square farmers market offering local produce and goods.

HURON RIVER PARK ANN ARBOR, MI

In Ann Arbor Michigan, the developer of a new park adjacent to new housing and a hotel wanted see the income potential to underwrite costs of operations and maintenance for this planned park along the Huron River. The area surrounding the park is known for its connection to the Huron River, and kayak and canoe rentals from a livery across the river. The livery reported that they are overwhelmed by demand, so the pro forma identified a vendor outpost in the park that would enhance the river experience, and operate in conjunction with existing area facilities. It identified a programming and activation plan that would *generate over \$1 million a year to fund on-going operations*, allowing the developer to go forward with the project knowing that on-going operations costs were covered from income from the concession, rather than from continued contributions from the ownership. This model has been used effectively in other parks such as Los Angeles County Grand Park.



River tubers along Huron River near the proposed park.

SAFETY PLAN

The goal is to make the park a welcoming public space through management, morale, and improved security efforts including trainings, a safety summit, and technology.

ALIGNMENT WITH THE STRATEGIC INITIATIVES



SAFE + EQUITABLE SPACE FOR ALL USES
Additional staff will expand patrol shifts and hours, respond to site safety concerns more quickly, and program more activities that are inclusive of a broader user group.



365 PARK
An improved emphasis on safety throughout the year will expand the usage of the park.



3BL: TRIPLE BOTTOM LINE
Additional administrative staff and committees dedicated to Woodruff Park will create targeted opportunities for fundraising. A team dedicated to park operations will save ADID and the city money and provide greater oversight into how environmental sustainability on site.



STREAMLINE MAINTENANCE + OPERATIONS
Additional well-trained staff will help the park operations team identify areas of concern relative to maintenance.



ARTS + CULTURE EMPOWERMENT
A robust safety program will encourage more visitors to Woodruff and offer opportunities for park staff to expand art and culture programming.



LIFE SAFETY + STABILIZATION
Increased training for park ambassadors and additional security shifts park staff will help improve response times for situations involving life safety.

SAFETY PLAN INTRODUCTION

To continue to build on ADID's successes in Woodruff Park, the space needs to be perceived as a safe place for all users. The nature of the park and its location in Downtown Atlanta calls for a year-round activated environment. To make that a reality, the park must be safe and welcoming.

In developing a safety plan for Woodruff Park, current procedures were reviewed and recommendations for staff and management were developed to enhance the current plan. Below are recommendations for improvements to the overall safety plan, along with details on executing items such as staff reporting and training, continuing to work closely with Atlanta Police and Georgia State University Police, as well as developing both a safety summit and a community safety group to tie the community to the park and its overall safety. Goals for the safety plan are listed below.

SAFETY GOALS

- Make the park visitor friendly.
- Create a welcoming and safe place for all community members.
- Provide opportunities for staff growth.
- Improve communication with the community.
- Reduce quality of life issues.
- Deter code violations through a well-managed safety program.
- Reduce safety hazards in the park.
- Use design elements to attract visitors while deterring vandalism or other violations.

STAFF ACTIONS

Conduct safety briefings on all events with both ambassadors (and supporting safety team members), event production staff, and park programming team. These briefings enhance the ability of staff to respond to security needs at events in the park.

All safety personnel should have a copy of any alerts and event notifications with them to best assist with incidents or emergency services.

Staff should have copies of Park Rules and Regulations for advising park patrons. Once a rule is in writing, it has a stronger impact.

Work with staff on thorough inspections of the property, identifying all incidents and maintenance and repair issues.

REPORTING FORMS

- Incident Reports – *See Sample in Appendix*
- Condition Reports – *See Sample in Appendix*
- Inspection Reports – *See Sample in Appendix*
- Park Attendant End of Shift Report – *See Sample in Appendix*
- Working with Dispatch

POLICE

Police should have stand-up meetings with both ambassadors and the park programming team prior to events coming into the park. These meetings should review the event notification, and cover impacts to property, size of the event, the scope and nature of the event (what it's about, and who will be attending: families, youth, seniors, etc.), and attendance numbers.

POST ORDERS

- In addition to current post orders, officers check in with businesses around the park, doing “meet and greets” with owners and employees, both to make a strong connection to the park and to give and receive information about what is going on, and any concerns or observations.
- Officers have sign-in sites at various locations, and report any information gathered to dispatch
- Post orders are reviewed with each new assigned officer to make sure that expectations are met.
- Frequency of walkthroughs are increased to include patrols during the day from noon until early evening. Currently, they patrol only in the mornings and later in the evenings.
- Officers walk with ambassadors in the park whenever possible.
- ADID and the officer's supervisor emphasize the importance of addressing quality of life crimes for the success of the park.
- ADID and officers emphasize the use of the End of Shift Report which can improve communication between agencies and expand incident documentation efforts.

See sample in Appendix.

Atlanta Streetcar stopping at one of the two streetcar stops along Woodruff Park.



PARK STAFF TRAININGS

Training of all park staff will enhance their ability to do their job and provide better service to the public. Training that focuses on how to interact with the public, including cultural sensitivity trainings, will allow staff to engage more successfully with park patrons. Mental health first aid and other crisis intervention trainings allow staff to assist those experiencing issues effectively and compassionately, and with less disruption to the park. This training will help them 'message' the social inclusion plan to the public simply by how they handle themselves in these situations.

RECOMMENDED TRAININGS

MENTAL HEALTH FIRST AID (8 HOURS)*

- Two day training in four hour intervals.
- Provided a certification course for employee credentials.
- Training allows staff to relate to people experiencing mental health issues or drug addiction in a way that allows clearer direct communication and can indicate best next steps referrals for the person while giving the staff a vocabulary and basic knowledge of symptoms. This is not treatment, but a way to help, get cooperation, and move the person to the next step in terms of their safety and/or recovery.

DE-ESCALATION TRAINING (2 HOURS)*

- Educates participants on de-escalation techniques that are non-physical skills used to prevent a potentially dangerous situation from escalating into a physical confrontation or injury.

CPR/FIRST AID/BLOOD BORNE PATHOGENS (4 HOURS)*

- Certifies participants in First Aid and CPR training for adults, children and infants. Includes training on using an AED (Automatic External Defibrillator) machine.
- Training includes methods for self-protection against infection from blood borne pathogens.

WORKER SAFETY TRAINING, INCLUDING HEAT PREVENTION TRAINING (4 HOURS)

- Helps train staff on working together to create safe, vibrant neighborhoods and on the basics public safety information community relations, de-escalation, personal safety and workplace violence prevention.
- Staff review procedures to both prevent and deal with the outcome of heat illness.

ATLANTA PARK CODES TRAININGS (2 HOURS)

- Overview of all sidewalk, street ordinances and park code guidelines.

CODE ADAM TRAINING (2 HOURS)

- Teaches procedures to assist finding lost children or adults with disabilities.
- *See Template for Code Adam Form in Appendix*

ACTIVE SHOOTER TRAINING/BOMB THREAT TRAINING (4 HOURS)

This training can be done by a local branch of Homeland Security, often without cost.

- Training includes safety and effective management of an active shooter situation in the public realm.

- Correct and safe bomb threat procedures.
- Instruction from Homeland Security about terrorist threats.

EMERGENCY RESPONSE TRAINING (2 HOURS)

- Teaches the basics of personal preparedness and prevention, hazard mitigation, search and rescue, fire extinguisher.

ROLL CALL TWICE A YEAR (ONCE TO GSU, AND ONCE TO APD) (2 HOURS)

ADA TRAINING (2 HOURS)*

- Covers the essential elements of the ADA and appropriately dealing people with disabilities in public spaces.

VETERAN'S AFFAIRS TRAINING (2 HOURS)*

- Trains participants to identify trauma and other related matters.

HUMAN TRAFFICKING (2 HOURS)

- Trains staff to identify potential victims of human trafficking and how to report incidents and activities that they are witnessing.

DOMESTIC VIOLENCE TRAINING (DEBILITATING AND TRAUMATIC EFFECTS) (2 HOURS)

ANGER MANAGEMENT TRAINING (2 HOURS)

- Trained how to recognize and reverse their earliest physical signs of anger.

CULTURAL SENSITIVITY TRAINING*

- Varies from year to year, but includes LGBTQ, vision impaired, senior issues with mental / physical infirmities, women's issues.
- Diversity and awareness of issues faced by various communities.

FACILITIES TOURS FOR LOCAL SERVICE PROVIDERS (10 HOURS)

TRAININGS WITH LOCAL HOTEL CONCIERGES (2 HOURS)

**These trainings include elements of the Social Services and Equity Plan.*

Staff Park Trainings Continues on Next Page >>



TRAINING RESOURCES

- **RED CROSS-GEORGIA REGIONAL HEADQUARTERS**
Metropolitan Atlanta
1955 Monroe Drive, Atlanta, GA 30324
404-876-3302
info.metroatlanta.ga@redcross.org

- **ATLANTA FIRE DEPARTMENT**
Public Safety Headquarters
226 Peachtree Street, SW Atlanta GA 30303
404-546-7000

- **MENTAL HEALTH FIRST AID**
Local Instructor: Tabatha Burks
Tabatha.Burks@dbhdd.ga.gov
Co-Facilitator: Tara Zellous
Tara.zellous@dbhdd.ga.gov
(Currently teaches a Course right in Woodruff Park)
404-640-2475

- **APD COMMUNITY POLICING PROGRAMS**
H.O.M.E. Team
226 Peachtree Street, SW Atlanta, GA, 30303
404-546-5650

- **VETERANS AFFAIRS**
Atlanta Regional Office
1700 Clairmont Road, Decatur, GA, 30033
800-827-1000

- **VETERANS EMPOWERMENT ORGANIZATION**
373 West Lake Avenue NW, Atlanta, GA 30318
404-889-8710

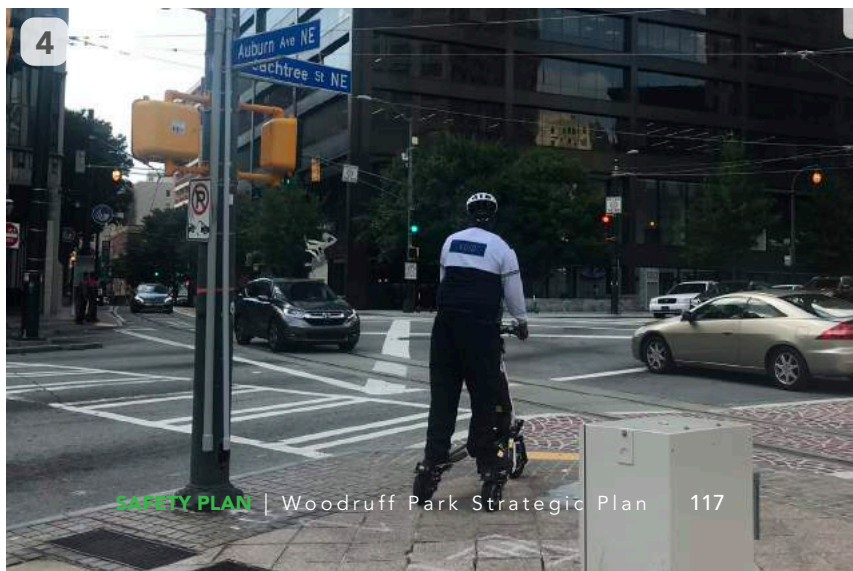
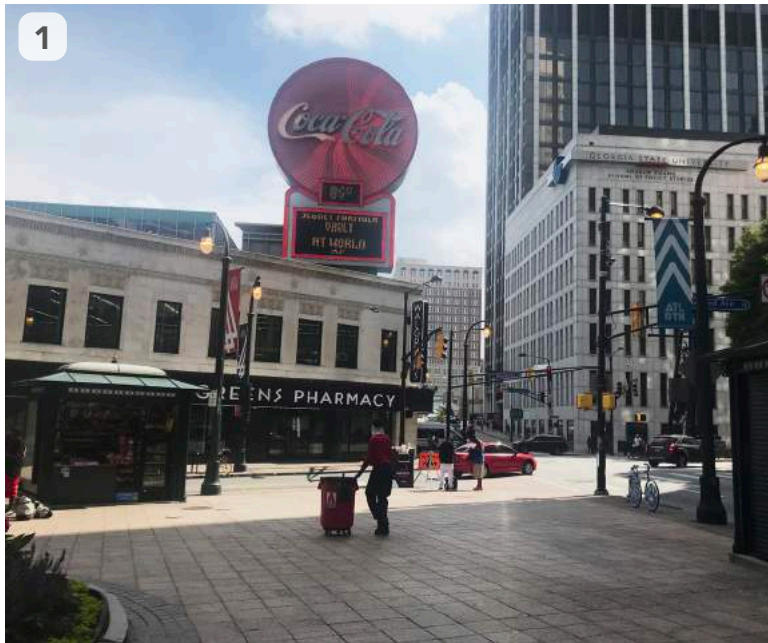
FREQUENCY OF TRAININGS

Trainings for park staff will be mostly in-person, so that each staff member had direct contact with the trainer, hears others' questions, and gains insight from group discussion about issues. This will require additional budget for trainings that are above and beyond the current trainings. This can be supplemented between coursework sessions with both the designated staff trainer and peer-to-peer training for any new employees

UNIFORMS

ADID and the ambassador program excel have an excellent uniform program and protocol. Enhancing the visibility of the staff that works in Woodruff Park with larger logos/patching directly affiliated with the park would help people associate the park and staff and differentiate them from the broader ambassador team. This helps with perceived authority when advising within park boundaries.

Fig.1 Ambassador cleaning staff on the south corner of Woodruff Park. **Fig.2** An Ambassador Force of Downtown Atlanta in uniform. **Fig. 3** Woodruff Park Project Manager at Food Truck Friday Event. **Fig. 4** Ambassador on three wheeled scooter patrolling Woodruff Park.





Woman enjoying concert series in Woodruff Park.

COMMUNITY SAFETY COMMITTEE MEETING

Park leadership staff, in association with ADID, should establish a community safety committee and hold lead quarterly meetings focused on Woodruff Park, distinct from any district-wide effort. Recommended committee members include representatives from the community, police, health department, business and building managers, hoteliers, restaurants, Georgia State University, ADID, and possibly a representative from the Department of Parks and Recreation. The committee should also include service providers to address any issues with the populations that they serve.

At the meeting, members should review reports specific to the park from city agencies including 911 calls for emergency services for medical

emergencies, crimes, fires, etc., crimes statistics, police calls, report from statistics from ADID on past events, incidents and activities, as well as future events.

The committee should develop a communication plan to connect Woodruff Park with security directors of surrounding buildings, including hotels and restaurants, Georgia State University, local businesses contiguous to Woodruff Park, such as Walgreen's and others. This includes use of shared radio channel, smart phone apps or e-mail distribution lists. This should be a closed system to invitees only. Minutes of these meetings should roll back up to the Executive Director/park leadership and ADID.

SAFETY SUMMIT

GOALS

- Demonstrate best safety practices and rescue operations.
- Learn about the importance of following procedures and directions in an emergency.
- Recreate the image of Woodruff Park as a safe space.
- Encourage community team building and connection with emergency services personnel.

OVERVIEW

This public event brings together the fire department, police department, medical professionals, and the health department to do trainings and activities that demonstrate best practices for public safety while connecting with the community. The summit can feature themes such as proper active wear for biking, walking at night, fire prevention techniques, and fun activities for children and adults. Additional educational activities include demonstrations of each department's equipment (fire trucks, police cars, police dogs, ambulances, etc.), the communication systems in the park, safety team building to learn about solving problems and proper safety protocols. Ambassadors and ADID personnel should be on hand in a visible way to make the connection of "safety" and Woodruff Park.

TRACK SYSTEM

A track system is comprised of a digital program that facilitates documentation and communication of safety programs within the park. Data is monitored from a cell phone and/or a wand which helps identify the location of park ambassadors and safety personnel. The program can generate reports which can be align monitoring and incidents.

Other benefits include:

- Staff can identify hazardous situations more quickly.
- The system provides data analysis for safety issues and property conditions.
- The system tracks frequency of vandalism and other property issues in specific locations.

This program can be instituted in Woodruff Park with a minimal amount of capital investment and training. This helps support coordination with the police and provides additional data for the community safety committee meetings. It may also help replace or augment some of the recommended safety forms.



SAFETY FORMS

OVERVIEW

Included in the Appendices are safety forms to assist the management of Woodruff Park. Each form is described below, followed by an explanation of the use of the form. Included are instructions to collect and aggregate the information, procedures on how to use this information, when and why to use these forms, and which forms are used in each situation. With these forms the data will track trends and provide documentation where appropriate.

The data collected also tracks the frequencies of the type of activity or incident, the time it occurred, and the location. This information better informs staff scheduling for safety and janitorial / maintenance issues. The data builds a picture of what is happening in the park to bring forward for APD, for funding from outside sources to address issues, and to project for future budgets. The data can also show where more effort is needed in staff training to lessen certain issues. Digital technology and monitoring programs / applications are available that can assist in tracking.

A copy of every form that connects to an event will be kept in each individual event or special project file as back-up so that there is a record of the requests and agreement to provide services.

WOODRUFF PARK RULES CARD

This card gives staff an effective means to inform the public of official park policy. The code-of-conduct card has the Park Logo, website information, and citation of Atlanta Park and Recreation Codes, where appropriate. Standard prohibited activities

Atlanta's Ambassador Force member attending the 2020 Annual Meetings + Awards Celebration hosted by CAP / ADID.

that occur most frequently are listed, and any special amendment to the Park Code specifically for Woodruff Park (if any).

The card serves as a certified document that confirms that all Park staff has the right to advise the public. These are distributed to all GSU and APD officers for enforcement of the regulations.

For data, End of Shift reports include the number of cards handed out, and any response, cooperative or not.

INCIDENT SAFETY HAZARD REPORT

This form is intended to document and report all incidents that occur in the park; any injuries such as “trip and fall”, reported thefts, any other crimes, altercations, and if someone is ejected from the park and/or arrested. They are also used for vandalism to investigate how the park was damaged. The forms are used for hazards, such as something sticking out of the ground, or a hazardous spill, or damage to property during events load-in/load-out. They document any issues with special maintenance or projects in the park.

The form identifies the facts of the incident, including what happened, who was involved, and any witnesses. The description needs to state if the incident was witnessed while it occurred or is being reported afterwards. It is important to get complete information from each person, including the reporter, anyone involved in creating the incident, and all witnesses with complete statements and contact information, including address, phone number and e-mail.

DESCRIPTION OF INCIDENT/HAZARD

The description of the incident or hazard includes location, injury, nature and scope of accident or crime, and if any emergency services were called and responded. The description includes any need for those involved to go to the hospital, if they were arrested by police, or if they were ejected from the park. The description includes a physical description of all involved, with a head-to-toe notation of clothing, including shoes. There is a place on the form to document police badge numbers, service providers such as ambulance, and where the person was taken.

ACTION TAKEN

This information includes all steps that park personnel take, including reporting to Woodruff Park and ADID management as soon as possible, writing a report, seeking out any additional witnesses, checking any nearby surveillance available, and getting statements from all involved. If vehicles or equipment are involved, staff will document a full description, including make and model, and license plate, if available. If an accident is caused by someone other than Woodruff Park personnel, it is important to get any insurance contact information.

PROPERTY INVOLVED

List all items involved, including the surfaces, structures, furniture, fixtures and equipment, vehicle make and model, tools, items stolen with description of any technology involved. These details are all required so that when the next phase of the investigation takes place, all information is available. If there are missing items from the report, they are noted in the “follow-up needed.”

Safety Forms Continues on Next Page >>

FOLLOW-UP NEEDED

This includes documenting any need to reach out to the injured party to show care and concern, follow with APD or Fire Department for any reports. These forms are useful in dealing with any legal issues that arise because of that incident, and document staff/management response. Forms are retained in the management office for five to seven years.

CONDITION REPORT

These forms are used for items found and reported internally by park staff or management and given to the appropriate department for follow up. A picture of the issue is attached whenever possible. Condition reports are generally developed by staff on issues such as leaking irrigation systems, trip and fall hazards caused by tree roots, pavement sticking up or other hazards brought on site during events.

These forms are also used for:

- Damage, including graffiti on all furniture, fixtures and equipment, as well as all lighting conditions in the park.
- Natural occurring issues like rodent infestation or damage (gopher holes, etc.) and any loose bolts, rust or missing paint from any items in the park.

Staff must take action to address any hazards that cannot be immediately corrected, including placing safety cones or tape at the area. These forms are turned in to management for follow up by the appropriate department, and management reviews open and closed condition items at staff meetings.

INSPECTION SHEET

These forms help determine if staff are maintaining the property to a high standard, and to plan for preventative maintenance and repairs. Inspection sheets most often are used weekly but are best used daily. These forms are used by front line staff as well as management to ensure proper monitoring of the entire park's facility from curb to curb, including structures, landscaping, furnishings, lighting, water features, and safety. The inspection sheet also identifies visitor interactions, social services needed-gauged by the different activities discovered during inspection. This includes noting items that need a condition or incident report. The sheet helps in looking for current conditions as far as cleanliness, as well as the life cycle of the physical elements of the park. This includes looking at lighting or the fountain for preventative maintenance, such as flickering lights or seeing murkiness in the fountain water. For light audits this form is be used in conjunction with a map of the park, and stapled to the inspection, noting where issues are located. This form also assists with scheduling of items for repair or maintenance.

AMBASSADORS' END OF SHIFT OUTCOMES REPORT

This form tracks information on the property and incidents to which the staff responded. Tracking helps determine if issues are monitored and addressed on a day to day basis by staff, and the types of issues that occur. This also helps track data if you are paying for services, and documents what you are getting from external services such as APD officers. Data is entered into a spreadsheet for

analysis of effectiveness of current safety officers. This is used to both to determine effectiveness of individual shifts and the trends of behavior that would indicate a need to add staff or provide more training. These reports are a cover sheet for any Incident/Safety Hazard or Condition Reports that staff fill out.

POLICE END OF SHIFT OUTCOME REPORTS

Police working in the park mark all activity they see during their shift. The data gathered from these reports will be tracked into a spreadsheet to determine frequencies, location and timing of events, as well as trends with certain kinds of behavior that merit an increased or decreased response. The first page is a summary of any activity noted in the charts on the second page.

Officers will turn these sheets in daily to Dispatch.

STAFF REQUEST

Staff request forms are used internally with ADID departments and externally with any ADID service vendors (maintenance, janitorial, security, event support and production staff) to request additional staffing in the park. This includes requests from ADID staff to support Woodruff Park, or requests to APD, or any of the maintenance and events vendors.

These requests provide confirmation to the vendor of the number of hours at a pre-established rate, so that all costs are budgeted and billed properly. It also provides understanding of all duties to be performed by extra staff, the timing of the requested work.

This will assist the vendor with billing ADID and assist ADID with approval of vendor bills. Staff requests and the confirmation from the vendor are the tracking tools for Payroll to ensure that the costs of the staff are attributed correctly to Woodruff Park.

These forms are also used for back-up in billing clients for services provided, so that ADID/Woodruff Park can recoup appropriate expenses from event clients. As part of event files, this data can track the number of safety staff needed for Department of Parks and Recreation permitted events, ADID programmed events, and any increase in attendance in the park seasonally. More specifically, the number of staff required for different times of each event are tracked, such as for load in, the event itself, load-out, and crowd control. This data will allow ADID to develop a formula, system, and procedure by using this historical data. Looking at debriefing notes from the event, management will be able to note when a level of staffing was too high, too low, or appropriate for the event.

A review of these documents at the end of the year will help establish projections for the frequency of requests for extra staff, and the reasons, such as events, seasonality and general operations so that ADID is better aware of the potential needs for additional staff in planning for future years.

Safety Forms Continues on Next Page >>

PRISM Sculpture exhibit at Woodruff Park at night.



CODE ADAM FACT SHEET

These sheets are used for any lost/missing children to assist in locating them and returning to safety. They are also useful in tracking any adults who may have impairments, such as dementia.

The first step is to immediately notify police, security and all staff of the issue at hand. It is important to note all of the categories in the form, as this assists police with successfully finding the child and/or anyone seen taking a child. It is important to note in the description all clothing, especially shoes, and up to the top of the head. It is important to note footwear- folks can quickly change shirts/sweaters, but it is harder to change shoes. Tattoos piercing, hair color etc. are all descriptors. Most often the lost person is found. Immediately notify all departments and emergency services when the person is found, and the search is ended. All of this information will be kept on file to support any investigation that the police might undertake.

DATA COLLECTION

In order to simplify the collection of data for Park Attendants and others, a dedicated app can be developed to allow for easy data entry in the field, and to track and aggregate information in a data base. Products like "See Click Fix" (www.seeclickfix.com) or "Public Stuff" (www.publicstuff.com) can be used to enter, track and report on data collected from the park, including work orders and other maintenance issues. The apps can be customized, and can be internal or, potentially in the future, public facing so that park partners can report items they see. This data is in addition to that collected by a touch wand system for Park Attendants to show the coverage that they are providing.

SHORT TERM ACTION ITEMS

1. Establish a community safety committee with a goal of 3 meetings in 2020.
2. Collaborate with GSU and APD to host a safety summit by second quarter of 2021.
3. Print and distribute parks rules and regulations books for all park staff and begin to provide annual training on these rules.
4. Expand the budget to increase training beginning with an emphasis on parks codes/ rules and mental health.
5. Begin incorporating forms listed above with the goal of incorporating digital applications within two years.

CASE STUDY

YERBA BUENA GARDENS SAN FRANCISCO, CA

In Yerba Buena Gardens, management has done extensive outreach to the surrounding community, and, specifically the security community. Management created a Neighborhood Security Coordination Meeting so that there was strong communication on issues in the neighborhood. By investing in this meeting, staff was able to work with police to have a serial groper arrested after he targeted women in the park. Security staff witnessed the man nearby assault a young woman, and asked her, if they could get the police here quickly, would she file charges? Using the connections to the SFPD through the Coordination Meeting, staff was able to get a police officer to respond right away. Staff worked with the District Attorney and the community to have a permanent stay-away order in place by coordinating a group to attend the hearing. By having a safety coordination meeting, the staff has a strong relationship with City Departments, including SFPD and the District Attorney's office to affect these solutions.



Yerba Buena Gardens open lawn.

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PHYSICAL IMPROVEMENTS + MAINTENANCE PLAN

Supporting and improving the aesthetic values and functionality of the park.

PHYSICAL IMPROVEMENTS BUDGET "CUT SHEETS"

CAPITAL IMPROVEMENTS COST OPINION

The following pages include the cost opinion for the proposed capital improvements, with each improvement grouped by these categories: overall site, north area of the park, middle area of the park and south area of the park. The improvements are then further detailed in each "cut sheet," which are presented first in this chapter, followed by the overall cost opinion that provides an overview of all proposed capital improvements.

The proposed maintenance costs within the capital improvement cost opinion and the proposed budget in the Proposed Budget and Proforma chapter are related, but their correlation is not one-to-one. Some numbers will align (i.e. costs for landscaping) which are defined costs for outsourcing expenses. In most categories, however, proposed maintenance costs for capital improvements are inclusive of supplies, labor, and materials. They define a cost per

category in order to illustrate efforts necessary in the event that a capital improvement is completed as a stand-alone project. This allows Woodruff Park to determine feasible amounts of work to complete singular projects one as funds and staffing allow. The costs proposed do not take into account economies of scale or assume all capital improvements will be completed at one time; if park managers decide to complete multiple improvements at a time, an updated quote and budget should be developed that can account for economies of scale and current market conditions. The proposed budget, on the other hand, illustrates a complete "build out" with all recommendations for staffing, maintenance, and operations. This is also inclusive of other third-party security personnel costs with expenses divided between materials and supplies, contracted services, and maintenance and repair. The proposed maintenance costs for capital improvements are meant to illustrate the broader financial outlay considerations.

SIX STRATEGIC INITIATIVES



SAFE + EQUITABLE SPACE FOR ALL USES
Woodruff Park is a safe and equitable space where all users feel included, comfortable and to able enjoy the space and activities.



365 PARK
Woodruff Park is a year-round open space that creates vibrancy in Downtown Atlanta.



3BL: TRIPLE BOTTOM LINE
Woodruff Park responds to the triple bottom line for measuring success: financially sustainable, environmentally sustainable, and socially sustainable.



STREAMLINE MAINTENANCE + OPERATIONS
ADID's maintenance and operations organization is tailored to support the mission of the park.



ARTS + CULTURE EMPOWERMENT
Woodruff Park empowers the arts and culture community by integrating and communicating stories and creative expression.



LIFE SAFETY / STABILIZATION
Woodruff Park improvements critical for public safety.



Vendors setup at DoggyCon 2019.

STRATEGIC INITIATIVES

The strategic initiatives outlined in the Plan Framework within the Introduction chapter are identified graphically through the use of icons in the cut sheets. Each of the cut sheets presented in this chapter illustrate which initiatives are applicable and are accompanied by a description of how the improvement upholds each strategic initiative.

PRIORITIES

Based on the six strategic initiatives, each improvement is ranked in the cost opinion spreadsheet on the priority of the improvement relative to the strategic initiative. The strategic initiatives are ranked on a scale of 0 to 5, with 5 being the highest priority. Life safety/stabilization is ranked either as 0 or 5, given that either the improvement is driven by a need to protect life safety or it is not.

CUT SHEETS

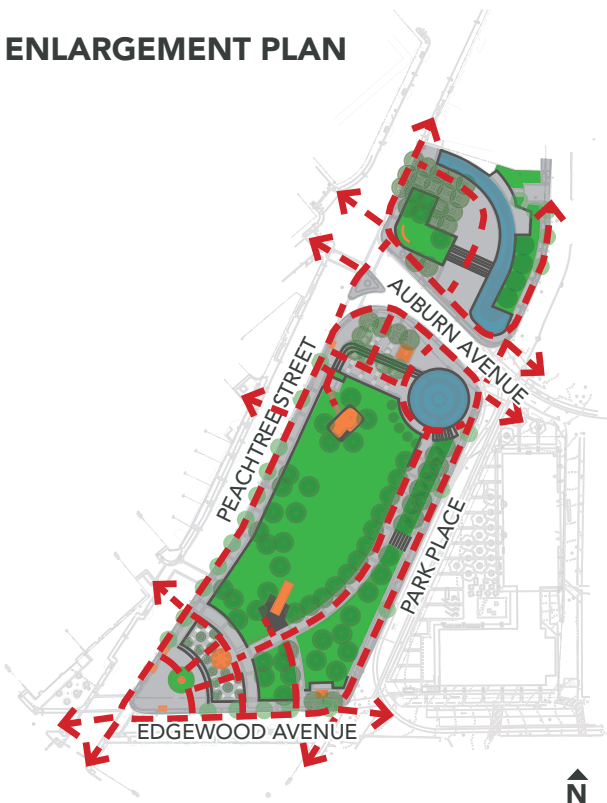
Each cut sheet contains information specific to the physical improvement identified in the cost opinion spreadsheet. This information includes a graphic diagram to identify the location of the improvements on site, a brief description of existing conditions, recommended improvements, line items from the cost opinion, design strategies relating the improvements to the strategic initiatives, additional recommendations and reference images.

SHORT-TERM ACTION ITEMS

Additional 'low hanging fruit' are identified on each cut sheet as short term action items that can be achieved with current resources and relative ease of effort on the part of Woodruff Park staff.

IMPROVE ACCESSIBILITY + UNIVERSAL ACCESS

ENLARGEMENT PLAN



WHERE PEACHTREE MEETS SWEET AUBURN SLIP LANE

Removal of the slip lane is a recommendation of this plan to improve pedestrian safety.

Currently there is a study regarding the pedestrian island at this intersection as a possible location to celebrate history.

Given the ongoing nature of the study and that it is still in the early development phase, it is too soon to determine the cost of improving this area and what might occur with the present slip lane.

Discussions centered around placing an art piece in or very near to the pedestrian island are ongoing with many community stakeholders involved. A traffic study of the slip lane and traffic movement in and around this area, if not already in progress, should be conducted to assist in determining the best approach.

EXISTING CONDITIONS

- There is currently no direct ADA access to the lawn.
- It is difficult for park users to move east-west across the park due to the seatwall along Peachtree and the grade change along Park Place.
- The east access (stairs only) to the park is directly behind the new streetcar stop.

RECOMMENDED IMPROVEMENTS

- Design and install a pedestrian walk through the park that is vehicular rated for event setup and provides ADA access to the lawn.
- Remove the seatwall along the Peachtree Street edge of the park and regrade the lawn for greater east-west access into the park.
- Design/re-configure the east access behind the streetcar stop and install a new entry or entries on the east side of the park to facilitate greater east-west access.

COST	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Incorporate Pedestrian Walk (Vehicular Rated)	\$259,000.00	N/A	\$1,000.00	HIGH
Remove Peachtree St. Seatwall/Re-Grade/Re-Vegetate	\$105,000.00	N/A	\$0.00	HIGH
Remove Slip Lane (Peachtree + Auburn)	\$0.00	N/A	\$0.00	LOW
Revise East Access Point (Street Car Stop)	\$128,100.00	N/A	\$0.00	LOW
Total Cost	\$492,100.00		\$1,000.00	

IMPROVE ACCESSIBILITY + UNIVERSAL ACCESS

DESIGN STRATEGIES



Design of accessible entries and walks will enable all users to equally and easily enter the park.



Design of accessible entries and walks will enable all users to cross-navigate the park.



Vehicular access into the lawn will reduce the time/cost for event setup/takedown. Reducing setup/takedown reduces resources used (gas/energy). Equal access for all users fosters social inclusion.



Shared accessible paths reduce the need to set up temporary ADA ramps.



A universally accessible park allows all users to enjoy art installations and programming.



Removal of the slip lane will reduce pedestrian/vehicular conflicts.

ADDITIONAL RECOMMENDATIONS

- Coordinate improvements with other site wide improvements such as electrical improvements, security and speaker upgrades.
- Design all new features of the park to be universally accessible. All accessible paths should be the same as able-bodied entries and paths and defined as the main point of entry unless extreme existing conditions prevent sharing of the same paths and entries.
- Coordinate regrading of the lawn with drainage improvements.

SHORT TERM ACTION ITEMS

- Conduct a detailed accessibility assessment of the design, documenting specific areas with issues, existing site furnishings needing replacement or upgrades, and areas that would work to support large differently-abled groups.

REFERENCE IMAGES



Accessibility for all people.



Vehicular rated pedestrian promenade, Klyde Warren Park, Dallas, TX.



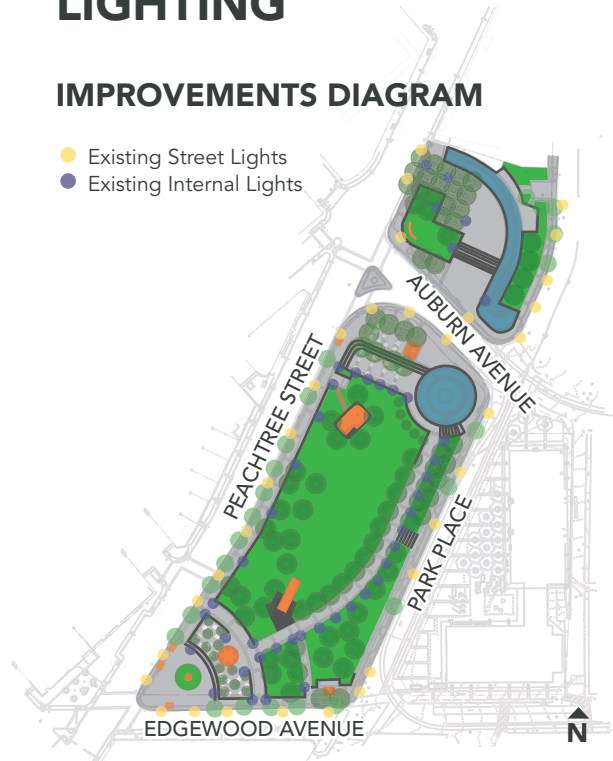
Existing slop lane at the corner of Auburn Avenue and Peachtree Street, at Woodruff Park.

CAPITAL IMPROVEMENTS: OVERALL SITE

LIGHTING

IMPROVEMENTS DIAGRAM

- Existing Street Lights
- Existing Internal Lights



EXISTING CONDITIONS

- Park lighting dates back to the 1994 park improvements.
- Damaged wiring and piecemeal fixes overtime.
- Fixtures are COA Standard.

RECOMMENDED IMPROVEMENTS

- Update lighting and electrical infrastructure site wide.
- Install safety lighting.
- Install programmed lighting.
- Continue seasonal lighting during the wintertime period.

SHORT TERM ACTION ITEMS

- Develop an expanded seasonal lighting program to coincide with more holidays and sporting events that is independent of hardwired lights.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Electrical Upgrades (Fix Issues)	\$385,000.00	N/A	\$500.00	HIGH
Safety Lighting	\$35,000.00	N/A	\$900.00	HIGH
Seasonal Lighting (Holiday Lights)		\$28,000.00	\$40,000.00	MEDIUM
Programmed Lighting	\$23,000.00	N/A	\$1,200.00	MEDIUM
Total Cost	\$443,000.00	\$28,000.00	\$42,600.00	

DESIGN STRATEGIES

- Lighting will provide visibility and safety, deter undesirable behaviors, and invite social activity.
- Safe lighting and programming support a year-round vibrant park.
- Lighting upgrades to efficient fixtures and current codes will save money and electricity and provide a safely lit space.

- Updates will reduce regular maintenance costs and frequency of maintenance.
- Programmable and seasonal lighting will enhance arts and culture and activity and programming.
- Updated lighting maintains and improves public safety.

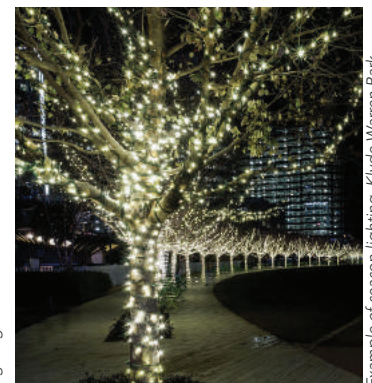
ADDITIONAL RECOMMENDATIONS

- Major site improvements should take into consideration future lighting needs and plan for conduits. For example, a recommendation is to install a new walk to provide maintenance vehicular access and ADA access to the lawn.

REFERENCE IMAGES



Example of modern pedestrian lighting, Cree Lighting



Example of season lighting, Klyde Warren Park

SECURITY

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- Park is dimly lit with five security cameras.
- The security cameras are monitored by ADID Cameras at Zone 5.

RECOMMENDED IMPROVEMENTS

- Update security system and install new/additional cameras.
- The system should be operable from the ADID offices and connected to the Atlanta Police Department (APD) Zone 5 and GSU Police Precinct.
- Additionally, a security application should be available for on-site staff to access and monitor from smart phones.
- Coordinate installation with APD and GSU Police.

SHORT TERM ACTION ITEMS

- Bolster programming and activation to increase passive security.
- Research and obtain quotes for an upgraded security system.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Install Additional Security Cameras	\$70,000.00	N/A	\$1,200.00	HIGH
QR Patrol System	\$6,000.00	N/A	\$2,000.00	HIGH
Total Cost	\$76,000.00		\$3,200.00	

DESIGN STRATEGIES



An updated security system connected to local police and on-the-ground security staff creates a safer park.



A safe and secure space enables a year-round activated park.



A security system ensures the protection and safety of all park users.



An updated security system streamlines staff time by reducing time and money spent repairing an outdated system.



Security provides a safe setting for creative expression.



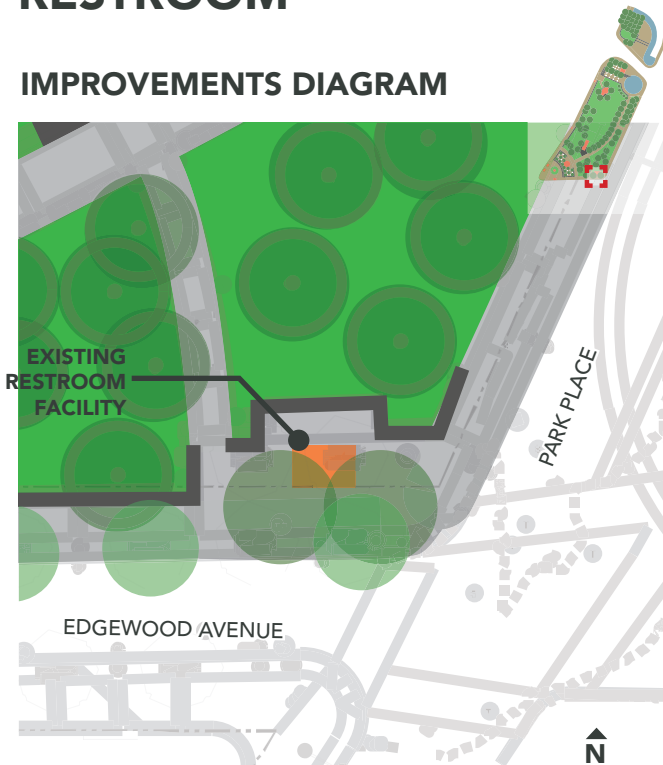
An updated security system will enable a faster response time for emergencies and incidents.

ADDITIONAL RECOMMENDATIONS

- Coordinate with Safety Plan recommendations and the Woodruff Park Safety Committee.
- Security system should always be coupled with an on-the-ground uniformed officer presence. See Safety Plan.
- Consider solar power for security cameras.
- Coordinate with lighting recommendations and landscape recommendations.

RESTROOM

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- Restroom is located at the corner of Edgewood Avenue and Park Place.
- Restroom is within city right-of-way and is managed on a contract with the City of Atlanta.
- Restroom is located at a major node with heavy GSU student cross traffic and no visual barrier between the public and the restroom entry.
- Issues and concerns have arisen with misuse of the restroom and public urination around the outside of the restroom.

RECOMMENDED IMPROVEMENTS

- Install a privacy screen that can also function as public art as a short-term solution.
- Develop a new strategy for public restrooms at Woodruff Park that includes relocation of current restroom to a more hospitable location or construction of a new facility elsewhere in the park.

SHORT TERM ACTION ITEMS

- Install a privacy screen immediately. With low cost, this improvement can have immediate impact.*

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Privacy Screen Installation	\$7,000.00	N/A	\$200.00	HIGH
Restroom Relocation	\$50,000.00	N/A	\$0.00	LOW
Total Cost	\$57,000.00		\$200.00	

DESIGN STRATEGIES



Integrating a privacy screen or relocating the restroom will protect restroom users and passersby.



Maintaining a restroom with adequate privacy provides a basic need for year-round park use.



A privacy screen meets basic social needs. Reviewing restroom costs/possible relocation may improve financial sustainability.



A privacy screen will reduce ADID staff time to address incidents related to restroom mis-use.



The privacy screen can serve as public art (i.e. a mural) which will generate visual interest.

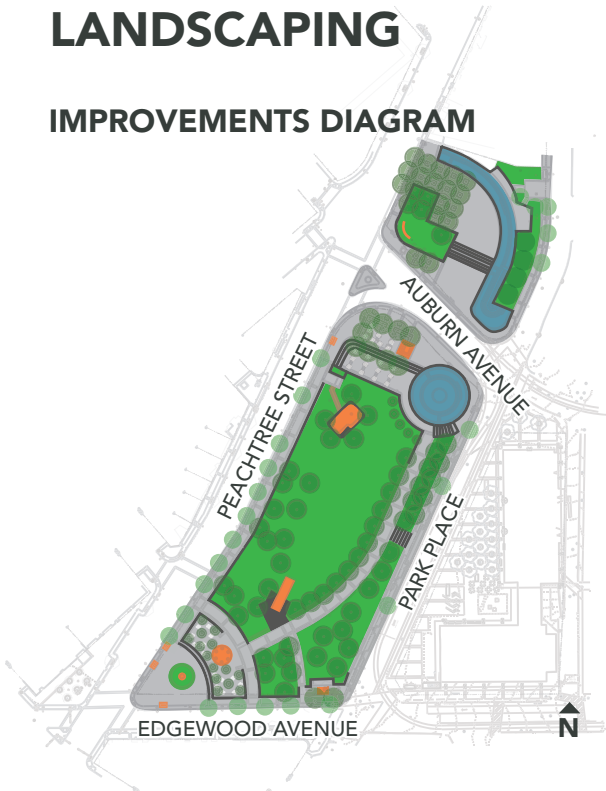
ADDITIONAL RECOMMENDATIONS

- The restroom is currently managed and maintained by the City of Atlanta. The City of Atlanta is under a contract with the restroom company. Relocating the restroom, to a permanent structure, either attached to the reading room/new cafe or built into one of the recommended storage spaces/pump rooms for the fountains would allow the city greater control over the restroom and would reduce the yearly cost for renting and maintaining a restroom. Additional stalls might also be added if the restroom planned as part of a permanent structure.

**First vet whether the restroom will be relocated. If the restroom is to remain in place for the foreseeable future, install the screen. Design the screen to have flexibility to be relocated or utilized as an art piece or screen in another location, once the restroom is removed or relocated.*

LANDSCAPING

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- ADID has an on-call landscaping and maintenance contract with Gibbs Landscaping.
- Large quantity of planter boxes with annual flowers along the seat wall and concentrated at the Phoenix Plaza.
- A majority of the shrubs and groundcover are non-native plant species, with some invasive species.
- Many of the trees on site appear healthy and provide shade.

RECOMMENDED IMPROVEMENTS

- Remove non-native and invasive plant species and replace with adapted or native, water-wise, low-maintenance plant species.

SHORT TERM ACTION ITEMS

- Concentrate use of annual color in heavily occupied areas of the park to reduce cost of annual maintenance.
- Maintain a clear visibility zone between shrubs/groundcover and tree limbs.
- Reach out to local and national societies to develop a biodiversity data collection and urban wildlife program with tracking specific to Woodruff.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Vegetation Removal	\$9,100.00	\$51,000.00	\$58,200.00	MEDIUM
Vegetation Replacement	\$245,000.00			
Total Cost	\$254,100.00	Total Cost	Total Cost	MEDIUM

DESIGN STRATEGIES



Design and maintain plantings for clear sight lines for visibility in the landscape.



Design new plantings to provide seasonal interest and year-round color.



Native and adapted species will reduce maintenance costs, contribute to urban pollinator and wildlife habitat. Select plants that have particular historical or social interest and cultural significance (Native American, African American heritage plants, edible plants, daffodils).



Native and adapted species will reduce maintenance costs.



Colorful native plantings, edible plants, plants with particular properties supporting artistic endeavors (plants with natural pigments for dyes), can support the arts and creative groups interested in utilizing the park.



Maintain a clear visibility zone (between 3 feet and 10 feet from the ground) and select plants that deter hiding. Use caution in the selection of plants with sharp edges, thorns, or poisonous properties.

ADDITIONAL RECOMMENDATIONS

- Develop an interpretive plant walk with signage to identify plant material within the park.
- Develop an Integrated Pest Management program and eliminate the use of toxic herbicides and pesticides.
- Employ a certified professional arborist to assess the health and safety of the trees within the park. This individual can provide a report with recommendations for care and removal of dead, dying and hazardous trees (DDH) to protect public safety.
- Create a program to conduct regular biodiversity data collection by involving the community and local and national societies such as the Audubon Society (birds), Georgia Native Plant Society, and soil and entomology (insects) programs with Georgia State University, including the Extension program. Use the data to provide an interactive biodiversity urban wildlife monitoring program, accessible online.

REFERENCE IMAGES



Franklin Nature Conservation Reserve, interpretive signage.

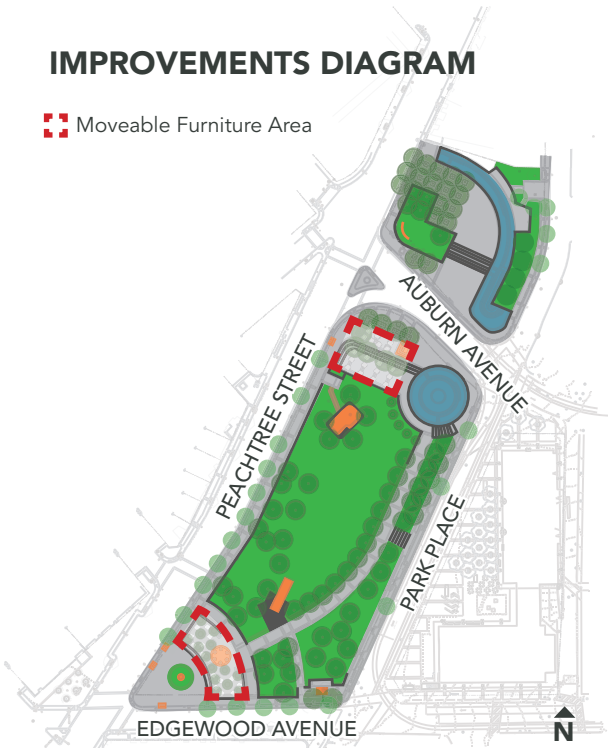


Natural, native plantings. Photo by Adam Woodruff + Associates.

SITE FURNISHINGS

IMPROVEMENTS DIAGRAM

 Moveable Furniture Area



EXISTING CONDITIONS

- Only one (broken) water fountain exists in the park behind the pump room for the water wall fountain accessible from Park Place.
- There are no fixed seating areas in the park.
- In the last two years, ADID has purchased 103 tables and 141 chairs for the former reading room area and the game cart area. Staff set up and tear down these spaces daily.

RECOMMENDED IMPROVEMENTS

- Provide additional seating park-wide, both permanent and movable. Roll out new seating options with increased programming and storage facilities.
- Provide seating for universal access and install seating groups that incorporate ADA components in all pieces of furniture to allow for groups of people with disabilities to have opportunities seating together.


SHORT TERM ACTION ITEMS


- Determine a pilot area for universal access group seating, purchase and install the furnishings and promote the area to local groups as a gathering place.


COST


	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Install Water Fountains in Key Locations	\$14,000.00	N/A	\$1,200.00	MEDIUM
Install Additional Seating Site Wide (Moveable/Fixed)	\$70,000.00	N/A	\$1,200.00	MEDIUM
Total Cost	\$84,000.00		\$2,400.00	


DESIGN STRATEGIES


 Design group seating to accommodate users of all abilities. Incorporate ADA seating in all site furnishings.

 Provide seating for all users at all times of day during park hours.

 Designing group seating for all users accommodates all potential social user groups. Select furnishings that are manufactured sustainably. Select durable furnishings to reduce replacement and maintenance costs.

 Durable permanent furnishings reduce set up/take down time for park staff.

 Incorporate moveable, temporary or permanent site furnishings as art initiatives and/or programming.

 Provide safe and accessible seating for individuals with health concerns, disabilities or the elderly to rest.

ADDITIONAL Recommendations

- Coordinate the installation of new site furnishings with increased security (camera system, staff), and additional successful programming. Test furnishing locations and potential success with moveable furnishings. If successful, permanent furnishings may be installed where appropriate.

REFERENCE IMAGES



Moveable chairs and table currently in Woodruff Park.



Klyde Warren Park mixing permanent and moveable seating options.

FIX + UPDATE SOUND SYSTEM

IMPROVEMENTS DIAGRAM

● Musak Speaker Location



EXISTING CONDITIONS

- The current sound system does not accommodate large events.
- Musak speakers are utilized for ambiance. Several are broken, and several work intermittently.

RECOMMENDED IMPROVEMENTS

- Update the sound system so it can be controlled remotely and replace music speakers.
- Integrate the sound system with proposed storage rooms behind the Phoenix Fountain and the International Peace Fountain.
- Provide FF&E lockable plug in locations in the lawn, hidden in shrub plantings or integrated into the pavement for quick plug and play access during events.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Replace Music Speakers	\$18,200.00	N/A	\$600.00	MEDIUM
Total Cost	\$18,200.00		\$600.00	

DESIGN STRATEGIES

- A working sound system ensures communication with park users in the event of an emergency.
- The sound system will provide year-round audio activation for the park space.
- A new sound system will reduce maintenance costs, increase energy efficiency and support social interactions and activities.

- Updating the sound system will reduce staff time spent on maintaining an old system.
- A sound system can support interactive art initiatives and programming.
- A working sound system ensures communication with park users in the event of an emergency.

ADDITIONAL RECOMMENDATIONS

- Consider other major recommended improvements such as improvements to lawn access and the north plaza.
- Coordinating speaker replacement with electrical, security and lighting upgrades.

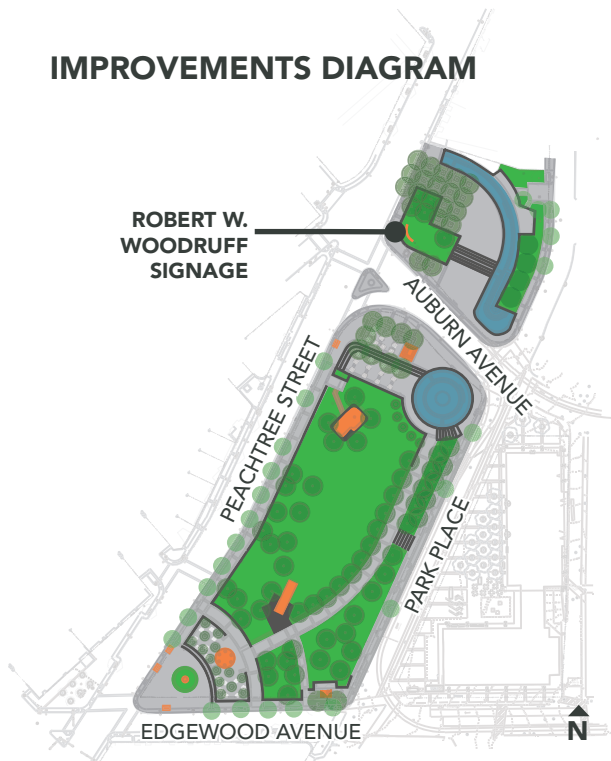
REFERENCE IMAGES



Musak speaker nestled within shrubs.

UPDATE / REFRESH SIGNAGE

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- Existing signage is a combination of signs from the 1994 park improvements, and random, graphically uncoordinated signs installed in reaction to park usage issues (such as smoking)
- Existing Woodruff Sign is outdated and not visible.
- Current city park standard signage is located within the park.

RECOMMENDED IMPROVEMENTS

- Update and refresh signage site wide.
- Develop a cohesive signage family integrated with Woodruff’s branding and complements the City of Atlanta’s signage standards.
- Remove the existing Woodruff sign and install new entrance signage.
- Design and install wayfinding and interpretive signage throughout the park.

SHORT TERM ACTION ITEMS

- Utilize technology to develop a walking path app through the park that can be marketed to hotels and offices.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Remove Existing Woodruff Sign in North Plaza	\$14,000.00	N/A	\$00.00	MEDIUM
Install Entrance Signage (Slip Lane Triangle, Major Entries)	\$105,000.00	N/A	\$600.00	MEDIUM
Install Wayfinding Signage (Family: Kiosks, Reg, Interp, Direct)	\$112,700.00	N/A	\$600.00	MEDIUM
Total Cost	\$231,700.00		\$12,000.00	

DESIGN STRATEGIES

- Entrance and wayfinding signage will accommodate and assist park users in navigation of the area and park.
- Ease of wayfinding and navigation makes the park a comfortable space to interact with year-round.
- Iconic and wayfinding signage will assist park users in navigating the surrounding area and park.

- Updated signage will assist maintenance staff when interacting with park users.
- Fresh and user-friendly signage will give the park a re-branding and attract creative culture.
- Clear wayfinding signage will help park users to quickly and safely navigate the park.

ADDITIONAL RECOMMENDATIONS

- Coordinate with north plaza landscape improvements.
- Coordinate signage installation with major site improvements. Consider phasing of major entry signs, then kiosks, wayfinding and interpretive signage.
- Develop a walking path through and around the perimeter of the park with wayfinding signage indicating distance and/or in conjunction with an interactive smart phone app.

REFERENCE IMAGES



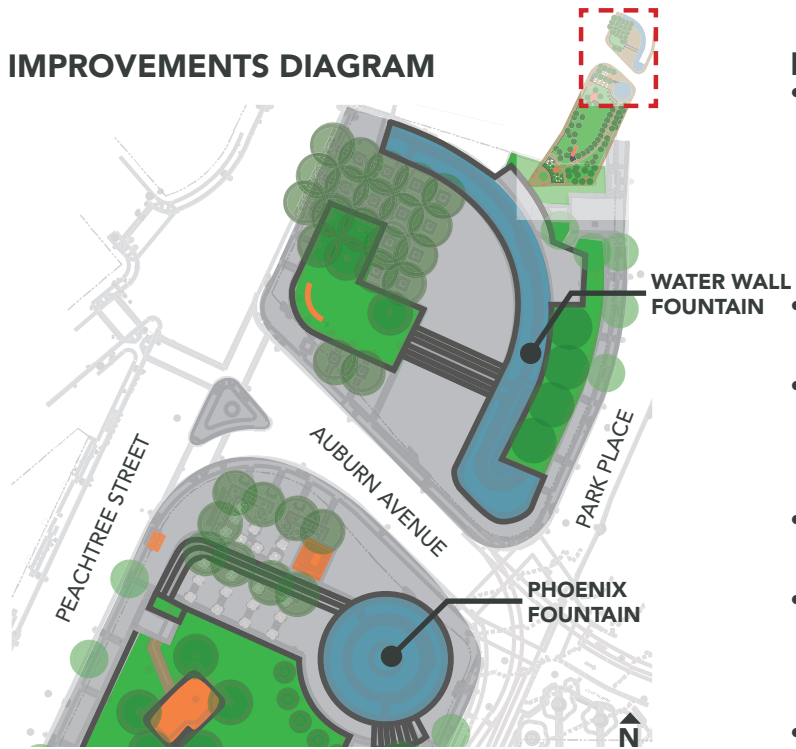
Example of modern park signage, Confluence Park, San Antonio, TX. Photo by Casey Dunn.

Example of modern entry signage, Lincoln Center, New York, NY.

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RE-DESIGN NORTH PLAZA + UPGRADE FOUNTAINS

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS




- The round fountain is located at the corner of Auburn Avenue and Park Place. In May 2019, a utility company damaged the underground pipe system shutting the fountain down for the remainder of summer. The fountain shares the same outdated pump system as the water wall, or International Peace Fountain, which is located on the north side of Auburn Avenue.
- The International Peace Fountain is in working condition but in need of leak, waterproofing, and tile grouting repairs.
- The pump room and fountain system are in poor condition, running to failure and are in need of maintenance, repair and replacement of systems. It presents numerous life/safety issues in addition to repeated costly maintenance.
- The Fountain Evaluation Report identifies structural and operational deficiencies for both fountains, see the Appendix.
- The north plaza, built on top of what was once an amphitheater, has an area with loose and removable stone pavers and an open hole with little structural support below, associated with a drain.
- The landscape berm/area behind the Woodruff Park sign is infested with rats and rat holes and blocks visibility.




RECOMMENDED IMPROVEMENTS

- Fountains: Repair/replace all seals, waterproofing, seams, caulk and tile sealants for the International Peace Fountain and the round fountain. Install new sensors.
- Create a second pump room for the round fountain with a second room for park equipment storage with an interactive art facade facing the street/sidewalk.
- Pump Room: Replace sand filter, rusted pumps with new seals, address all water intrusion in the pump room and waterproof, install and maintain chemical treatment system, install a 'dog house' for the ceiling fan and repair ceiling fan system, replace all electrical panels/controls, replace pump/fountain controls, clean and seal lower level mechanical room, service sumps, remove black mold, certify back flow preventers yearly, install flood control.
- The Fountain Evaluation Report further details recommended improvements, see Appendices.
- Hire an exterminator to remove rats in the landscape area behind the Woodruff sign. Remove the sign and re-design the landscape to allow for clear sight lines. Coordinate with signage update/refresh.

COST	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Amenities, hardscape, plantings, site furnishings	\$448,000.00	N/A	\$7,500.00	HIGH
Plaza Structural	\$35,000.00	N/A	\$2,000.00	HIGH
Water Wall Upgrades/Structural	\$280,000.00	N/A	\$4,800.00	HIGH
Round Fountain Upgrades/Structural	\$210,000.00	N/A	\$4,800.00	HIGH
Twice Annual Pool Cleaning		N/A	\$10,000.00	
Supplies for Both Fountains (Including Chemicals)		N/A	\$24,000.00	
Storage Structure (Behind Water Feature)	\$70,000.00	N/A	\$1,200.00	LOW
Storage Structure/Loading Zone/Pump Room (Behind Round Fountain)	\$70,000.00	N/A	\$250.00	MEDIUM
Interactive Art Component - Façade	\$21,000.00	N/A	\$1,200.00	LOW
Total Cost	\$1,134,000.00		\$55,750.00	

DESIGN STRATEGIES

-  Improvements to the fountains and north plaza will allow greater accessibility and use of the space.
-  Fully functioning fountains for the majority of the year significantly improve park ambiance and use of adjacent spaces.
-  New systems/equipment and an in-house facilities engineer will reduce and eliminate maintenance and operating costs, water-usage, and allow the public to enjoy these park amenities without interruption.

-  Replacing outdated and failing equipment will reduce maintenance costs. Preventative maintenance by an on-staff facilities engineer will reduce maintenance costs. Separating the pump systems will eliminate costly repair operations under Auburn Avenue.
-  Fountains may serve as the backdrop or interactive component of art programming.
-  Address pump room life/safety hazardous conditions. Address north plaza structural failure.

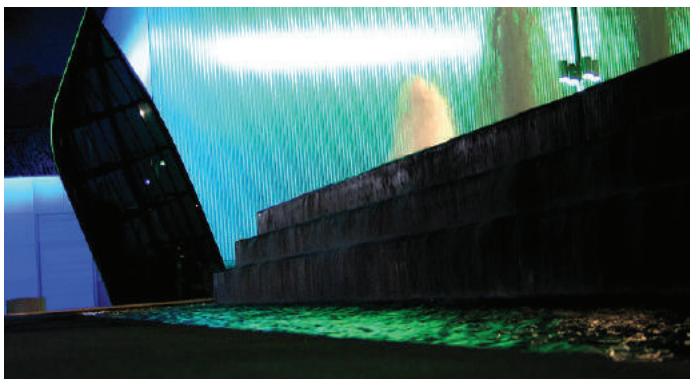
ADDITIONAL RECOMMENDATIONS

- Physical improvements to the fountains may impact an organizational change. It is recommended that ADID hire an in-house facility engineer to address major concerns regarding the fountains. See Management Plan and see the Appendix for the Fountain Evaluation Report.
- Constructing a second pump room adjacent to the round fountain south of Auburn Avenue and between the fountain and Park Place will allow for the separation of the fountain control/pump systems and the prevention of incidents that damage the pipes under Auburn. This will also allow for easier access and not require a specialized confined space repair person to complete work under Auburn Avenue.
- In addition, the new pump room may also incorporate a storage room and event power controls.
- Incorporating event power controls into the north pump room may assist events associated with the north plaza.
- Follow Confined Space Safety standard for workers in the basement/lower pump room.
- Work out an agreement with the City of Atlanta to allow ADID to conduct fountain and pump room preventative maintenance.
- The north plaza is constructed on what was once an amphitheater. There are apparent structural concerns and a potential sink hole. Investigate subsurface conditions and renovate plaza space.

REFERENCE IMAGES



Martin Luther King Jr. Memorial, Yerba Buena Gardens, San Francisco, CA. Photo by MJM.



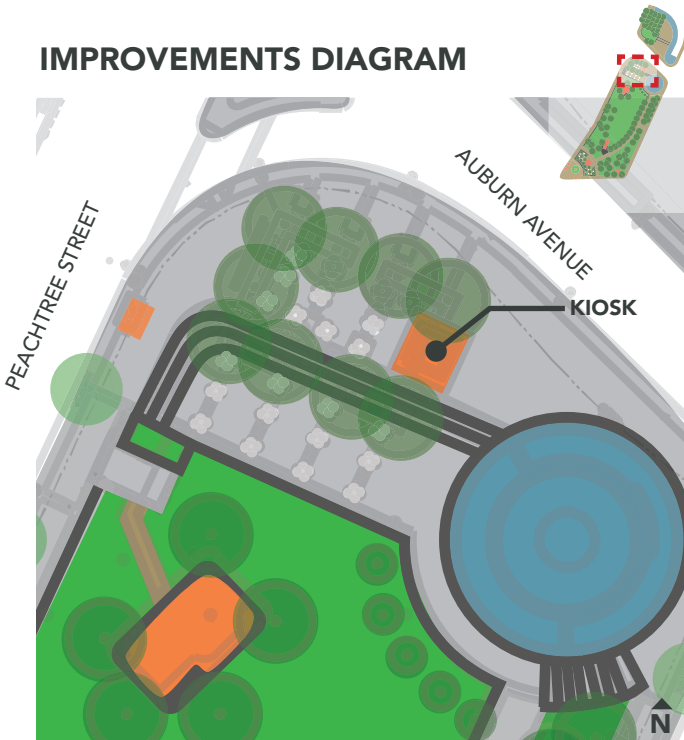
East Garden Fountain at night. Photo by MJM.



Woodruff Park iconic water wall.

RE-BRANDING READING ROOM AREA

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- The former reading room is open structure without plumbing, electricity or water.
- There is not a consistent vendor or program operating out of the reading room and the space is often used as storage by some park users.
- The name "reading room" does not align with its current or planned use.

RECOMMENDED IMPROVEMENTS

- Re-brand and re-fresh the reading room as a new café serving coffee, alcohol, food and snacks.
- Upgrade the plumbing, electrical and water (tap adjacent to structure off of Auburn Avenue) for café use.
- Enclose a portion of the structure for storage/ kitchen/secure space.

SHORT TERM ACTION ITEMS

- Employ a pop-up cafe vendor to operate in or near the reading room on a consistent schedule. This pop-up cafe will act as a pre-cursor to a permanent cafe in the reading room structure.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Re-Brand/Re-Fresh	\$70,000.00	N/A	\$0.00	HIGH
Upgrade Plumbing and Electrical for Café Service	\$14,000.00	N/A	\$600.00	HIGH
Total Cost	\$84,000.00		\$600.00	

DESIGN STRATEGIES

Improvements will allow for more regularly activated space and event/social opportunities.

Regular events and consistent activation (cafe) supports a 365 park.

A café will provide revenue generation. Upgrading plumbing and electrical will conserve resources. Additional events and consistent activation will attract more social activity.

Updated plumbing/electrical/water will reduce maintenance needs. A consistent vendor will assist staff in passive security.

Consistent activation of the café will support arts groups and events.

ADDITIONAL RECOMMENDATIONS

- Identify a local business owner to run/operate the cafe as a satellite location.
- Develop and execute a long-term contract for the cafe.
- Serve food, snacks, coffee, drinks, alcohol.
- Amend the MOU with the City of Atlanta to allow alcohol sales within a confined area of the café.

REFERENCE IMAGES

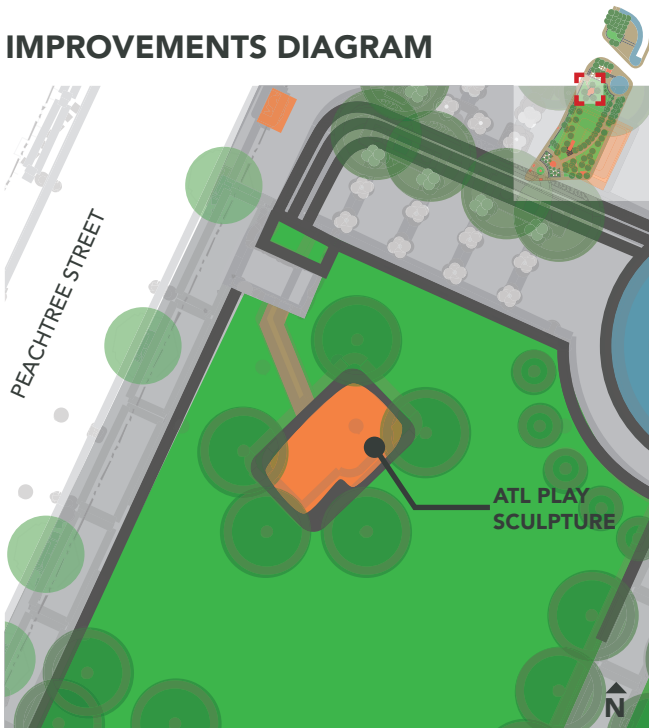


Café in Union Square, New York, NY. Photo by M.J.M.

Southwest Fever-Free Porch at Bryant Park, New York, NY.

REFRESH PLAYGROUND (KEEP ATL)

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- The ATL play structure installed in 2012 is an iconic feature.
- The play surface is rubber, with some mulch.
- There is one access point from Peachtree Street and it is a wood mulch surface.
- Two benches currently support the playground.
- Accessory play structures are not universally accessible.

RECOMMENDED IMPROVEMENTS

- Add parent seating areas with universal furnishings.
- Add new complementary equipment.
- Install accessible surfacing.

SHORT TERM ACTION ITEMS

- Create a design/plan for full build out of all new/recommended playground enhancements and a detailed cost estimate.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
New Parent Seating	\$10,500.00	N/A	\$1,000.00	MEDIUM
New Complementary Equipment	\$35,000.00	N/A	\$1,000.00	MEDIUM
New Accessible Surfacing	\$22,400.00	N/A	\$1,200.00	MEDIUM
Total Cost	\$67,900.00		\$3,200.00	

DESIGN STRATEGIES

- Design access to, surfacing, complementary equipment and seating areas to be universally accessible.
- Increasing the seating and capacity for use will provide additional play and social opportunities for parents and children.
- Resilient and accessible surfacing will reduce maintenance costs for wood mulch. Design and select sustainable materials. Design for universal access and play.

- Resilient and accessible surfacing will reduce maintenance costs and time spent maintaining wood mulch. Durable products reduce maintenance.
- Preserving the iconic ATL structure maintains the culture and character of Woodruff Park.
- Safe and resilient surfacing will help prevent slips and cushion falls.

ADDITIONAL RECOMMENDATIONS

- Coordinate with site wide improvements such as Universal Access, Security, Electrical and Lighting Upgrades, Speaker/Music Upgrades. Playground should be well lit.
- Maintain and coordinate landscape around the play area to preserve visibility and sight lines.

REFERENCE IMAGES



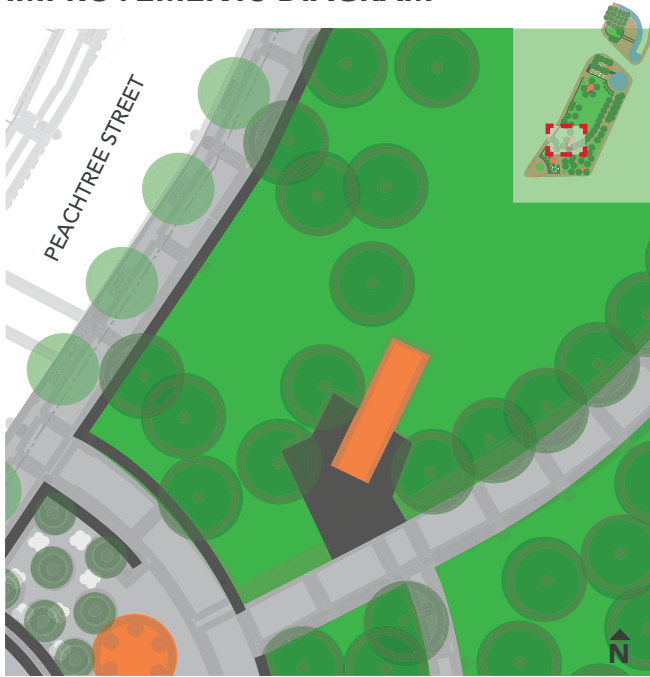
ATL play sculpture as it is today.



Inclusive seating for parents and children.

CREATE A FENCED-IN DOG PARK

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- A flat, shaded, mulched area along the west side of the park is not fully utilized.
- Some drainage issues exist along the northern area where the mulch meets the lawn.
- The park's largest stand of trees occupies the space.

RECOMMENDED IMPROVEMENTS

- Install a fence to enclose the dog park area, with a minimum of two gates.
- Install dog park appropriate surfacing and employ techniques such as root bridging in tree critical root zones or avoid root zones.
- Provide and install site furnishings for seating and dog play areas.
- Install pet waste bag stations and dog park rules.




SHORT TERM ACTION ITEMS

- Create a design/plan for full build out of the dog park with a detailed cost estimate and begin fundraising.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Fence, Surfacing, Tree Protection, Amenities	\$77,000.00	N/A	\$15,000.00	MEDIUM
Pet Waste Bags		N/A	\$2,520.00	
Total Cost	\$77,000.00		\$17,520.00	

DESIGN STRATEGIES

-  Design access to dog park, gates and interior routes to be universally accessible.
-  Keep dog park open during park hours for greatest activation - morning walks, lunchtime walks, after work walks and evening walks.
-  Utilize resilient surfacing, durable materials for ease of wash down and cleaning. Station a food cart/dog supply cart nearby for revenue generation. Consider utilizing biodegradable pet waste bags.



Supplement maintenance expenditures for the dog park through event revenue generation. For example, monies generated from DoggyCon go directly back to maintaining the dog park.



Continue and expand upon the DoggyCon event. Develop year-round pet related art programs.

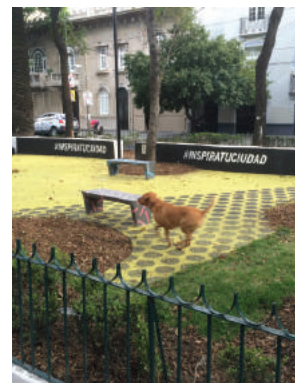


Design drainage of dog park to prevent concentrated waste going directly into the storm sewer system.

ADDITIONAL RECOMMENDATIONS

- A pop-up cafe on the south side of the park could anchor the dog park and provide refreshments and pet supplies to dog owners.
- Consider developing a method or working with a company to compost dog waste and utilize biodegradable pet waste bags.

REFERENCE IMAGES



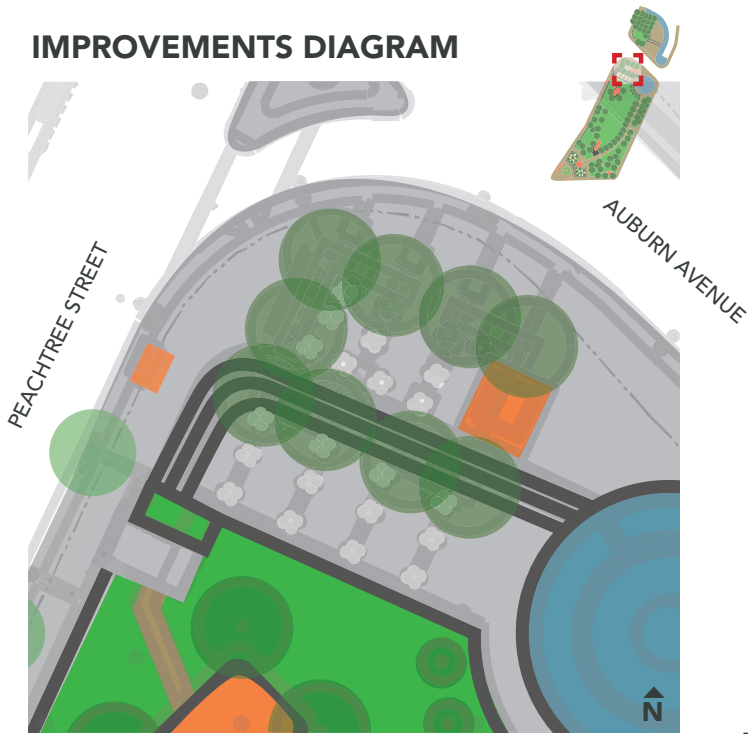
Jardín Edilín Sánchez Ramírez dog park in Mexico City, under the tree canopy.



MUTTS Canine Cantina and off-leash dog park, Dallas, TX.

CREATE OUTDOOR CLASSROOM / BOARDROOM

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- Seating spaces utilized during the lunch hour or for evening group seating are not activated during working hours.

RECOMMENDED IMPROVEMENTS

- Create a program to facilitate reservation of outdoor classroom/boardroom spaces.
- Create a mix of first come first serve space and reservable space.
- Design one to three areas that can be utilized multiple functions: classroom, boardroom and group seating with a mix of permanent and moveable furnishings.




SHORT TERM ACTION ITEMS


- Create a program to facilitate reservation of outdoor classroom/boardroom spaces through and online reservation website. Utilize the reading room area during non-peak hours for this pilot system.


COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Installation / Modifications	\$35,000.00	N/A	\$500.00	MEDIUM
Total Cost	\$35,000.00		\$500.00	

DESIGN STRATEGIES

-  Design spaces to be universally accessible - a group of disabled individuals should be able to use the space as easily as a group of able-bodied individuals.
-  Encourages use of the park spaces during daytime off-peak hours.
-  Generates revenue from reservation fees for park maintenance, encourages time spent outdoors, activates the park during off-peak day time hours.

 Maintenance costs can be recuperated through reservation fees.

 Advertise the outdoor spaces to Georgia State University School of Art and Design (for example, plein air painting).

ADDITIONAL RECOMMENDATIONS

- Reservation of outdoor classrooms/boardrooms can generate revenue for park maintenance.
- Design outdoor classrooms/boardrooms in conjunction with larger site improvements (reading room area, north plaza, and/or Phoenix Plaza).

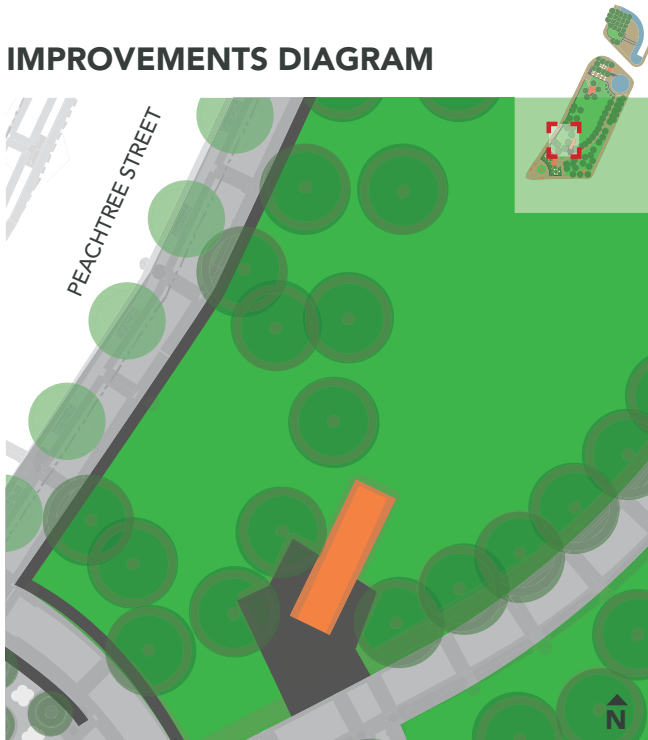
REFERENCE IMAGE



Outdoor classroom, BHS Creek.

ADDRESS DRAINAGE ISSUES

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- The existing lawn is uneven and has areas of poor drainage.
- One area of poor drainage is concentrated along the east edge of the seat wall.




RECOMMENDED IMPROVEMENTS




- Regrade and smooth lawn.
- Integrate subsurface drainage to prevent drainage issues during and after events.
- Design lawn to infiltrate stormwater.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Lawn Drainage	\$35,000.00	N/A	\$5,000.00	MEDIUM
Total Cost	\$35,000.00		\$5,000.00	

DESIGN STRATEGIES

-  An accessible and easy to navigate lawn allows users to navigate the lawn for events and personal activities.
-  An even and well-draining lawn surface provides a space for year-round activation.
-  Reduces maintenance costs, improves stormwater infiltration and provides a solid surface for events and ability to bounce back quickly to daily use after events.

-  Reduce maintenance requirements and cost for poorly draining areas.
-  Even lawn surfacing supports arts and culture events.
-  A well-drained, even surfaced lawn prevents tripping/slipping hazards and mosquito habitat.

ADDITIONAL RECOMMENDATIONS

- Coordinate drainage improvements with electrical and lighting upgrades, and major improvements such as the pedestrian walk through the park.

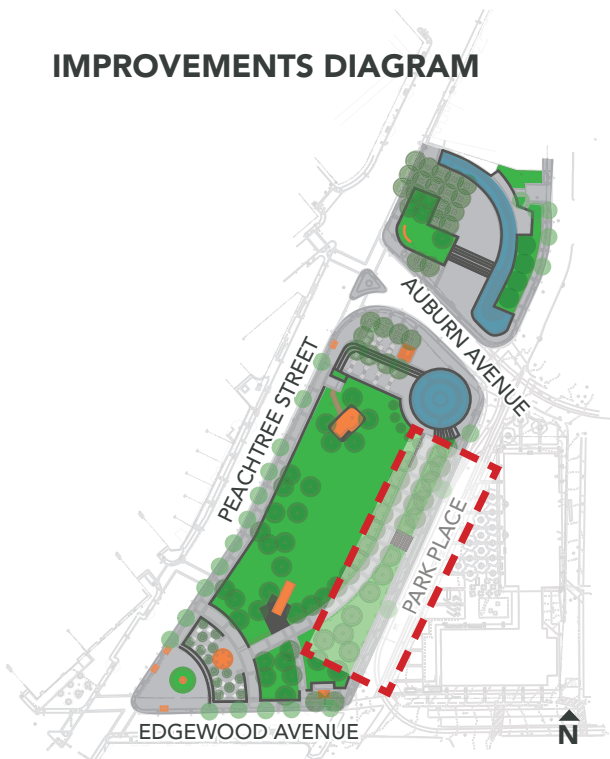
REFERENCE IMAGES



Standing water within open green space.

ARTS PROGRAM PHYSICAL IMPROVEMENTS

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- Steeply sloped embankment planted with crepe myrtles and evergreen groundcovers.
- Unutilized park space flanking the existing streetcar stop.
- No physical association with the 25 Park Place plaza opposite the street.

RECOMMENDED IMPROVEMENTS

- Create opportunities park-wide for permanent and rotating art exhibits by installing foundations for sculptures that can support art of a specified proportion and weight.
- Create a space for a rotating outdoor art gallery and exhibit space for artists to utilize. A special emphasis may be given for GSU art students, but the art gallery should be open to all who wish to apply and meet pre-set parameters for the exhibits and space.
- Create a garden setting with native plantings designed to enhance biodiversity as well as provide a backdrop for a multitude of art exhibits.

SHORT TERM ACTION ITEMS

- Continue to host rotating art shows and write arts program for the space.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Outdoor Arts Gallery - GSU (Lighting / Planting)	\$46,900.00	N/A	\$2,000.00	MEDIUM
Sculpture Mount / Foundations	\$50,000.00	N/A	\$600.00	MEDIUM
Total Cost	\$61,600.00		\$2,600.00	

DESIGN STRATEGIES

- Ensure opportunity to exhibit is extended to the Atlanta arts community as a whole, with equal opportunity to exhibit.
- The gallery activates the difficult to activate eastern edge of the park and creates a dynamic and changing feature of the park for visitors to return to for new exhibits.
- Native plantings enhance biodiversity, art exhibits activate the space socially and provide opportunity for all within the arts community, special events fundraise and provide revenue for park upkeep.

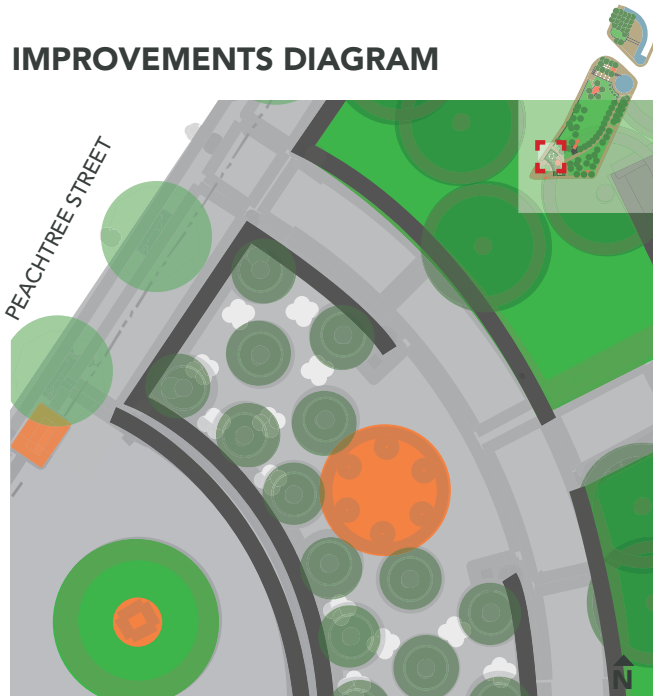
- Native plantings are low maintenance. Establishing a specific program for this gallery space will ensure proper funding for procuring art and landscape maintenance.
- The space is devoted to the arts and arts community.

ADDITIONAL RECOMMENDATIONS

- Hold an initial art competition as the inaugural exhibit of the space. Develop a special event to celebrate the exhibit opening. Potentially close off Park Place for event festivities including a linear community table dinner.
- Curate permanent and temporary art installations in partnership with the City of Atlanta.

PREPARE FOR FUTURE COFFEE / CAFÉ

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- The southern part of the park currently has the game cart and one of the city kiosks that functions as an intermittent convenience store. Two additional kiosks sit empty.
- This area would benefit from additional, consistently scheduled activation.

RECOMMENDED IMPROVEMENTS

- Test the idea of a future coffee offering and/or cafe in different locations of the southern part of the park for regularly scheduled hours. Test the cart in a specific location for a minimum of six months but preferably for one year. Record data for each location and determine the best location based on data and park user feedback.
- Design and install a permanent coffee/cafe in the selected location.




SHORT TERM ACTION ITEMS


- Develop a contract with the given parameters outlined in these recommendations and additional recommendations below for a cart vendor(s) to occupy this space consistently and hire a vendor to start immediately.

COST

	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
South Side - Location TBD	\$70,000.00	N/A	\$600.00	LOW
Total Cost	\$70,000.00		\$600.00	

DESIGN STRATEGIES

-  Balances the southern part of the park with activation and refreshment opportunities.
-  Allows for activation triangulation to engage more park users in the southern part of the park.
-  Provides an opportunity for a local vendor and brings revenue. Activates the park consistently, for longer time periods.

 Provides passive security and eases efforts of ADID staff. Cart/cafe operated and maintained by third party vendor.

 Opportunity to integrate art into vendor cart/cafe.

ADDITIONAL RECOMMENDATIONS

- Set parameters for cart evaluation prior to activation and collect data and feedback consistently for each location.
- Test different offerings such as pet supplies for the dog park, food or drinks GSU students may like to purchase, ice cream during the summer, warm/hot food and drinks for the winter.
- Consider contracting with a local business to operate the cart as a satellite location. The business must have the capacity to operate for regularly scheduled and consistent hours.

REFERENCE IMAGES



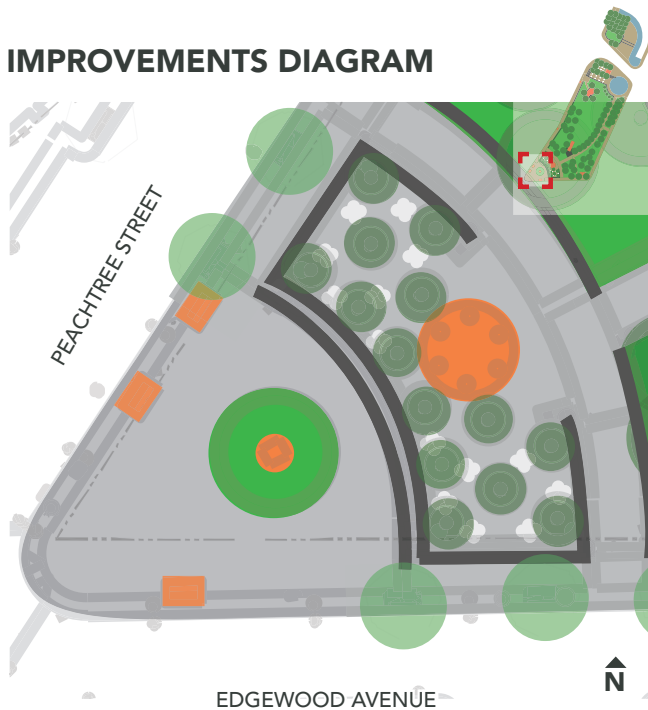
Park goers playing chess in café area.



Park Café reclaimed shipping container in Thorncliff Park, Toronto.

RE-DESIGN PHOENIX PLAZA

IMPROVEMENTS DIAGRAM



EXISTING CONDITIONS

- The Phoenix plaza features the Phoenix sculpture, an Atlanta icon.
- The plaza is located in the southeastern corner of the park and is a large expanse of granite pavement, with four City of Atlanta kiosks, three of which are un-utilized.
- Adjacent to the pavement area and just to the northeast is an area raised in elevation and accessed via stairs. Existing Japanese Zelkova trees arranged in a grid pattern surround a park gazebo.

RECOMMENDED IMPROVEMENTS

- Design the plaza to reduce the large expanse of exposed, un-shaded pavement.
- Remove the seat walls and reduce the long expanse of stairs, regrade and re-vegetate.
- Integrate and design site amenities, new hardscape, plantings and universally accessible site furnishings.

SHORT TERM ACTION ITEMS

- Create a design/plan for full build out the plaza with a detailed cost estimate and begin fundraising.

COST	TOTAL IMPROVEMENT COST	CURRENT MAINTENANCE COST	PROPOSED MAINTENANCE COST	PRIORITIZATION SCORE
Design, Amenities, Hardscape, Plantings, Site Furnishings	\$210,000.00	N/A	\$7,500.00	HIGH
Remove Interior Edge Walls by Phoenix Plaza Re-Grade/Re-Veg	\$86,100.00	N/A	\$0.00	MEDIUM
Total Cost	\$296,100.00		\$7,500.00	

DESIGN STRATEGIES

- Creating a more comfortable and universally accessible space facilitates stronger social interaction.
- Creating a more comfortable and universally accessible space facilitates stronger social interaction.
- Re-designing more usable space in the park can provide additional space for revenue generation to offset maintenance costs. Specify durable and sustainably manufactured materials and low maintenance plants. Increase pervious (water can infiltrate) surfaces.

- Design the space with durable, low maintenance hardscape and planting materials.
- The plaza continues to feature and highlight the iconic Phoenix sculpture. Additional art - permanent or temporary - may be integrated into the landscape.
- Protect pedestrians from the busy intersection of Peachtree Street and Edgewood Avenue through the use of bollards and planting areas along the street edges.

REFERENCE IMAGES









Current Phoenix plaza design.

ADDITIONAL RECOMMENDATIONS

- Coordinate design and installation with electrical, lighting and speaker upgrades.







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COST OPINION

					
Safe + Equitable Space for All Users	365 Park	Triple Bottom Line	Streamline Maintenance + Operations	Arts + Culture Empowerment	Life Safety / Stabilization
Equitable	365	3bL	Maint.. + Ops	Arts + Culture	Critical

CAPITAL IMPROVEMENTS	Capital Cost (New Feature)	Soft Costs (Construction Contingency)	Soft Costs (Design Fee)	Total Improvement Cost	Current Maintenance Cost	Proposed Maintenance Cost	Equitable	365	3bL	Maint.. + Ops	Arts + Culture	Critical	Total	Prioritization Score
OVERALL SITE	\$669,500.00	\$130,900.00	\$131,900.00	\$932,300.00	\$204,000.00	\$216,856.00								
Improve Accessibility + Universal Access														
Incorporate Pedestrian Walk (Vehicular Rated)	\$185,000.00	\$37,000.00	\$37,000.00	\$259,000.00	N/A	\$1,000.00	5	5	5	5	4	0	24	HIGH
Remove Peachtree St. Seatwall/Re-Grade/Re-Vegetate	\$75,000.00	\$15,000.00	\$15,000.00	\$105,000.00	N/A		5	3	4	5	1	0	18	HIGH
Remove Slip Lane (Peachtree + Auburn)	\$0.00	\$0.00	\$0.00	\$0.00	N/A		3	1	1	2	5	0	12	LOW
Revise East Access Point (Street Car Stop)	\$91,500.00	\$18,300.00	\$18,300.00	\$128,100.00	N/A		4	5	1	1	1	0	12	LOW
Lighting														
Electrical Upgrades (fix issues)	\$275,000.00	\$55,000.00	\$55,000.00	\$385,000.00	N/A	\$500.00	4	4	5	4	1	5	23	HIGH
Safety Lighting	\$25,000.00	\$5,000.00	\$5,000.00	\$35,000.00	N/A	\$900.00	5	3	3	4	1	5	21	HIGH
Seasonal Lighting (holiday lights)					\$28,000.00	\$40,000.00	2	5	3	3	5	0	18	MEDIUM
Programmed Lighting	\$15,000.00	\$3,000.00	\$5,000.00	\$23,000.00	N/A	\$1,200.00	3	5	3	1	5	0	17	MEDIUM
Security														
Install Additional Security Cameras	\$50,000.00	\$10,000.00	\$10,000.00	\$70,000.00	N/A	\$1,200.00	5	3	4	5	1	5	23	HIGH
QR Patrol System	\$5,000.00	\$1,000.00	\$0.00	\$6,000.00	N/A	\$2,000.00	5	4	2	5	1	5	22	HIGH
Restroom														
Privacy Screen Installation	\$5,000.00	\$1,000.00	\$1,000.00	\$7,000.00	N/A	\$200.00	3	5	3	2	3	0	16	HIGH
Restroom Relocation	\$40,000.00	\$5,000.00	\$5,000.00	\$50,000.00	N/A	\$0.00	1	3	4	5	1	0	14	LOW
Landscaping														
Vegetation Removal	\$6,500.00	\$1,300.00	\$1,300.00	\$9,100.00			5	3	5	5	1	0	19	MEDIUM
Vegetation Replacement	\$175,000.00	\$35,000.00	\$35,000.00	\$245,000.00	\$51,000	\$58,200.00	4	2	5	5	3	0	19	MEDIUM
Site Furnishings														
Install Water Fountains in Key Locations	\$10,000.00	\$2,000.00	\$2,000.00	\$14,000.00	N/A	\$1,200.00	5	5	3	2	1	0	16	MEDIUM
Install Additional Seating Site Wide (moveable/fixe)	\$50,000.00	\$10,000.00	\$10,000.00	\$70,000.00	N/A	\$1,200.00	5	5	3	2	3	0	18	MEDIUM
Fix + Update Sound System														
Replace Music Speakers	\$13,000.00	\$2,600.00	\$2,600.00	\$18,200.00	N/A	\$600.00	1	5	2	2	5	0	15	MEDIUM
Misc. Maintenance Costs														
Misc. Maintenance Costs			N/A		\$15,000.00	\$15,000.00					NA			
Uniforms/Supplies			N/A		\$3,000.00	\$3,600.00					NA			
Clean Team			N/A		\$75,000.00	\$79,056.00					NA			
Free Wi-Fi			N/A		\$12,000.00	\$12,000.00					NA			
Fee for part time maintenance person			N/A		\$20,000.00	N/A					NA			
Update/Refresh Signage														
Remove Existing Woodruff Sign in North Plaza	\$10,000.00	\$2,000.00	\$2,000.00	\$14,000.00	N/A	\$0.00	1	3	3	4	4	0	15	MEDIUM
Install Entrance Signage (slip lane triangle, major entries)	\$75,000.00	\$15,000.00	\$15,000.00	\$105,000.00	N/A	\$600.00	5	4	2	1	4	0	16	MEDIUM
Install Wayfinding Signage (Family: Kiosks, Reg, Interp.,)	\$80,500.00	\$16,100.00	\$16,100.00	\$112,700.00	N/A	\$600.00	4	5	2	2	1	0	14	MEDIUM
NORTH	\$810,000.00	\$162,000.00	\$162,000.00	\$1,134,000.00	\$0.00	\$55,750.00								
Re-Design North Plaza + Upgrade Fountains														
Amenities, hardscape, plantings, site furnishings	\$320,000.00	\$64,000.00	\$64,000.00	\$448,000.00	N/A	\$7,500.00	5	5	5	4	5	0	24	HIGH
Plaza Structural	\$25,000.00	\$5,000.00	\$5,000.00	\$35,000.00	N/A	\$2,000.00	5	5	2	4	2	5	23	HIGH
Water Wall Upgrades/Structural	\$200,000.00	\$40,000.00	\$40,000.00	\$280,000.00	N/A	\$4,800.00	5	5	5	5	5	5	30	HIGH
Round Fountain Upgrades/Structural	\$150,000.00	\$30,000.00	\$30,000.00	\$210,000.00	N/A	\$4,800.00	4	5	5	5	5	5	29	HIGH
Twice annual pool cleaning						\$10,000.00				N/A				
Supplies for both fountains (including chemicals)						\$24,000.00				N/A				
Storage Structure (Behind Water Wall)	\$50,000.00	\$10,000.00	\$10,000.00	\$70,000.00	N/A	\$1,200.00	1	4	1	5	1	0	12	LOW
Storage Structure/Loading Zone/Pump Room (Behind	\$50,000.00	\$10,000.00	\$10,000.00	\$70,000.00	N/A	\$250.00	1	4	1	5	1	5	17	MEDIUM
Interactive Art Component - Façade	\$15,000.00	\$3,000.00	\$3,000.00	\$21,000.00	N/A	\$1,200.00	1	1	1	1	5	0	9	LOW

Contingency on Next Page

					
Safe + Equitable Space for All Users	365 Park	Triple Bottom Line	Streamline Maintenance + Operations	Arts + Culture Empowerment	Life Safety / Stabilization
Equitable	365	3bL	Maint.. + Ops	Arts + Culture	Critical

CAPITAL IMPROVEMENTS	Capital Cost (New Feature)	Soft Costs (Construction Contingency)	Soft Costs (Design Fee)	Total Improvement Cost	Current Maintenance Cost	Proposed Maintenance Cost	Equitable	365	3bL	Maint.. + Ops	Arts + Culture	Critical	Total	Prioritization Score
MIDDLE	\$257,500.00	\$51,500.00	\$51,500.00	\$395,800.00	\$0.00	\$29,420.00								
Re-Brand Reading Room Area														
Re-Brand/Re-Fresh	\$50,000.00	\$10,000.00	\$10,000.00	\$70,000.00	N/A		4	5	4	2	2	0	17	HIGH
Upgrade Plumbing and Electrical for Café Service	\$10,000.00	\$2,000.00	\$2,000.00	\$14,000.00	N/A	\$600.00	1	5	4	3	1	0	14	HIGH
Refresh Playground (Keep ATL)														
New Parent Seating	\$7,500.00	\$1,500.00	\$1,500.00	\$10,500.00	N/A	\$1,000.00	5	5	3	3	1	0	17	MEDIUM
New Complementary Equipment	\$25,000.00	\$5,000.00	\$5,000.00	\$35,000.00	N/A	\$1,000.00	5	5	3	2	3	0	18	MEDIUM
New Accessible Surfacing	\$16,000.00	\$3,200.00	\$3,200.00	\$22,400.00	N/A	\$1,200.00	5	5	4	4	1	0	19	MEDIUM
Create a Fenced-In Dog Park														
Fence, Surfacing, Tree Protection, Amenities	\$55,000.00	\$11,000.00	\$11,000.00	\$77,000.00	N/A	\$15,000.00	3	3	3	2	2	0	13	MEDIUM
Pet Waste Bags		N/A			N/A	\$2,520.00				NA				
Create Outdoor Classroom/Boardroom														
Installation/Modifications	\$25,000.00	\$5,000.00	\$5,000.00	\$35,000.00	N/A	\$500.00	4	4	2	1	2	0	13	MEDIUM
Address Drainage Issues														
Lawn Drainage	\$25,000.00	\$5,000.00	\$5,000.00	\$35,000.00		\$5,000.00	2	5	5	5	1	0	18	MEDIUM
Arts Program Physical Improvements														
Outdoor Art Gallery - Eastside (GSU) (lighting/plantings)	\$33,500.00	\$6,700.00	\$6,700.00	\$46,900.00	N/A	\$2,000.00	4	5	3	1	5	0	18	MEDIUM
Sculpture Mount/Foundations (Assumes Five Bases)	\$10,500.00	\$2,100.00	\$2,100.00	\$50,000.00	N/A	\$600.00	1	5	3	4	5	0	18	MEDIUM
SOUTH	\$261,500.00	\$52,300.00	\$52,300.00	\$366,100.00	\$0.00	\$8,100.00								
Prepare for Future Coffee/Café														
South side - Location TBD	\$50,000.00	\$10,000.00	\$10,000.00	\$70,000.00	N/A	\$600.00	2	5	3	1	1	0	12	LOW
Re-Design Phoenix Plaza														
Design, amenities, hardscape, plantings, site furnishings	\$150,000.00	\$30,000.00	\$30,000.00	\$210,000.00	N/A	\$7,500.00	5	5	4	2	5	0	21	HIGH
Remove Interior Edge Walls by Phoenix Plaza Re-Grade/Re-Veg	\$61,500.00	\$12,300.00	\$12,300.00	\$86,100.00	N/A	N/A	2	3	5	5	1	0	16	MEDIUM
TOTAL CAPITAL IMPROVEMENTS SUM	\$1,998,500.00	\$396,700.00	\$397,700.00	\$2,828,200.00	\$204,000.00	\$310,126.00								

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PROPOSED BUDGET + PRO FORMA

Cost analysis plan for Woodruff Park is based on current needs and expectations of cash flow.

ALIGNMENT WITH THE STRATEGIC INITIATIVES



SAFE + EQUITABLE SPACE FOR ALL USES
Additional costs for staff and staff training will expand patrol shifts and hours and help park staff better respond to safety within the park.



365 PARK
An expanded budget equates to additional staff and programming which will expand the park's usage throughout the year.



3BL: TRIPLE BOTTOM LINE
A more detailed budget and expanded staff will help to create income-producing events which reduces ADID's capital outlay; help to make the space more accessible and equitable through capital improvements and more responsive maintenance; and create opportunities to institute environmentally sustainable practices.




STREAMLINE MAINTENANCE + OPERATIONS
An expanded budget itemizes an in-house Operations Manager and Maintenance Technician who will be able to respond to maintenance/janitorial issues more efficiently.



ARTS + CULTURE EMPOWERMENT
The proposed budget calls for a Programming Coordinator and income producing events which will continue and expand the current art and culture program in the park.



LIFE SAFETY + STABILIZATION
The increased budget accounts for on-site maintenance issues, and staff assigned to address life safety issues quickly. Incoming producing events lowers ADID's capital outlay, opening up opportunities to transition budgets to address life safety concerns.



People walking under the shaded tree canopy lining Peachtree Street and Woodruff park.

ANNUAL PROPOSED BUDGET OVERVIEW

The proposed budget for Woodruff Park was based on the current budget and expanded to include funds for the recommendations contained in this plan. It was developed using the ADID Draft Budget 2020 which was \$576,106. Based on conversations with ADID staff, this budget was augmented annually depending on available funds from the ADID general fund, grant funding, special programming fees, and monies collected from movie production rentals. The extrapolated items that were specific to Woodruff Park from the ADID Draft Budget 2020 included line items for parks personnel costs and parks other costs. It did not include any revenue line items. These were placed in the proposed budget, and additional funds were added in key categories, including personnel and maintenance costs. Woodruff Park's proposed budget represents a \$369,629 increase over the ADID draft 2020 park budget. A full budget with detailed property management categories is attached. Increases over current budget and new items are listed, alongside percentage increases to the budget.

Supporting these additional costs is the activation plan and pro forma that recommend income-producing events. The pro forma outlines where there are potential income sources to offset the increases in the budget with supporting narrative.

ANNUAL PROPOSED BUDGET

GENERAL ACCOUNT	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Legend	Amount	% Change
Operations																
Personnel Services																
Executive Director Salaries & Wages	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	8,333	99,996			
Executive Director Payroll Taxes	833	833	833	833	833	833	833	833	833	833	833	833	10,000			
Executive Director Employee Benefits	833	833	833	833	833	833	833	833	833	833	833	833	10,000			
Executive Director Workers' Compensation	417	417	417	417	417	417	417	417	417	417	417	417	5,000			
Total Management Payroll	10,416	10,416	10,416	10,416	10,416	10,416	10,416	10,416	10,416	10,416	10,416	10,416	124,995	Increased Cost	\$ 45,000	60%
Operations Manager Salaries & Wages	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	4,583	54,996			
Operations Manager Payroll Taxes	458	458	458	458	458	458	458	458	458	458	458	458	5,500			
Operations Manager Employee Benefits	458	458	458	458	458	458	458	458	458	458	458	458	5,500			
Operations Manager Workers' Compensation	229	229	229	229	229	229	229	229	229	229	229	229	2,750			
Total Ops Management Payroll	5,729	5,729	5,729	5,729	5,729	5,729	5,729	5,729	5,729	5,729	5,729	5,729	68,745	New Cost	\$ 68,745	100%
Program. Coord. Salaries & Wages	3,206	3,206	3,206	3,206	3,206	3,206	3,206	3,206	3,206	3,206	3,206	3,206	38,472			
Program. Coord. Payroll Taxes	321	321	321	321	321	321	321	321	321	321	321	321	3,847			
Program. Coord. Employee Benefits	321	321	321	321	321	321	321	321	321	321	321	321	3,847			
Program. Coord. Workers' Compensation	160	160	160	160	160	160	160	160	160	160	160	160	1,924			
Total Program. Coord. Payroll	4,008	4,008	4,008	4,008	4,008	4,008	4,008	4,008	4,008	4,008	4,008	4,008	48,090	New Cost	\$ 48,090	100%
Main. Tech Salary & Wages	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500	42,000			
Maint.. Tech Payroll Taxes	350	350	350	350	350	350	350	350	350	350	350	350	4,200			
Maint.. Tech Payroll Benefits	350	350	350	350	350	350	350	350	350	350	350	350	4,200			
Maint.. Tech Workers' Comp	175	175	175	175	175	175	175	175	175	175	175	175	2,100			
Total Maintenance Payroll	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	4,375	52,500	New Cost	\$ 52,500	100%
Park Staff Salary & Wages	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	150,000			
Park Staff Payroll Taxes	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000			
Park Staff Payroll Benefits	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000			
Park Staff Workers' Comp	625	625	625	625	625	625	625	625	625	625	625	625	7,500			
Total Park Staff Payroll	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	15,625	187,500	Increased Cost	\$ 53,580	40%
Additional Training funds	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400			
Additional Funds Total	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400	New Cost	\$ 14,400	100%
Total Personnel Services	41,353	41,353	41,353	41,353	41,353	41,353	41,353	41,353	41,353	41,353	41,353	41,353	496,230			

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GENERAL ACCOUNT	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Legend	Amount	% Change
Operations																
Materials & Supplies																
Janitorial/Restroom Supplies	405	405	405	405	405	405	405	405	405	405	405	405	4,860			
Lighting Supplies	128	128	128	128	128	128	128	128	128	128	128	128	1,536			
Back Flow Prevention Maint..	180	180	180	180	180	180	180	180	180	180	180	180	2,160			
Fountain Maintenance	5,000						5,000						10,000	New Cost	\$ 10,000	100%
Fountain Supplies	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	24,000	New Cost	\$ 24,000	100%
Stone/Hardscape Maint.. Supplies	77	77	77	77	77	77	77	77	77	77	77	77	924			
Plumbing Supplies	90	90	90	90	90	90	90	90	90	90	90	90	1,080			
Electrical Supplies	25	25	25	25	25	4	25	25	25	25	25	25	279			
Vehicle Supplies/Fuel	50	50	50	50	50	50	50	50	50	50	50	50	600	New Cost	\$ 600	100%
Hardware	54	54	54	54	54	54	54	54	54	54	54	54	648			
Uniform Supplies	300	300	300	300	300	300	300	300	300	300	300	300	3,600	Increased Cost	\$ 600	20%
Small Tools and Equipment	135	135	135	135	135	135	135	135	135	135	135	135	1,620			
General Maint.. Supplies	450	450	450	450	450	450	450	450	450	450	450	450	5,400			
Game Equipment/Materials	100	100	100	100	100	100	100	100	100	100	100	100	1,200			
Pet Waste	210	210	210	210	210	210	210	210	210	210	210	210	2,520	New Cost	\$ 2,520	100%
Total Material & Supplies	9,204	4,204	4,204	4,204	4,204	4,183	9,204	4,204	4,204	4,204	4,204	4,204	60,427			
Contracted Services																
Landscape Contract	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	4,250	51,000			
Landscape Extras	300	300	300	300	300	300	300	300	300	300	300	300	3,600			
Landscape - Pest Control	300	300	300	300	300	300	300	300	300	300	300	300	3,600			
Total Landscape	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	4,850	58,200	Increased Cost	\$ 3,200	5.80%
Security Contract	9,525	9,525	9,525	9,525	9,525	9,525	9,525	9,525	9,525	9,525	9,525	9,525	114,300			
Security Equipment and Supplies	200	200	200	200	200	200	200	200	200	200	200	200	2,400			
Security Contingency	-	-	-	-	-	-	-	-	-	-	-	-	0			
Total Security	9,725	9,725	9,725	9,725	9,725	9,725	9,725	9,725	9,725	9,725	9,725	9,725	116,700	Increased Cost	\$ 2,393	2.10%
Janitorial Contract	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	79,056			
Janitorial Extras	-	-	-	-	-	-	-	-	-	-	-	-	0			
Total Janitorial	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	6,588	79,056	Increased Cost	\$ 2,056	2.70%
Social Services Staff Expenses	958	958	958	958	958	958	958	958	958	958	958	958	11,500			
Social Services Staff Expenses	958	958	958	958	958	958	958	958	958	958	958	958	11,500	Increased Cost	\$ 3,425	6.00%
Total Contractual Services	22,121	22,121	22,121	22,121	22,121	22,121	22,121	22,121	22,121	22,121	22,121	22,121	265,456			

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GENERAL ACCOUNT	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total	Legend	Amount	% Change
Operations																
Maintenance and Repair																
Special Maintenance Projects	800	800	800	800	800	800	800	800	800	800	800	800	9,600	New Cost	\$ 9,600	100%
Total Special Maintenance Projects	800	800	800	800	800	800	800	800	800	800	800	800	9,600			
Fire/Life/ Safety Testing	-	-	-	-	-	-	-	-	-	-	-	-	0			
Fire/Life/Monitoring	83	83	83	83	83	83	83	83	83	83	83	83	996			
Electrical Panel Service	-	-	-	-	-	-	-	-	-	-	-	-	0			
Total Fire/Life /Safety	83	83	83	83	83	83	83	83	83	83	83	83	996			
HVAC Maint..	33	33	33	33	33	33	33	33	33	33	33	33	396			
HVAC Central Plant	-	-	-	-	-	-	-	-	-	-	-	-	0			
HVAC Supplies	19	19	19	19	19	19	19	19	19	19	19	19	228			
Total HVAC	52	52	52	52	52	52	52	52	52	52	52	52	624			
Pest Control	350	350	350	350	350	350	350	350	350	350	350	350	4,200			
Security System M&R	100	100	100	100	100	100	100	100	100	100	100	100	1,200	New Cost	\$ 1,200	100%
Stone/Hardscape M&R	190	190	190	190	190	190	190	190	190	190	190	190	2,280			
Electrical M&R	100	100	100	100	100	100	100	100	100	100	100	100	1,200			
Plumbing/Drain Maint. M&R	100	100	100	100	100	100	100	100	100	100	100	100	1,200			
Holiday Lighting			40,000										40,000			
Artwork M&R	47	47	47	47	47	47	47	47	47	47	47	47	564			
Steam Cleaning	150	150	150	150	150	150	150	150	150	150	150	150	1,800			
Equipment/Vehicle M&R	100	100	100	100	100	100	100	100	100	100	100	100	1,200	New Cost	\$ 1,200	100%
Vehicle Leasing	569	569	569	569	569	569	569	569	569	569	569	569	6,828	New Cost	\$ 6,828	100%
Total Maintenance and Repair	2,641	2,641	42,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	71,692	Increased Cost	\$ 19,692	38%
Other Miscellaneous Expenses	833	833	833	833	833	833	833	833	833	833	833	833	10,000			
Other Miscellaneous Expenses	833	833	833	833	833	833	833	833	833	833	833	833	10,000			
Total Operating Expenses	75,319	70,319	110,319	70,319	70,319	70,298	75,319	70,319	70,319	70,319	70,319	70,319	903,805	Total Increase	\$ 369,629	67%

Yellow = New Budget Item

Blue = Increase Budget Item

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PROPOSED BUDGET NARRATIVE

PERSONNEL SERVICES OVERVIEW

\$585,030 | Total Personnel Budget includes salaries for the Executive Director, the Park Operations Manager, the Maintenance Technician, the Programming Coordinator, and the extra security recommended in this document. There is also funding for a part-time grant writer to support the Executive Director.

BREAKDOWN

\$124,995 | Executive Director costs are an increase of \$45,000 from the current Project Manager for Woodruff Park (proposed base salary is \$99,960).
\$68,745 | Operations Manager is a new position and is calculated at \$68,745 including benefits. There will be some offset with duties normally provided by ADID Management proposed base salary is \$54,996).
\$48,090 | Programming Coordinator is a new position and includes benefits. This position is calculated at \$48,090 and includes benefits (proposed base salary is \$38,472).
\$52,500 | Maintenance Technician is a new position and is \$52,500 including benefits. There will be some offset to this cost based on the pool contract currently used for maintenance of the fountains (proposed base salary is \$42,000).
\$187,500 | There is an additional 1.4 Full Time Equivalent (FTE) in Park Attendants to provide for the swing shift. The additional cost is approximately \$53,580 and includes the new position and slightly higher wages, both for retention and job duties.
\$14,400 | The budget includes additional funds under the personnel line items for additional staff wages for the training program recommended. These training funds are specific to park staff.

Note | Pay Rates:

The pay rates in the budget for park staff have been developed to attract and retain the personnel necessary to provide the security for the park and the additional duties for event support. There is an increase of 10% in wages.

MATERIALS + SUPPLIES OVERVIEW

\$60,427 | Total materials and supplies budget increased to cover items related to the recommendations in the report.

BREAKDOWN

\$4,860 | Janitorial supplies includes cleaning solutions, mops, trashbags and other cleaning supplies.
\$1,536 | Lighting supplies includes bulbs, ballasts, etc.
\$2,160 | Back flow preventative maintenance
\$10,000 | Fountain maintenance additional contract for twice a year pool cleaning.
\$24,000 | Fountain supplies including additional cost for pool chemicals. This may be partially offset by current fees included in the maintenance costs for the current provider. It is expected that the maintenance technician can perform most of the duties related to fountain maintenance.
\$924 | Stone/hardscape maintenance and repair costs includes supplies to repair/replace damage stone work.
\$1,080 | Plumbing supplies including snaking of drains for plumbing/drainage.
\$279 | Electrical supplies.
\$600 | Vehicle supplies/fuel assumes the purchase or lease of a vehicle for the Maintenance Technician.

Proposed Budget Narrative Continues on Next Page >>



\$648 | Hardware items needed for repair to FF&E.

\$3,600 | Uniforms for park ambassadors/attendants there is a \$600 increase to cover recommended additional staffing.

\$1,620 | Small tools and equipment for maintenance technician to perform their work.

\$5,400 | General maintenance supplies

\$1,200 | Game equipment/materials to keep game cart stocked with items

\$2,520 | Pet waste is new cost of providing pet waste bags for the recommended dog park.

CONTRACTED SERVICES OVERVIEW

\$265,456 | Total contracted services budget is the largest change by moving the GSU security from payroll to contract services, which adds \$116,700 to this total.

BREAKDOWN

\$58,200 | Landscape contract is increased by \$3,200. For additional work in maintaining the suggested improvements, including extra work in the proposed dog park.

\$116,700 | Security contract with GSU to provide security support to the park is moved from

personnel costs in the 2020 ADID budget to contracted services line items. There is also a small increase to the budget of \$2,393.

\$79,056 | Janitorial contract is a small increase of \$2,056. These funds will cover the increases to maintenance costs from the suggested improvement, including the dog park.

\$11,500 | Social services staff expenses costs attributed to the Social Services worker of approximately \$11,500 for staff travel, client transportation, supplies, computer and client services expenses.

CASE MANAGER

The Case Manager is employed by a homeless outreach organization. Their responsibility is to provide outreach to people in need who are in the park and located immediately adjacent to the park. The Case Manager reports progress and activities to the Executive Director, and ADID funds their compensation.

MAINTENANCE + REPAIR OVERVIEW

\$ 71,692 | The total maintenance and repair budget increases in maintenance costs were based on



Planting enhancements at Woodruff Park, 2007

the addition of features in the capital plan. Costs of maintenance were calculated by comparing current maintenance costs and increased costs from new features or vendors. Savings are realized by hiring a Maintenance Technician who can perform the fountain maintenance in place of the pool contractor. The increase is \$19,692. This figure includes the \$40,000 allotment for holiday lighting.

BREAKDOWN

\$9,600 | Special projects maintenance covers unexpected repairs needed for the infrastructure or FF&E to be done by the Maintenance Technician.
 \$996 | Fire/life/safety monitoring ensuring the park follows city regulations.
 \$624 | HVAC maintenance this assumes that the current HVAC system in the fountain area is either repaired or replaced with a new system.
 \$4200 | Pest control in the park includes bi-monthly monitoring, baiting and trapping.
 \$1,200 | Security maintenance and repair costs is intended to provide funds for repairs to the speaker system and the proposed security camera system.
 \$2,280 Stone/hardscape maintenance and repair costs.

\$1,200 | Electrical maintenance and repair costs.

\$1,200 | Plumbing/drain maintenance and repair costs.

\$40,000 | Holiday lighting for the park is not increased from the 2020 ADID proposed budget, because this was already an increase over the 2019 budget of \$11,000.

\$564 | Artwork maintenance and repair costs for art pieces and decorative park signage.

\$1,800 | Steam cleaning for pathways and sidewalks done quarterly. The Maintenance Technician can assist with labor for this line item.

\$1,200 | Vehicle maintenance and repair costs.

The Maintenance Technician is likely to need a vehicle for their work. This line item is for repair and maintenance of that vehicle.

\$6,828 Vehicle Leasing is licensing and insurance for the maintenance truck. Alternatively, a used truck can be purchased in the Atlanta market for approximately \$15,000. That truck would service the park.

\$10,000 | Other/Miscellaneous for items/issues currently unknown.



PRO FORMA OVERVIEW

The pro forma looks at increasing costs to cover the expanded budget and recommended capital improvement and maintenance for Woodruff Park. Specifically, activation strategies could generate funds to pay for both the increased activation, the increased staffing and training costs, and the increase in maintenance costs for the proposed capital improvements. The proposed budget is \$945,735, a significant increase over the current budget. Woodruff Park can generate the monies to pay for the additional budget items to implement these plans.

On the budget side it is important to note that, like the Physical Improvements and Maintenance Plan, this can be phased in as funds become available. The position of Operations Manager is likely to be filled after some of the activations such as skating or roller-skating rinks have proven successful. Other positions are likely to be filled by existing staff, either in their current roles, or as advancement in their careers, if appropriate. With the Maintenance

Technician, a significant portion of their salary will be covered by savings from existing vendors.

There is an added 1.4 FTE for additional security for the park, and \$14,400 for additional staff training time so that park staff can get the best training possible to assist them in effective.

On the income side, a few large activations are recommended that can be more easily implemented, such as an ice-rink and/or roller-rink. The potential income with site fees are also listed, but this is a conservative estimate. ADID/Woodruff Park may be able to negotiate more income by asking for a percentage of sponsorship income and/or a per-ticket percentage of income from admissions and rentals.

With either a master permit or more direct authority over permitting, ADID/Woodruff can offset some of their operations costs by charging event clients for services in the park, such as event management,



Woodruff Park at night, Atlanta from the Ashes Statue with iconic Coca-Cola sign beyond.

janitorial services, security, and landscaping through restoration fees.

An increase in activation and capital improvements will also likely result in more interest in events, including weddings for the Candler Hotel in the North Plaza and other corporate events and use of the park for large groups, which is reflected in the estimates for events in the pro forma.

The projections are very conservative about unearned income, because it takes time to build that capacity. That said, there is potential to underwrite even more costs associated with the park using this mechanism. Fundraising is another source to be developed, with a ‘booster’ group from the community to support the park’s efforts, and grant solicitation. Again, specific amounts were not included in some of the categories, because these numbers can vary widely, and it takes time to develop these revenue streams.

In summary, with the current budget and recommended additional costs, Woodruff Park is poised to not only absorb increased costs but, in the future, develop a capital fund for future needs.

Current Woodruff Park Budget (2020):	\$576,106
Proposed Woodruff Park Budget:	\$945,735
Potential Revenue:	\$615,500
Additional Capital Outlay Needed:	\$245,871

The additional capital outlay needed is a reduction of \$330,235 from ADID’s current budget. In the pro forma as shown, ADID would need to continue to budget \$245,871 from their general fund to support the park. This, however, means that there is \$330,235 in savings for ADID that can towards Woodruff Park capital improvements or reallocated to other organizational needs. This is 57% reduction of ADID’s annual capital outlay for Woodruff Park.

PRO FORMA WOODRUFF PARK POTENTIAL INCOME

POTENTIAL INCOME		
Revenues		
Earned Income		
Ice Rink	\$ 250,000.00	Fee to Woodruff from Vendor
Ice Time Sessions/Private/Parties		
Ice Time Corporate		
Rink Sponsorship/Season		Percentage Negotiable
Dasher Board Sponsorship		Percentage Negotiable
Individual Ice Skate Package - Approx. \$11		
Group Rate Skate Package		
Roller Rink	\$ 100,000.00	
Sessions/Private/Parties		
Rink Sponsorship/Season		Percentage Negotiable
Dasher Board Sponsorship		Percentage Negotiable
Individual Roller Skate Package - Approx. \$11		
Group Rate Skate Package		
Park Private Rentals	\$ 102,900.00	
Board Room Rental Fee	\$ 3,000.00	\$500 x 12 Rentals Yearly
Tables and Chairs	\$ 2,500.00	\$1 per Chair, \$5 per Table
Sound System	\$ 24,000.00	\$1,000 per Rental
A/V System	\$ 12,000.00	\$1,000 per Rental
Stages	\$ 14,400.00	\$1500 per Rental
Weddings	\$ 15,000.00	\$1259 per Wedding
Corporate Meeting	\$ 12,000.00	\$1,000 per Event
Community Events	\$ 20,000.00	\$1500-\$1600 per Event
Open space rental	\$ 57,600.00	
Festivals	\$ 10,000.00	\$1500-\$1600 per Event
Seasonal Markets - Holiday, Makers, and Farmers	\$ 9,600.00	\$200 per Booth, 48 Booths, 30 Days Each
Family Reunions/Picnics	\$ 5,000.00	\$250 per Rental
Corporate Events	\$ 30,000.00	\$2500 per Rental
Birthday Parties	\$ 3,000.00	\$75 per Party
Misc. Earned Income	\$ 55,000.00	
Summer Leagues - Croquet, Bocce Ball, etc.	\$ 5,000.00	\$35 per Session - 10 Leagues a Year, 14 Games per League
Income Offset of 10% for Services Provided	\$ 50,000.00 *	Costs of Services Provided Versus Event Client Billings
		* Not included in budget
Total Earned Income	\$ 565,500.00	
Unearned Income		
Naming Rights		
Furnishings-Benches, public art, pavers/bricks, etc.	\$ 25,000	*One Time Income
Sponsorships		
Dasher Board Sponsorship/Ice Rink and Roller Rink		To be Negotiated
Rink Sponsorship/Season		
Other Sponsorships		
Fundraising		
Grants		
Private Donations	\$ 25,000.00	
"Friends of" Group	\$ 25,000.00	
Total Unearned Income	\$ 50,000.00	
Total Revenue	\$ 615,500.00	
Expenses		
Personnel	\$ 545,160.00	
Materials and Supplies	\$ 60,427.00	
Contracted Services	\$ 265,456.00	
Materials and Repair/Misc.	\$ 74,692.00	
Total Expense	\$ 945,735.00	
Net Income	\$ (330,235.00)	

RECOMMENDED REVISIONS TO WOODRUFF PARK'S MEMORANDUM OF UNDERSTANDING

Woodruff Park can anticipate an increase in event requests, which will result in more impact to the park. To mitigate the impacts, Woodruff Park and the Atlanta Downtown Improvement District (ADID) would benefit if the MOU was amended to allow for better control of the events that come into the park. The MOU can be amended so that ADID acts as liaison between the Department of Parks and Recreation and permittees to obtain permits for Woodruff Park. ADID handles the intake and process all necessary information including:

- Applications
- Insurance
- Nature and Scope
- Size and location of event
- Type of event
- Traffic Plan

ADID/Woodruff Park can collect all the above and ensure that the Department of Parks and Recreation receive all necessary insurance, event, traffic and safety plans, and other needed documents. In addition, as permitted event clients are responsible to provide appropriate security, maintenance and cleaning for their events in the park (and events are

not always fastidious about these responsibilities) the event client will hire ADID to coordinate these services and pay ADID/Woodruff Park directly for those services. This ensures that the services are provided at a high standard and avoids a burden on ADID or the Department of Parks and Recreation for tasks not performed properly. The client costs include restoration fees for landscaping and other impacts to the property caused by the event.

To make sure this happens, the following is included in the MOU and on all permits:

"It is necessary to contact a Woodruff Park representative to coordinate your event and determine any required services and/or equipment needs. All services and fees or equipment fees associated with your event must be paid to ADID."

There is precedent for this at Union Square Park in San Francisco, a Recreation and Parks property that is under private management and was part of the management structure planned to keep the park in good condition.

SHORT TERM ACTION ITEMS

1. Incorporate the use of the proposed budget in this chapter. This can begin immediately.
2. Initiate talks with the Department of Parks and Recreation to modify the MOU. These talks will take some time so it is important to begin this process soon.

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APPENDIX

Guidelines, forms, and reports to help guide, structure, and organize the internal work at Woodruff Park.

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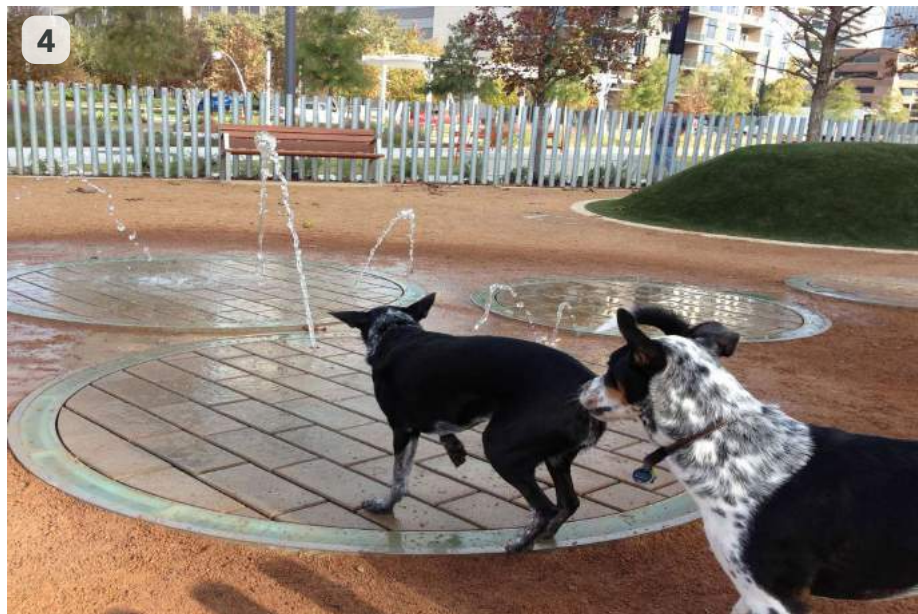
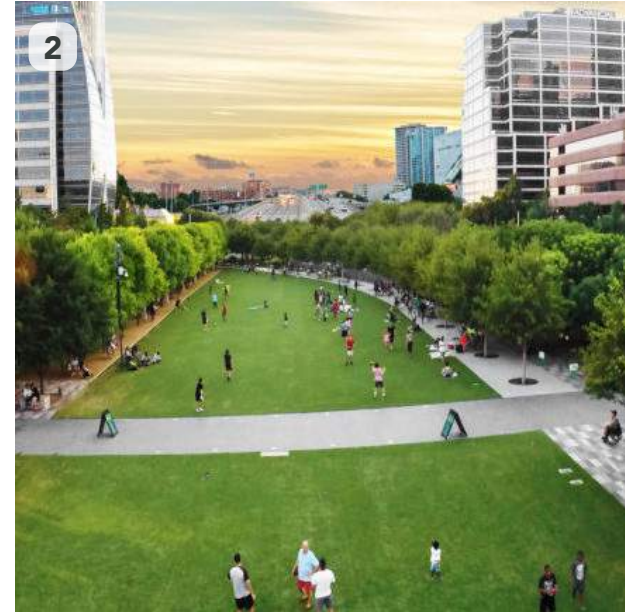
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WOODRUFF PARK PREFERRED ALTERNATIVE





Fig.1 Example of food truck access. Guthrie Green, Tulsa, OK. **Fig.2** Example of pedestrian/vehicular walkway. Klyde Warren Park, Dallas, TX. **Fig.3** Example of kiosk / cafe. Willo B's, New York, NY. **Fig.4** Example of dog park. Klyde Warren Park, Dallas, TX. **Fig.5** Example of outdoor classroom. Albany, NY. **Fig.6** Example of sculpture art gallery. Courthouse Plaza, Minneapolis, MN.



SHORT-TERM ACTION ITEMS SUMMARY

MANAGEMENT PLAN

1. Create an Executive Director position (immediate need) and transition Project Manager to this role.
2. Shift roles and responsibilities to the Executive Director as outlined above.
3. Establish four sub-committees listed above. A Capital Campaign Committee can be created at the appropriate time.
4. Hire a Programming Coordinator to augment programming efforts by the former Project Manager position.
5. Hire a Maintenance Technician who will report directly to the Executive Director until an Operations Manager has been hired.

SOCIAL SERVICES + EQUITY PLAN

1. Start developing specific programming for senior and intergenerational groups, youth, students, police interaction and differently-abled programming.
2. Identify community groups for outreach and begin the Steps for Outreach defined on page 77.

Additional programming and outreach for community connections can start immediately.

Utilizing the resources presented in this chapter, begin a process of identifying and creating a list of community groups to include in outreach efforts. Start the process by following the Steps for Outreach.

ACTIVATION PLAN

1. Incorporate the Additional Activations recommended including the ice and roller rinks and any activations that are a low effort win such as the 'Easy Activations'.
2. Meet with the City of Atlanta Parks and Recreation Department to fine tune the existing MOU, define Woodruff Park's role as an event permitting agent and refine the terms of a master permit agreement.
3. Meet with the Mayor's Office of Special Events to communicate regarding Woodruff Park's new initiatives and to refine the relationship for special events including assemblies, festivals and large gatherings.
4. Tailor the provided event forms to Woodruff Park.

Additional activations are an easy win, and the lowest hanging fruit to start with and see early success with minimal effort. Start the research component for the ice and roller rinks and identify potential vendor partners.

Consensus with the City of Atlanta Parks and Recreation Department and the Mayor's Office of Special Events is critical to Woodruff Park's development of an events package and successful expansion of park activation. Start discussions immediately.

Once the new role of Woodruff Park is defined through City discussions, begin tailoring the provided event forms and developing the Woodruff Park Event Packet.

SAFETY PLAN

1. Establish a community safety committee with a goal of 3 meetings in 2020.
2. Collaborate with GSU and APD to host a safety summit by second quarter of 2021.
3. Print and distribute parks rules and regulations books for all park staff and begin to provide annual training on these rules.
4. Expand the budget to increase training beginning with an emphasis on parks codes/ rules and mental health.
5. Begin incorporating forms listed above with the goal of incorporating digital applications within two years.

PROPOSED BUDGET + PRO FORMA

1. Incorporate the use of the proposed budget in this chapter. This can begin immediately.
2. Initiate talks with the Department of Parks and Recreation to modify the MOU. These talks will take some time so it is important to begin this process soon.

1.1 Woodruff Park's International Peace Fountain + South Fountain Evaluation Report

Overview

Pond Inc. and MJM were contracted with Atlanta Downtown Improvement District (ADID) to perform a scope of services to evaluate Woodruff Park for improved design, functioning and activation. In the course of our analysis and data gathering, the two fountains in Woodruff Park were brought up repeatedly during interviews and walk-throughs of the park as magnets for gathering and social behaviors that were challenging for the Park. The fountains were not operating as the original design intended. The consequence was more of a 'broken window' syndrome, leaving the fountain solely as gathering place for certain social behaviors and activities that discouraged use by a more diverse representation of the neighborhood and Atlanta's population. During our analysis of the park, and gathering information, we realized that there were operational inefficiencies (Fountain being down or overflowing). As a result, this caused us to, as part of the Furniture, Fixtures and Equipment (FF&E) review, and warranted a closer evaluation. This report identifies structural and operational deficiencies in both fountains.

Description of Facility:

Woodruff Park contains two fountains, one in the North Plaza, bordered by Auburn, Peachtree and Park Place, and one across Auburn Street in the Northeast corner of the Southern part of the park, also at the corner of Auburn Street and Park Place.



International Peace Fountain and South Fountain, Woodruff Park

The first fountain, in the North Plaza is the International Peace Fountain, an important symbol of the civil right movement, comprised of a rounded fountain wall on the North and East sides of the North Plaza, with water cascading down to a pool at its base, approximately 8 feet wide, with a low parapet at the edge between the plaza and the fountain. Behind the wall of this fountain is a pump room with equipment and controllers for both fountains, and with a lower level room with further pump equipment.

The Fountain in the Southern Park of the park is a round fountain with a circular stepped structure, coming down to a narrow pool at its base, and with a controller for fountain height located nearby on a pole.

The International Peace fountain was built in 1996, and the City of Atlanta has spent considerable monies in an effort to do some major capital improvement to the fountain.

Purpose of Report:

The purpose of this report is to evaluate the existing conditions of both fountains, point out any deficiencies, make recommendations for improvements and future maintenance protocols. In preparing this report, the MJM performed an inspection of both fountains and the pump room, and met on-site with both a representative from the City, and with the current maintenance person for the fountains.

Evaluation of the North Fountain:

- Leaks:** There are puddles of water in the plaza that are stemming from the base of the parapet. These streams of water flow away from the exterior of the parapet, and flow towards the center of the plaza. After inspecting the inside of the fountain pool at the base of the wall, it appears the leaks are in the same location as the light wells for the underwater lighting fixtures in the fountain pool. This is likely a failure of the sealing around the lights in the pool. The water is flowing under the base of the pool, and through seams at the base of the parapet. (Photo 1, Photo 2.)
- Leaks are also occurring from overflowing of the fountain, as there isn't a high level cut out (automatic water shut-off) in the fill valve for this fountain, and the fountain has overflowed several times to the system not having a high level cutout. Cut out valve operates with a high level cut out sensor that stops additional water from being added when the water reaches a certain level, and a low level cut-out sensor that starts adding water when the water level reaches a designated low point. The high level cut-out sensors are important to prevent overflowing. The low level cut-out sensor prevents under-filling, which could burn out the motors of the pumps if the fountain is not adequately filled.
- Tiling:** Much of the tile grout has deteriorated around the plaza and tiles may start popping loose. (Photo 3).



Photo 1- Leaks



Photo 2 – Fountain Lights



Photo 3 – Grouting of tile

Recommendations for North Fountain:

Much of the equipment running these fountains needs to be replaced. Before replacement or repair of any systems, all leaks and moisture intrusion need to be addressed. Also, a preventative maintenance plan needs to be implemented to check water levels, grouting and machine conditions. This will reduce the need for major repairs and replacements in the future. See recommendations.

- A waterproofing company should be hired to pull the lighting fixtures from the pool, check and repair the seals, and re-waterproof the area of the re-installed fixtures. Additionally, all seams in the parapet should be redone with Sicka- Flex, a sealant for tiles.
- As there does not appear to be a high level cut out, all cut out sensors should be checked, and appropriate new sensors installed. This will prevent leaking from overflowing of the fountains, and will extend the life of the motors of the system by ensuring that the fountain is not under-filled. This work will also reduce water usage by eliminating water loss from leaks and overflowing.
- Once the work is done to resolve the leak issues, the tiles in the plaza should be reset and re-grouted to prevent popping up.

Evaluation of the Pump Room

The fountain pump room is in poor condition, running to failure, and in need of maintenance, repair and replacement of systems.

- The filtration system for the fountains is missing the “plates” to help filter the water. These plates sit inside the sand filter. Without these, the water cannot be properly filtered. (Photo 4)
- One of the main fountain pumps is severely leaking around its base, likely from a faulty or disintegrating seal at the base. The pump is also covered in rust from previous leaks and flooding of this space. Without repair, this can cause major damage to the pump and have it out of operation for some time. (Photo 5)
- We discovered that there is a chemical treatment system present in the pump room, but, according to the maintenance person, there are not funds to install the treatment system. This is critical for public health, and the safety of park users, including children who play at the fountain. (Photo 6)



Photo 4 Filtration System



Photo 5 – Rusted Pump



Photo 6 – Chemical Treatment System

- The pump room has several leaks, causing the room to have problems with rust and corrosion. Having water intrusion with the amount of electrical equipment in this room constitutes a hazardous worksite, with the danger of electrocution to people working in and around this room. (Photo 7)
- There is also transformer mounted on the ceiling. There is a crack where a leak is present that could cause the transformer to short out, causing a failure of the fountain system, and a loss of power in the North Side of the Park. As the transformer converts 480 volts to 120 volts, the system could explode if water gets in the unit, destroying the entire room. (Photo 7)
- There is an exhaust fan on the roof of the pump room. There was at one time a “dog house” cover over the fan but it is no longer there. The “dog house” cover is a simple structure on the roof that allows airflow through a side opening, and has a pitched roof to avoid water entering the opening for the fan. This condition contributes to the problems in the pump room, causing a lot of water damage to the equipment, and is also very hazardous to any one working in the room. If the fan shorts out, a person could be injured, creating potential for significant financial liability. (Photo 8)
- There is also the main electrical panel for the pumps in this room. All of the controls are corroded due to the amount of moisture in the room. In conversations with the pool maintenance person, it was learned that all of this equipment is turned on manually on a daily basis. (Photo 9)



Photo 7 – Transformer and Electric

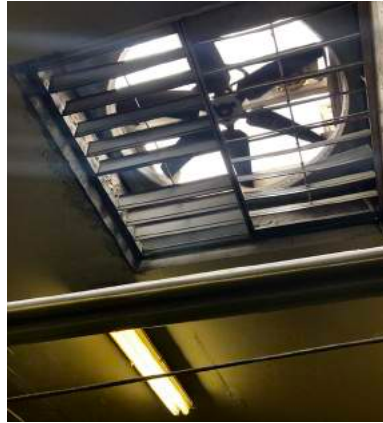


Photo 8 – Ceiling Fan



Photo 9 – Electrical Panel

- These are some of the pump controls that are part of the operation that starts and stops the equipment; they open and close valves, and start and stop the filtering system. These no longer work due to being in a moist room.
- Based on our inspection, it was obvious that the air conditioning unit is down and has not been maintained since it has been installed. The maintenance person confirmed non-operation since he started working at the site.

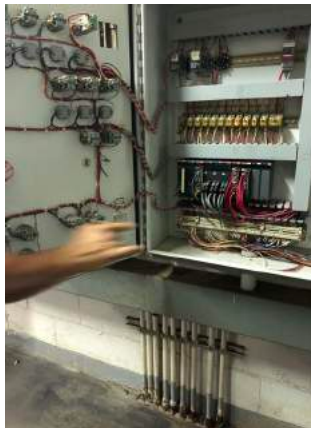


Photo 10 - Pump Controls



Photo 11 HVAC Unit

Recommendations for the Pump Room:

- Filtration System - The plates in the Sand Filter of the filtration system should be replaced to insure the water is clear and healthy for the public.
- Rusted Pumps – The pumps should all have new seals installed to keep them free from leaks. All rust should be brushed off with a wire brush. Regular maintenance of the pumps, including treating rust and painting the pumps should be done by a maintenance person on a regular basis.
- Leaks in Pump room - All water intrusion should be addressed. All seals should be checked, and all walls and ceilings should be inspected for any leaks, and addressed with waterproofing.
- Chemical Treatment System - Funds should be identified to install and maintain the chemical treatment system. If installed, the system will maintain the water treatment to swimming pool

standards, which is necessary for public health. A chemical treatment company should be brought to the site to maintain the chemicals at proper levels, and should put a rust inhibitor in the water to prevent water from rusting all of the equipment. This can help protect the equipment and the company could keep the fountain from presenting a severe health risk to the public. There are some local companies that could perform this task, and we can provide a list. As well there are national companies that can perform this work if a local company is not available.

- Transformer and Electric Systems - The leak by the transformer must be repaired immediately to address the concern about shorting out both the transformer and the electricity in the North Plaza.
- Ceiling Fan - A “dog house” is required for this system, and should be repaired as soon as possible, replacing the leaking roof, and installing the structure to prevent water entering the fan assembly or the room below. This will also help with the prevention of rust and corrosion of the equipment
- Electrical Panel - All of the electrical controls should be replaced after all of the leaks are repaired.
- Fountain Controls – The pump controls can be replaced with a simple system from a mechanical contractor. These simple system can start and stop the equipment as well as open control valves and filter systems. Staff could also monitor/control remotely, to see what is going on and if the equipment is running well. As an added benefit, these controls can also keep track of power usage in the park. Shark Meters could be installed on the out-going power lines, which would allow monitoring of kilowatt hours for particular time frames. They can also be set up to measure by the current utility rate. ADID could then bill back clients for power usage, and if allowed, ADIS could add a 5% service fee.
- HVAC - This piece of equipment needs to be completely gone through to see if it can be repaired. A HVAC contractor should give an assessment to determine if the fan should be repaired or replaced. If it is replaced, then the system should be put on a quarterly maintenance schedule to insure it stays operational. The maintenance should only take an hour or two every three months and this will help keep the equipment in a condition to where it will not rust and corrode or fail.

Basement of Mechanical Room

- The basement of the mechanical room has a lot of water damage, and floods often. With the high voltage in this room, it is always dangerous for people working at this site. There are sump pumps in the room that are meant to pump out any excess water in the basement but when the pumps turn on they are not effective because the seals are bad, and the pumps are spraying water back into the room, negating their effectiveness. (Photo 12)
- All of the water that is present has generated a lot of black mold in the room, which poses a health risk to the people working at this site.
- Back flow preventers have been installed on the property to prevent chemicals from making their way back into the fresh water lines, but haven’t been serviced or certified.



Photo 12 – Lower Pump Room

Lower Level Mechanical Room Recommendations

- Lower Level Water Damage – Entire room needs to be cleaned and all seals replaced. The sump pumps need annual service to remain in working order.
- The walls should be removed, and any wood or sheetrock that contains moisture should be replaced. A certified restoration company should be used for this work, so the mold can be cleaned to a safe standard. The upper room should be checked as well, and both should be tested for hazardous materials after the work is done to ensure that the area is safe.
- Backflow Preventers need to be re-certified every year.

Southern Fountain

- The fountain on the south side of Auburn Street is shut down as a contractor is co ring into the pipes that feed across the street. The controls for this fountain do not work effectively, as the pipes under Auburn Street make it difficult to service.
- The caulking is failing throughout the entire fountain.

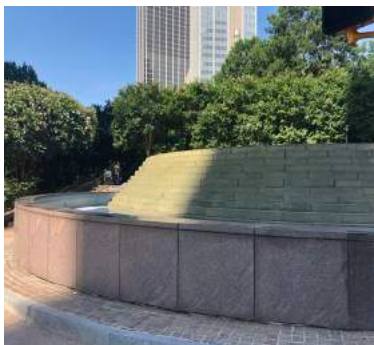


Photo 13 – Southern Fountain



Photo 14 – Caulking of fountain steps

Southern Fountain Recommendations:

- The cost to make the repairs may be too expensive, due to the pipe running under the street, raising the price to a point to where it might be cheaper to build a new pump room on the South side of Auburn Street. This will separate the two rooms but will prevent the type of incident that originally brought down the fountain from happening again. As the electrical equipment in the main pump room needs to be replaced, this would be a good time to create the second pump room. The park is in need of storage for events and a second room could be built within the new mechanical room to store chairs and stages as well as house power for concerts. As with the meters in the North Plaza, events using power can be billed back for their power usage. The revenue received for the billbacks could assist in funding a maintenance person.
- While the fountain is down is an ideal time to fix the caulking. It is best to cut out all the old caulking and replace it with a Sicka-flex caulking. This is a better product and will last a few years before it will need to be replaced again. The installer should make sure to follow the manufacturer's instructions to insure a long life.

Additional Parks Recommendations

Lower Pump Room:

- There also should be a flood control installed in the lower pump room for safety. With all the rusty pipes and bolts, the large water lines can fill the basement quickly. The flood control should shut down the pumps and close all valves to stop the flooding, and it should also alert staff with an alarm that stays on until someone resets the alarm.
- The basement should be treated as a “confined space” and could be very dangerous if someone gets hurt down there. It would be very difficult for them to get out or for EMS to get them out of the space. Therefore, Confined Space Safety standards should be followed for any workers in this space.

Mechanical Pump Room in General:

- There are many hazards in the pump room. We recommend that a budget be developed to make these repairs to bring this room to a good working and safe condition. We recommend further that once the major repairs are made, that perhaps ADID be allowed to add the preventative maintenance plan to their scope.
- There should also be a budget to hire a maintenance employee. This employee should have a good mechanical and electrical background. This person can be used to maintain the equipment room and take care of all of the lighting and electrical in the park. This general maintenance position can also work on the events and keep up on the painting around the park.

This park and the fountains are very beautiful and it is important to have a maintenance person taking care of all the equipment and electrical. The current conditions act as a distractor to visitors to the park. Further, the spaces around the fountains are not capable of hosting the kinds of events that the fountain plazas were designed to accommodate.

1.2 Union Square Park Rate Sheet 2018 - Sample

Union Square Park Rate Sheet

www.unionsquarepark.us

Janitorial per hour	\$32.00
Security per hour	\$35.00
Restroom / Green Room Monitor per hour	\$32.00
Engineer per hour	\$80.00
Banner Installation / per banner	\$100.00
Event Manager per hour	\$45.00
SFPD Officer Day 6AM to 6PM per hour 4 hours minimum	\$107.00
SFPD Officer Night 6PM to 6AM per hour 4 hours minimum	\$111.00
Load in / out Crew and Equipment	\$1000.0
Load in / out Crew and Equipment	\$1,500.00
Load in / out Crew and Equipment	\$2,500.00

Debris Container & Removal - Assessed by garbage company / based on size & scope	\$TBD
ADA Signs & Stanchions fee / per day	\$40.00
Chairs / each / per day	\$1.00
Tables / 6 foot / each / per day	\$10.00
10' x 10' Pop-up canopy / per day	\$25.00
Sound Equipment / per day	\$1,500.00
Anchor System / per day	\$125.00
Barricades each	\$10.00
Stanchions each	\$10.00
400 AMP 4/0 cable With distro Box	\$800.00 \$1000.00
ADA cable ramp / each / per day	\$15.00
Green Room Prep & Clean-Up / per day 16' x 22'	\$100.00
Administrative Fee 10% of charges	\$TBD

Woodruff Park Event Guidelines

ADID/Woodruff Park

TABLE OF CONTENTS

Introduction, Event Guidelines

- I. Event Restrictions
- II. Submittals
- III. Operations
- IV. Logistical Requirements
- V. Personnel and Costs
- VI. Photo shoot and Film permitting procedures

Event Guidelines

Woodruff Park was created for the enjoyment of the public. Accordingly, private events in the park must be carefully planned and carried out in order to achieve maximum public benefit and to minimize potential negative impacts on the public's use of the park.

The park's Management office (Management group name) manages permits issued by the Atlanta Park & Recreation Department pursuant to a contract with the (local parking garage). The Park Code governs the use of the park and the following regulations are to be observed:

Posted at the four corners of the park are signs with the following information:

For the enjoyment of all visitors, please help us take care of the park.

Hours: (insert park hours)

The following activities are not allowed:

- defacing public property
- feeding birds
- camping or sleeping
- littering
- climbing
- skating or skateboarding
- bicycling
- playing ball or frisbee
- removal of flowers or plants
- pets off leash
- (whatever other policies are enacted)

Alcohol consumption is not allowed except by permit. A permit is required for any event, assemblage, entertainment, performance, amplified sound, sale of merchandise, or soliciting. (Insert park code here)

The following guidelines provide additional direction for private corporate events within the park:

- 1) In addition to paying Atlanta Parks and Recreation a permit fee for use of the Park the client also pays all direct costs associated with the logistical support of an event to (Insert management group).
Payment must be received by (management) in cash or cashiers check 48 hours before the event begins. If payment is made by a personal or business check, the check must be received by (management) 5 business days prior to the event.
(Management) fees are based on the information that the client provides. If the event attendance should greatly exceed the estimate or if the event should be more complex than what was originally stated

then it will be necessary to bill the client for the increased services following the event.

- 2) Events will be assigned specific venues within the Park which are appropriate to the size and nature of the event and which impose the least impact on the Park or the public's use of the Park.
- 3) Public access will be maintained throughout the Park.
- 4) To the greatest extent possible, the event will allow the public to hear, see or otherwise enjoy the event.
- 5) Items brought in for the event must be kept in your possession at all times. Packages, boxes, etc should not be left unattended and should be removed from the Park at the end of the event.
- 6) In order to protect the public during all events, **it is not permitted to run cords or cables across the Park**. All electrical elements must be located next to an outlet. (Management Name) has a map of the electrical circuits available. If you are videoing the event and you would like to include audio as well, it is suggested that you bring a separate recording device that can be added to the audio equipment rather than attaching the audio equipment by means of cable to the video equipment. Most rental companies can provide with you the proper device.
- 7) To the greatest extent possible, event support structures and furnishings will be located on hard-scape areas and will be selected and arranged with a high regard for the visual and aesthetic quality of the Park.
 - (a) All mechanical elements of structures constructed for the event, should be hidden from the public's view using screens or hedges
 - (b) All packing crates for equipment must be removed to storage during the event. We can coordinate with the (local parking garage), who may be able to assist you in securing storage. (local parking garage) is directly below the (local parking garage).
- 8) Under no circumstances will it be permitted to drive stakes into the ground.
- 9) Advertising or promotional signs, including corporate logos must be approved by with Atlanta Recreation and Park policies. The location of the signs must be reviewed and approved by (Insert management group).
- 10) Daytime events that close significant portions of the Park for private use generally will be limited.

I. Event Restrictions

Woodruff Park will not issue permits for events involving, skateboarding, roller blades, carnival rides, hot-air balloons, helicopter landings and vehicle access to specified areas of the Park. (The maximum live load is 100 pounds per square foot). These activities have been discovered to cause damage to the site and to interfere with programmed activities, public use of the Park or other operations in the (Woodruff park district).

II. Submittals required for special events

1. In order to hold space an application must be provided to the Atlanta Recreation and Park Department following client's first inquiry regarding use of Woodruff Park space.
2. The Completed Package for the Woodruff Park Program Coordinator (Management company name) should include the following:
 - (a) Traffic plans: Load in and load out schedule in order to monitor the procedures.
 - i. All loading should be done via (Local loading location). There is a limited amount of space for vehicles to park in that area. We suggest a minimum of 2 larger vehicles or 3 smaller vehicles at any time.
 - ii. The space can only be used during the actual unloading and then the vehicles must be moved elsewhere for parking.
 - iii. No vehicle should block the entrance or the exit of the (Local parking garage).
 - iv. Vehicles are not allowed to double-park or to park on the sidewalk.
 - (b) Insurance, General Liability: A minimum of (Insurance amount) per occurrence, naming (all entities covered by insurance) as additional insureds.
 - i. Wording should be as follows:
“(Management groups and all other entities covered) and their officers, agents and employees are included as additional insureds.”
 - ii. Copies of the insurance should be sent to the parties at the addresses listed below:
 1. (Insured entity with addresses and email contact)
 2. (Insured entity with addresses and email contact)
 3. (Insured entity with addresses and email contact)

4. (Insured entity with addresses and email contact)
3. Copies of Health and Fire Permits will be verified by (management name) if required for the event.
4. Site Plan for the event including: placement of equipment, tables, chairs, booths and tents. (Please see attached map of the Park.)
5. Power Requirements: AC (Amps or Voltage), power usage beyond site, additional lighting and cabling. (Please see attached map with location of 20 amp connections; some connections are on the same circuit.)
6. Water Requirements: Access to water source to be provided by (Insert Management group)
7. Restroom Facilities: There are restroom facilities located on the (Restroom location). (Insert Management Group) will provide a monitor for the restrooms to allow attendees access to the facilities during the event. (Please see the fee schedule for costs for the monitor.)
8. Telecommunications: CCTV, telephones or computers to be used during the event will need to be wired and will have coordinated by (Insert Park Management). Make the (Management company engineer/partners) aware of your wiring needs.
9. Wi-Fi Access: (Insert Wifi providers)
10. Signage: Printed samples, including sizes and requested locations of banners, flags and promotional signage relevant to the event are to be submitted to Atlanta Park and Recreation who will give approval and to (Site management) who will determine the means of installation.

(Park management) engineers are responsible for hanging the banners from the arbor over the back of the stage. It is requested that the banners do not exceed the size of the stage backdrop, which is 15 feet wide by 17 feet high. If your banners exceed this size, it may not be possible for the banners to be installed.

Banners should be delivered to (Management) at least 48 hours before the event start time. If the banner is not delivered in time and it is not possible for the engineers to install the banner, no refund of banner installation fees will be made by (Management).

11. Sound Permit: Requirement to be determined by the Atlanta Recreation & Park Department. Sound permits will be issued for specific time periods according the rules and regulations of the Atlanta Recreation and Park Department.
12. Safety & Emergency: Large events and community and cultural festivals must provide the appropriate plans as required by Atlanta Recreation and Park Department.

III. Operations

Event Services:

(Management name) Event Manager Services: required to oversee entire event. In some cases more than one event manager may be required. See attached schedule of fees for Event Manager costs.

(Management name) Engineer Services: required to monitor set-up during events, of all power hook –ups, telecommunications, signage, banner placement and must approve placement of all equipment on site.

If the event load in begins before 7:00 am or your event load-out ends after 4:00 pm and the event will require engineer's services outside the normal hours of 7 AM to 4 PM, the charges will be made at time and a half.

(Management name) Janitorial Services: required to clean during and after all events.

(Management name) Security Services: on site at all times. Additional security will be required for some events. The need will be determined by (Management name). In some cases it will be necessary for the client to arrange for 10-B officers through the (Local police department name). Please contact (Police Office)

MJM Monitor: required for certain size and type of events in order to allow attendees access to the restrooms and/or the Green Room on the mezzanine level of Union Square Garage.

Hard-scape Protection and Restoration:

Due to the special construction materials at Woodruff Park the following requirements must be met:

1. All items brought in to the Park must have a protective surface that comes in contact with the floor surface e.g. metal legs, table bases, sound equipment, décor, booth support, poles etc. should be padded with plastic, carpet or some other cushioning material.
2. The number of booths will be limited in order to provide public access to the Park at all times.
3. Food booths will not exceed four (4) – 10 ft. by 10 ft. booths for any one event. The booths must be placed on protective material and will be situated only on the cement area near the (Location of booths)
4. Food event hard-scape fees will be charged at a minimum fee of (Insert fee). Additional costs may be incurred based on the size and complexity of the event.

5. Food event trash removal fee will be a minimum of (Insert Fee). Additional costs may be incurred based on the size and the complexity of the event.
6. Food events require a minimum of (quantity) janitors.
7. Food events require a minimum of (quantity) security officers.

Rallies, Cultural, Community, Concert and Entertainment Events

1. Security needs will be determined by (Management Group Name) after assessing the nature and the scope of the event.
2. Janitorial needs will be determined (Management Group name) after assessing the nature and the scope of the event.
3. A hard-scape restoration fee will be required at a minimum cost of \$(Fee) depending on the nature of the event.

IV Logistical Requirements

1. Woodruff Park prohibits staking of tents. Tents are to be anchored by water barrels or other means that will not damage the hardscape and that will be aesthetically pleasing. If water barrels are used, (Management company) maintenance will provide a water-coupler device to fill the water barrels. A personal I.D. such as a current driver's license or credit card must be used as collateral until the water-coupler is returned. Water barrels of 55 gallons or larger must have plywood placed under them in order to distribute the weight of the water. The vendor is expected to provide the plywood.
2. When it comes time to empty the water barrels, the water must be deposited in an approved drain. The water is not to be spread on the hardscape or emptied into the landscape beds unless the (Management name) Event Coordinator approves at the time of the event.
3. If it is necessary to tape any item to the hardscape, "gaffer's tape" is the type tape that should be used. It does not leave a residue on the hardscape. Please bring "gaffer's tape" with you. It can be purchased at some hardware stores and at professional photography supply stores.
4. Woodruff Park prohibits securing tents to the trees, light poles or any other garden structure
5. If the event is to be held inside a tent, then the tents to house guests or attendees must be equal to or greater than 10 feet x 20 feet and must have a floor installed
6. Tent locations must be approved by (Management Group Name).

7. Copies of approved permits for fire and health must be submitted to (Management Group Name) for tents having indoor lights, heating and food services
8. Non-commercial events will not be permitted to use fuel, i.e. butane, propane or any gas fuel or charcoal
9. Events involving commercial catering must provide copies of approved fire and health permits to (Management Group Name) and will be exempt from non-commercial policy
10. Cooking is not permitted in the Park. Prepared foods can be kept warm using electrical appliances or chafing dishes. If Chafing dishes are used, a permit from the Fire Marshall must be given to (Management Group Name), and there must be a Fire Watch in place. No other gas or open flame may be used.
11. All warming appliances must be located on a protected area of the concrete hard-scape.
12. It is required that all events load and unload at the (Loading Area Location) loading area.
13. All entrances have been designed for pedestrian use only. No vehicles will be allowed to drive into the Park

V. Personnel and Costs (See Attachment for Current Rates)

(Management Group Name) will provide the client a service fee invoice in a timely manner prior to an event. (Management Group Name) will bill directly to the Event client for all services necessary for an event. Fees can be charged for the following items:

1. Personnel:

- a) Janitorial
- b) Security
- c) Monitors
- d) Engineers
- e) Administrative
- f) Event Managers

2. Additional Costs:

- a) Garbage Removal
- b) Hard-scape Protection and Restoration
- c) Landscape Restoration
- d) Materials and supplies (property protective materials)
- e) Equipment Rental
 - l) (Management Group Name) has available for rent a limited supply of chairs and a small sound system. In the future we will have more items available. Please inquire of the (Management Group Name) Program Coordinator for a list of additional items.

VI Woodruff Park Photo Shoot and Film Permitting Procedures

Please go (State Permit Website) to view information about obtaining a permit for “Film, Video, and Photo Production in Parks”.

The following items are required:

1. Permit approved by Atlanta Recreation and Park Department
2. Completed Certificate of Insurance naming (Management Group Name), (Local Parking Garage) and the City and County of Atlanta and its officers, agents and employees as also insureds
3. A traffic plan that includes Permitted parking for streets that surround the Park with requested locations and times to be reserved
4. A load-in and load-out schedule
5. Size of on-site cast and crew
6. A site plan that includes catering area, shooting areas and equipment locations (Please note that the Park can support a live load of 100 pounds per square foot. If applicable (Management Group Name) will provide material that will spread the load to offset any weight problems. There will be a time and materials charge.)

The following restrictions apply:

1. No photo or film shoots that include skateboarding, roller blades, or commercial cars
 - The above activities have been discovered to cause damage to the site and/or interfere with the programmed activities in the Park.
2. No closing of public entrances and exits.

2.2 Equipment and /or Furniture
Acceptance of Responsibility Form

WOODRUFF PARK

EQUIPMENT AND/OR FURNITURE
ACCEPTANCE OF RESPONSIBILITY
WAIVER OF DAMAGE CLAIMS

BORROWED from Woodruff Park:

Description: _____ Serial Number: _____

Description/Condition: _____

Borrowed From _____ to _____ Return on _____

Acceptance of Responsibility

The undersigned agrees, on the behalf of the identified Firm, to return the borrowed equipment and/or furniture to Woodruff Park in the same condition as received, or to be responsible for the lesser of the cost of repair or replacement in the event the borrowed equipment and/or furniture is returned in a damaged state.

Waiver of Damage Claims

In consideration of the use of the borrowed equipment and/or furniture, the undersigned, on behalf of the identified Firm, hereby waives any and all claims for personal injury and/or property damage against Woodruff Park, ADID or its affiliates, related to the use of the borrowed equipment and/or furniture.

The undersigned represents and warrants that he/she has the authority to execute the foregoing Acceptance of Responsibility and Waiver of Damage Claims on behalf of the identified Firm.

Department: _____

Name: _____

Signature: _____

RETURNED

Description: _____ Description/Condition: _____

Department: _____

Name: _____

Signature: _____ Date Returned: _____

Equipment Accepted by (Name) _____

WOODRUFF PARK EVENT CHECK LIST

Date:

Event Name:

CHECKLIST

- Updated to Calendar
- Application Completed With Site Plan? Y / N
- Tent Plans Approved
- Event Logistics Approved
- Traffic Plan Approved
- Parking Requested
- Security Required
- Maintenances Services Required
- Operations Services Required
- Radios Needed
- Dumpster/Garbage
- Health Permit
- Fire Permit
- Sound Permit
- Barricading Y / N Where/Plan:
- AC Power Y / N
- Additional Equipment on Site:
 - Generator Y / N Where:
 - Lights Y / N Where:
 - Cabling Y / N Where:
- Insurance Received
- Invoice Forwarded to Accounting
- Permit Signed
- Check Received Forwarded to Accounting? Y / N
- Copy of Check in File
- Permit Issued

2.4 Event Opening Check List

Woodruff Park [Type the document title]

**EVENT
OPENING CHECK LIST**

EVENT NAME: _____ **DATE:** _____

Event Start Time:
Approximate Number of Guests:
Weather Conditions:
Miscellaneous:

Equipment Loaned	To Whom	By Whom	Time Loaned
Keys			
Water Coupler			
Electrical Cords			
Plywood			
Masonite			
Radios			
Chairs			
Tables			
Stanchions/Barricades			

EVENT LOAD IN CHECK LIST

Activity	Notes	Initial
Trash & Recycle cans removed from storage		
Barricades / stanchions set up		
Chairs set up		
Stage/sound equipment set up		
Plywood removed from storage		
Banners removed from storage and hung		
Landscape condition inspected		
Hardscape condition inspected		
Public Restrooms condition		
Radios loaned out		

Notes:

2.5 Event Closing Check List

Woodruff Park

EVENT CLOSING CHECK LIST

EVENT NAME:

DATE:

Equipment Loaned	To Whom	By Whom	Returned By
Keys			
Water Coupler			
Electrical Cords			
Plywood			
Masonite			

EVENT LOAD OUT CHECK LIST

Activity	Checked by
Trash & Recycle cans returned to storage	
Barricades returned to storage	
Chairs to recycle area	
Tents to storage	
Stanchions to W. Underground	
Plywood returned to storage	
Banners removed and stored in Security Control	
Cardboard recycle area clear for pickup	
Compactor area clear for pickup	
Landscape condition: back to excellent condition	
Hardscape condition: back to excellent condition	
Green Room condition: back to excellent condition	
Public Restrooms condition	
Tilt carts returned to storage	
Radios inventoried & returned to dispatch/event manager	

2.6 Events Estimate Template

Remit To: ADID
34 Peachtree St NW, Ste 200
Atlanta, GA 30303

TAX ID
 Phone: (404) 215-9600

Event Name:	Bill To:	Approval:
Event Day & Date:		
Attendance:		
Phone #:		

Personnel	Person Hours	Rate per Hour	Price, Minimum 4 Hours	# of Personnel Necessary
Engineer		\$158.00	\$0.00	
Facility Event Manager		\$42.00	\$0.00	
Gardener		\$37.00	\$0.00	
Janitorial		\$58.00	\$0.00	
Security		\$48.00	\$0.00	
Trash Diversion		\$37.00	\$0.00	
10-B (6a-6p)		\$110.00	\$0.00	
10-B (6p-6a)		\$115.00	\$0.00	
Materials, Supplies, Equipment, & Property Permit Fees				
Jessie Square Permit Fee		\$520.00	\$0.00	
Barricade Fee		\$263.00	\$0.00	
Catering Tents (up to 10'x30' includes Masonite Boards & Steam Cleaning)		\$341.00	\$0.00	
Chair Fee		\$5.00	\$0.00	
Debris Container & Removal		\$1,365.00	\$0.00	
Landscape Restoration		\$1,200.00	\$0.00	
Masonite/Plywood (set-up/strike)		\$263.00	\$0.00	
Radio Rental Fee		\$37.00	\$0.00	
Stage Build		\$3,500.00	\$0.00	
Steam Cleaning		\$525.00	\$0.00	
Supplies & Materials		\$1,890.00	\$0.00	
Amplified Sound Permit		\$185.00	\$0.00	
Product Promotion (per day)		\$525.00	\$0.00	

Subtotal: \$0.00
 Admin Fee: \$0.00
***Total: \$0.00**

2.7 Events Invoice Template

WOODRUFF PARK

Invoice

Remit To: ADID
34 Peachtree St NW, Ste 200
Atlanta, GA 30303

TAX ID
 Phone: (404) 215-9600

Event Name:	Bill To:	Approval:
Event Day & Date:		
Attendance:		
Phone #:		

Personnel	Person Hours	Rate per Hour	Price, Minimum 4 Hours	# of Personnel Necessary
Maintenance		\$0.00	\$0.00	
Gardener		\$0.00	\$0.00	
Janitorial		\$0.00	\$0.00	
Security		\$0.00	\$0.00	
Trash Diversion		\$0.00	\$0.00	
ATL-P		\$0.00	\$0.00	
GSM Police		\$0.00	\$0.00	
Materials, Supplies, Equipment, & Property Permit Fees				
Permit Facilitation Fee			TBD	
Catering Tents (up to 10'x30' includes Masonite Boards & Steam Cleaning)		\$0.00	\$0.00	
Chair Fee		\$0.00	\$0.00	
Debris Container & Removal		\$0.00	\$0.00	
Landscape Restoration		\$0.00	\$0.00	
Masonite/Plywood (set-up/strike)		\$0.00	\$0.00	
Radio Rental Fee		\$0.00	\$0.00	
Stage Build		\$0.00	\$0.00	
Steam Cleaning		\$0.00	\$0.00	
Supplies & Materials		\$0.00	\$0.00	
Amplified Sound Permit		\$0.00	\$0.00	
Product Promotion (per day)		\$0.00	\$0.00	

Subtotal: \$0.00
 Admin Fee: \$0.00
***Total: \$0.00**

**This estimate is not final and may change as the scope of the event is refined.*

WOODRUFF PARK

WOODRUFF PARK EVENTS Entities to be Indemnified

Wording for Additionally Insured General Liability for a ***minimum of \$2,000,000.00 per occurrence*** should be as follows:

“Atlanta Downtown Improvement District (ADID), Central Atlanta Partnership (CAP), Atlanta Department of Parks and Recreation, The City of Atlanta and their officers, agents and employees are included as additional insureds”

Copies of the certificate should be sent to the people listed below:

- 1) ADID
Attn: Ansley Whipple
34 Peachtree Street, Suite 200
Atlanta, GA 30303
Phone: (404) 658-1877

- 2) CAP
Attn: Wilma Sothern
84 Walton Street, NW, Suite 500
Atlanta, GA 30303
Phone: (404) 658-1877

- 3) Atlanta Department of Parks and Recreation
233 Peachtree Street, NE, Suites 1600/1700
Attn: Permits
Atlanta, GA 30303
Phone: 404) 546-6788

WOODRUFF PARK

Woodruff Park Event Preliminary Information

(In the case of multiple events for the same client please fill out separate forms for each event)

Event Day and Date: _____

Event Purpose: _____

Circle One: Private Open to the Public

Event Start Time: _____

Event End Time: _____

Total Number of Attendees: # Adults: # Children:

Contact: _____ E-mail: _____

Telephone: _____ FAX: _____ Cell: _____

Areas of Woodruff Park Requested for Use: (circle all that apply)

(Insert Area) (Insert Area) (Insert Area)
(Insert Area) (Insert Area) (Insert Area)

Client Status: (circle one) Non-Profit Community Corporate Media

Type of Event: (circle all that apply)

Breakfast/Brunch Lunch Dinner Reception Cultural Event
Still Photo Shoot Film Shoot Meeting Concert Festival

How will the event be publicized? _____

Transportation/Traffic Plan – What is the schedule and delivery plan for equipment and people load in and arrival? _____

Equipment and Services: (circle all that apply)

Tenting: Quantity: Size(s): Installed Where? _____

Tables: Quantity: Size(s): Installed Where? _____

Chairs: Quantity: Installed Where? _____

Stage: Quantity: Size(s): Installed Where? _____

Dance Floor: Quantity: Size(s) Installed Where? _____

Music: DJ Live Band: number of musicians:

Stage Decor Props (list types) _____

Entertainers (include number): Singer(s) Comedian(s) Juggler(s)

Other _____

Performance Artist(s) Actor(s) Dancer(s)

Signage Specifications: _____

Submittal Date: _____ Submitted By: _____ Title: _____

2.10 Amplified Sound Permit

WOODRUFF PARK

AMPLIFIED SOUND PERMIT

The Permittee identified below is hereby granted permission to use the Park Site specified below, pursuant to the Atlanta Park Code and the Recreation and Parks Department Permit Codes (“Regulations”), subject to the conditions listed below as well as all provisions in the Regulations:

Permittee:
 Authorized Representatives & Title:
 Phone:

Location of special event:

Date and Time:

Description of Amplified Sound:

Permit Fee: \$0 Security Deposit: \$0 Additional Costs: \$0

Permit Issued by: Ansley Whipple , ADID

X _____

For Woodruff Park, on _____

Certification of Permittee

On behalf of Permittee, I warrant and represent that all matters contained in the Permit Application are true and correct. Permittee agrees to comply with all Regulations, and understands that failure to comply with any provision in the Regulations may result in the immediate revocation of this Permit. Permittee further agrees to reimburse Woodruff Park for any costs incurred by it in restoring damage to property caused by action of the Permittee, its officers, employees, or agents, or any person who was, or reasonably should have been, under the Permittee’s control, and to defend ADID, and the City and County of Atlanta (“City”) against, and indemnify and hold the Agency and City harmless from, any liability to any person resulting from any damage or injury caused by actions of the Permittee, its officers, employees or agents, or any person who was or reasonably should have been under the Permittee’s control whenever the security deposit or insurance coverage is waived.

AUTHORIZED SIGNATURE: _____

TITLE: _____ DATE: _____, 2018



STAFF REQUEST

DATE:

TO:

FROM:

RE: Request for Additional Staff for:

cc:

Name and Date of event:

Type of Event and Expected Attendance:

Number of additional staff required:

Time period of shift:

Total number of additional hours:

Duties:

2.13 Event Rate Sheet

Woodruff Park Event Rate Sheet

SAMPLE

<i>Janitorial per Hour</i>	\$27.00
<i>Security per Hour</i>	\$30.00
<i>Maintenance per hour</i>	\$60.00
<i>Lighting/Sound Technician per hour</i>	\$75.00
<i>Banner Installation- per banner</i>	\$95.00
<i>Event Manager per hour</i>	\$40.00
<i>APD Officer Day 6 am to 6 pm/hour</i>	\$50.00
<i>APD Officer Night 6 pm to 6am/hour</i>	\$55.00
<i>Load in/out crew + equipment-small install</i>	\$900
<i>Load in/out crew + equipment-med install</i>	\$1,300
<i>Load in/out crew + equipment-large install</i>	\$2,000
<i>Debris Container & Removal-Assessed by Trash Management Fee based size & scope</i>	\$TBD

<i>ADA Signs & Stanchions fee/per event</i>	\$35.00
<i>Chairs/each/per day</i>	\$1.00
<i>Tables/6 foot/each/per day</i>	\$5.00
<i>10'x10' Pop-up canopy/per day</i>	\$20.00
<i>Sound Equipment/per day</i>	\$1,300
<i>Anchor System/per day</i>	\$115.00
<i>Barricades each</i>	\$5.00
<i>Stanchions each</i>	\$5.00
<i>400 AMP with 4/0 cable</i>	\$700.00
<i>*With distro box</i>	\$900.00
<i>ADA cable ramp/each/per day</i>	\$10.00
<i>Administrative Fee 10% of charges</i>	\$TBD

<https://www.atlantadowntown.com/woodruff-park>

2.14 Event Notification Template

Event Notification for (Event Name)

Event: Cultural Festival

Date and Time: Saturday June 8, 10am-5pm

Location: Woodruff Park
Expected Attendance: 1,000

Nature: The annual Cultural Festival will feature performances by Indian artists using amplified sound. Multiple tents will contain two food courts serving food and non-alcoholic drinks, as well as booths with arts and crafts, technology exhibits and tourism information.

Event Schedule:

Friday, May 10

7:00am – 15:00pm **Park Facility Associate** remove half tables and chairs from the plaza.

15:00pm – 2300pm **Park Facility Associate** remove half tables and chairs from the plaza.

Saturday, May 11

6am – 8am **Vendor** will arrive and set up tents for event.

6am – 8am **Park Maintenance** brings up 20 sheets of Masonite for food vendor tent.

6am – 2pm **Event Manager Onsite**

- Holds brief standup meeting to review event activities and assignments.
- Oversee load in activities. All equipment must be moved on rubber casters.
- Monitor the sound setup on stage.
- Monitor the assembly of the food tents, assist with Masonite placement and inspecting the electrical layout. Astroturf will be placed over the Masonite.

7am **Engineers** Complete power hook-up. Run power cords using cable ramp. Install the four foot ADA ramps on the main pathway between the two tents.

6am – 2pm **(1) guard** assists with monitoring load in of tents from I St. into the park. Advises the public on park rules and regulations. Perform duties as directed by the on duty ADID Event Manager.

8am – 10am Booth set up and decoration.

10am – 5pm Open Festival

7am – 3pm **(1) Janitorial** assists with preparing the park for event by emptying trashes, staging trash bins in the park per client's directions, sweeping the hardscape and performing any janitorial services during the event.

8am – 2:30pm **Park Facilities Associate** cleans perimeter of park. Clean and wipe trash bins. Check on progress/status of restroom monitor.

9:00am – 5:00pm **Janitorial** monitors public restroom as well as office restroom, Keeps bathroom stocked and open. Stays in communication with Event Manager updating status.

9:00am – 5:00pm **(1) security** patrols park, advises the public on park rules, keeps eyes open for suspicious items or potential damage to the hardscape. Reports to event manager. Also assists with the load out at the close of the event

10pm-6pm **Bathroom Monitor arrives from janitorial crew.**

Event Notification for (Event Name)

- 12pm – 8pm** (1) **Janitorial** assists with preparing the park for event by emptying trashes, staging trash bins in the park per client’s directions, sweeping the hardscape and performing any janitorial services during the event.
- 2p – 10pm** (1)**security** patrols park, advises the public on park rules, keeps eyes open for suspicious items or potential damage to the hardscape. Reports to event manager. Also assists with the load out at the close of the event.
- 3pm – 9pm** **Evening Event Manager** takes over as event manager. Holds 2nd brief meeting with staff to review remainder of event and staff assignments. Checks on status of trash and placement of bins.
Verify that food vendors are compliant with equipment list.
 At close of event collects key set and return license to client.
 Collect the rented ADA ramps
- 4pm** **Engineers** return to disconnect power from the distro box and pull cables to prepare for their pickup. Food service is stopped before the end of the event.
- 5pm - 9pm** **Festival Ends and clean up begins.**
- 6pm - 8pm** **Tent Vendor** arrives and begins strike of tents.

Contact Information

MJM Staff Name	Title	Phone	Radio
	Property Manager		
	Event Manager		
	Park Facilities		
	Engineer		

Client Contact	Name	Phone
(vendors)		

DUTIES:

Engineering

- Oversee setup of tents etc.
- Provide, connect and disconnect 400 amp power service

Park Facilities Associate

- Oversee load in.
- Report property damage to Event Manager and complete incident/condition reports
- Provide black stanchions/orange cones as needed in order to protect the public during load-in and load-out
- Ensure the safety and well-being of visitors to the park throughout the load-in, setup, tear down and load-out
- Monitor Load-out
- Observe Park rules and regulations (see attached; rules and regulations are also posted at the four corners of the park).

Maintenance Assistance

- Thorough sweeping of debris throughout load in, event and load out.
- Pick up debris from BOH tent throughout tent and placing bags in appropriate 4yd bin
- Advise event manager when 4yd containers are full
- Bring 4yd bins out when they need to be replaced.

Event Notification for (Event Name)

- Sweep park during the event, empty garbage bins as needed
- Normal cleaning throughout the day
- Major cleaning of the park following the load-out

Event Manager

- Monitor load in/load out.
- Observe Park rules and regulations (see attached; rules and regulations are also posted at the four corners of the park).
- Regular checks on 4yd bins. Advise when trash bins need to be replaced.
- Relieve staff for breaks.
- Report property damage to client
- Complete incident and condition reports.
- Check that all staff work is being completed ie: garbage/green room cleanliness/etc.
- Ascertain client adheres to all Rules and Regulations of the park.
- Hold 'stand-up' meeting with ADID's on-site staff to review daily activities and responsibilities.

Restroom Monitors

- Provide impeccable customer service to the guests.
- Clean and supply public restrooms during the event. Provide hospitality and go above & beyond by providing information / answering any questions they may have.
- Clean & maintain restrooms and ensure supplies are fully stocked.

(Insert Map of Woodruff Park)

3.1 Woodruff Park Rules Card

Woodruff Park Rules Card Draft Text

WELCOME TO WOODRUFF Park. For the enjoyment of all visitors, please help us take care of the Park.

The following activities are not allowed:

- defacing public property
- feeding birds
- littering
- climbing on trees or landscaping
- removing plants or flowers
- pets off leash
- smoking
- glass containers

Hours: 6:00 AM to 11:00 PM

Alcohol consumption is not allowed except by permit. Use of drugs or illegal substances not allowed.

A permit is required for any event, assemblage, entertainment, performance, amplified sound, sale of merchandise, or soliciting.

Public intoxication is not allowed.

Park Code 3.02.4.11

WOODRUFF PARK is managed by the Department of Parks and Recreation of the City of Atlanta in partnership with Atlanta Downtown Improvement District, and is subject to the Atlanta Park Code.

To get a permit please call:

404.330.6741 or e-mail specialevents@atlantaga.gov

For additional assistance:

Atlanta Downtown Improvement District

404-658-1877 or visit us at <https://www.atlantadowntown.com/woodruff-park>

3.2 Incident / Safety Hazard Report

Incident/Safety Hazard Report

Incident Report: _____

Safety Hazard Report: _____

DATE:**NATURE OF INCIDENT:****TYPE OF SAFETY HAZARD:****WHO REPORTED IT?****Employee:****Address:****Telephone:****EXACT LOCATION OF INCIDENT OR HAZARD:****WHEN OBSERVED:****WHEN REPORTED:****PERSONS INVOLVED AND WITNESSES:****Name:****Address:****Telephone:****DESCRIPTION OF INCIDENT/HAZARD:****ACTION TAKEN:**

PROPERTY INVOLVED:

FOLLOW-UP NEEDED:

POLICE DEPT NOTIFIED? n/a **Time:** **Arrival Time:** **Departure Time:**
Officer's Name: **Badge #:**
Case #:

FIRE DEPT NOTIFIED? n/a **Time:** **Arrival Time:**
Departure Time:
Engine #: **Ambulance#:**
Medic#: **Hospital taken too:**

ADDITIONAL INFORMATION:

SIGNED: **DATE:**

FOR OFFICE USE ONLY –

SIGNED: _____ **DATE:** _____

3.3 Condition Report Form

CONDITION REPORT**CLIENT:****DATE:****LOCATION:****TIME:****CONDITION REPORTED:**

--

REPORT TO:	Management / Other Departments		
COPIES TO:			
RECORDED BY:		REPORTED BY:	

FACILITY AND LOCATION:

--

3.4 Safety Inspection Sheet Sample

Week: _____

1 - Good
2 - Fair
3 - Poor

Inspected By: _____

Transit Stops	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Address	Remarks
Bus Shelters									
Appearance, Cleanliness									
Exterior Walls									
Thresholds									
Graffiti									

Structures in Park	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
1. Lighting								
2. Glass & Windows								
3. Doors and Alcoves								
4. Retail Fronts								
5. Walls								
6. Stairwells/Steps								
8. Graffiti								

Exterior: Landscaping	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
Flower Beds/ Planters								
Lawns								
Trees								
Tree Wells								
Weeding								
Drains								
Trash & Ash Receptacles								
Base, Drains								
Plazas -Cleanliness								

Exterior: Sidewalks	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
Sidewalk, Curb Cleanliness								
Sidewalk, Stain/Spill								
Steam Cleaning Request								
Sidewalk Obstruction								
Sidewalk, Curb Painting								
Sidewalk Caulking								
Curb Material Condition								
Stairs/Steps								
Brickwork								
Outdoor Railings								
Driveways								
Drains/Drainage Covers								
Trash Receptacle Compliance								
Human Waste								
Aminal Waste								
Illegal Dumping								
Illegal Vending								
Other Unpermitted Sidewalk Activities								
Litter								
Cardboard								

Exterior: Street Furniture	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
Trash Cans- Cleanliness								
Trash Cans- Overflowing								
Signage								
Newsracks								
Fire hydrants								
Light Poles/Lighting								

Week: _____

1 - Good

Inspected By: _____

2 - Fair

3 - Poor

Mail Boxes									
Parking Meters									
J.C. DeCaux Kiosks									
Outdoor Railings									
Graffiti									
Stickers/Flyers									

Visitor Services	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
Alerts								
Meet and Greets								
Directions								
Recommendatons								

Social Services	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
Camping/Trespassing								
Aggressive Panhandling								
Drunk/Disorderly								
Mentally Disturbed								
Indecent Exposure								

Safety	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Remarks
Accident								
Injury								
Theft								
Fire								
Fight								
Demonstration								
Noise Complaint								
Illegal Vendor								
Missing Child								
Needles								
Animals/Aggressive								
Animals/Unlicensed								

3.5 Ambassador: End of Shift Outcomes Report

Woodruff Park Ambassadors: End of Shift Outcomes Report

DATE		Start Time	End Time
-------------	--	-------------------	-----------------

Ambassador Name _____

Section 1: General Comments/Observations

(What you did, what you observed, general comments about issues during your shift, Any interactions with the public.)

Section 2: Activities

	Totals
Public Safety	
10B Officer - Info Request	
Ambulance	
Fire	
Non-emergency calls to Police	
Emergency calls to Police	
Total Public Safety	0
Quality of Life	
Aggressive Panhandling	
Trespassing/Loitering	
Drunk and Disorderly	
Illegal Vendors	
Mentally Disturbed	
Sleeper/Camper	
Homeless	
Noise Complaint	
Total Quality of Life	0
Construction Issues	

Woodruff Park Ambassadors:
End of Shift Outcomes Report

Shopping Cart Removal	
Illegal Dumping Reported/Dispatched/Clean-Up	
Safety Hazard	
Total Construction Issues	0
Visitor Assistance	
Meet & Greet with Merchants/Residents	
Assist Merchants/Residents	
Visitor Assistance	
Directions	
Total Visitor and Merchant Assistance	0
Park Beautification	
Overflowing Trashcan Topped Off	
Removed Flyer	
Removed Cardboard	
Removed Sticker	
Graffiti Removed	
Painting Request	
Scrub Request	
Steam Cleaning Request	
Sweep Request	
Total Park Beautification	0
Overall Totals	0
Non-Classified Activities	
Vandalism	
Suspicion of Drug Deal	
Needles Sighting/Removal	
Trash Liners	
Weed Removal	
Total Non-Classified Activities	0
GRAND TOTALS	0

3.6 Police: End of Shift Outcomes Report



Woodruff Park Police Program: End of Shift Outcomes Report



DATE		Start Time	End Time
------	--	------------	----------

Officer and Badge # _____

Officer Contact # _____

Please Submit
Form to ADID
at the end of
your shift

Section 1: General Comments/Observations

(What you did, what you observed, general comments about issues during your shift, Any interactions with the public.)

Section 2:

(Insert the number of incidents in the appropriate box)

Citations/Warnings/Arrests/Service	CIT	WAR	ARR	SER
<i>Aggressive Panhandling</i>				
<i>Assaults</i>				
<i>Burglary</i>				
	CIT	WAR	ARR	SER



Woodruff Park Police Program: End of Shift Outcomes Report



Citations/Warnings/Arrests/Service				
<i>DUI</i>				
<i>Indecent Exposure</i>				
<i>Mentally Disturbed</i>				
<i>Narcotics</i>				
<i>Noise Violations/Disturbing the Peace</i>				
<i>Open Container</i>				
<i>Property Damage</i>				
<i>Public Intoxication</i>				
<i>Selling w/o a Permit</i>				
<i>Shoplifting</i>				
<i>Sit/Lie Violations</i>				
<i>Theft</i>				
<i>Threats</i>				
<i>Traffic or Parking Violations</i>				
<i>Trespassing</i>				
<i>Vandalism</i>				
<i>Warrants</i>				
Section 3: Miscellaneous				
<i>Misc:</i>				
<i>Reports</i>				

3.7 Code Adam Fact Sheet

CODE ADAM FACT SHEET

Date: _____ Time: _____

Location: _____

Name: _____ Age _____ Race: _____

Height: _____ Weight: _____ Hair Color: _____ Eye Color: _____

Clothing Worn: _____

Direction of Travel: _____

Name of Parent or Guardian _____

Time Last Seen: _____

Announced Code Adam to all officers with above information at (time) _____

Call 911 emergencies for APD at (time) _____

Notify Operations, Manager and/or Security Manager

Coordinate search

If child is found (time): _____ Location _____

Parent or Guardian Address: _____

Parent or Guardian Phone: _____

Proof of identification obtained: _____

Time released to Parent or Guardian: _____

Other information:

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**Woodruff
Park**