



Rockdale County Parks & Recreation Master Plan

July 2020





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We are Rockdale.
We want to be the place
people choose for
parks and recreation,
and
the model that other
communities want to be.

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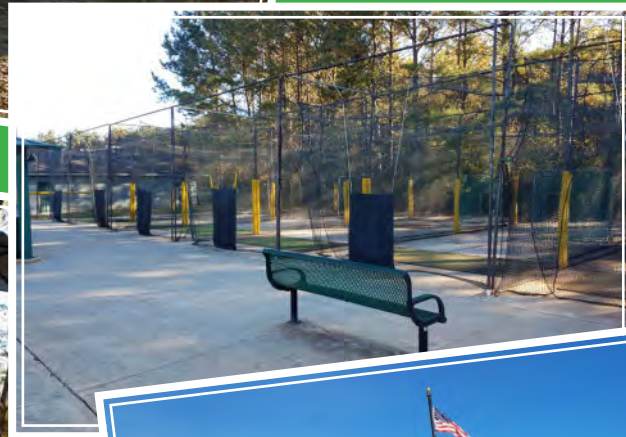
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Introduction

01





Introduction

Rockdale County is positioned within the Atlanta region, east of Atlanta. The County's emerging population, position along I-20, and potential for development provides opportunities for current and future residents. Analyzing current and projected characteristics of Rockdale's population and addressing the desires of the community is essential in providing recreational opportunities through parks, recreational amenities, services and programming. Understanding this need, Rockdale County set out to update its previous Parks Master Plan, adopted in 2006, to evaluate the current state of parks and recreation in the community, determine the community's needs and desires, assess Parks and Recreation operations, and develop a plan of action to address future needs.

The purpose of this Parks and Recreation Master plan is to assist Rockdale County Parks and Recreation in guiding its plans for future improvements to parks, recreation, greenspace, and trails within the county over the next ten years. To accomplish this goal, a review of existing parks, facilities, programs, staffing, operations, and budgeting was performed and recommendations developed based on expressed community needs and desired current and future outcomes.

In developing the plan, public input is a vital component. A variety of public outreach efforts were involved in this Parks and Recreation Master Plan, including public meetings and a community input survey.

Rockdale County Parks and Recreation currently manages 21 separate park properties with over 1,700 acres. Facilities include baseball fields, football fields, pavilions, playgrounds, and a splash pad. A variety of athletic, therapeutic, and education programs are offered through Parks and Recreation. Programs are offered through the Parks Division and through other organizations that work with the county to provide a variety of programming.

Previous Parks Planning

In 2006, Rockdale County adopted the 2006 Rockdale County Parks and Recreation Comprehensive Master Plan. This 2006 plan, conducted by Lose & Associates (now Lose Design), outlined a series of recommendations, including parks improvements, park additions, programming and staffing changes and operational improvements.

The following list outlines several of the recommendations of that plan and changes that have been made.

Parks and Facilities

In 2006, Rockdale County had more than 1,200 acres of parkland and 15 parks. Since that time, the County has purchased and begun operation of Costley Mill Park, constructed the Rockdale County Tennis Center, and expanded the County's trail system. While several new park and facility recommendations were made to address

park deficits and level of service deficits that existed at the time of the plan, few of those recommendations were implemented, resulting in a growing deficit in some areas. Other issues noted at the time included aging amenities, consistent signage and the need for trails. A number of these observations have been addressed since the previous plan.

Operations

Staffing shortages and the need for dedicated marketing staff or marketing hours were issues noted in the 2006 Parks Master Plan still that remain today. Several organizational recommendations were implemented, though, such as bringing positions under the direction of the Deputy Director. Other changes in Rockdale County Parks and Recreation's organization have resulted from budgetary constraints during the most recent recession.

Programming

The 2006 Parks Master Plan identified that youth were well-served by the County's parks and recreation programming and noted the strength of the therapeutics programs in the community. Recommendations of the 2006 plan included expanding programs for teens and other identified population groups, implementing a strong marketing and public awareness program, and developing partnerships with area businesses, schools, and other organizations.

Since the 2006 Parks Master Plan, Rockdale County has taken over a number of youth athletic programs, including baseball, basketball and football that were previously operated by youth athletic associations. The need for strong marketing, public awareness, and partnerships are still needed.

Project Funding

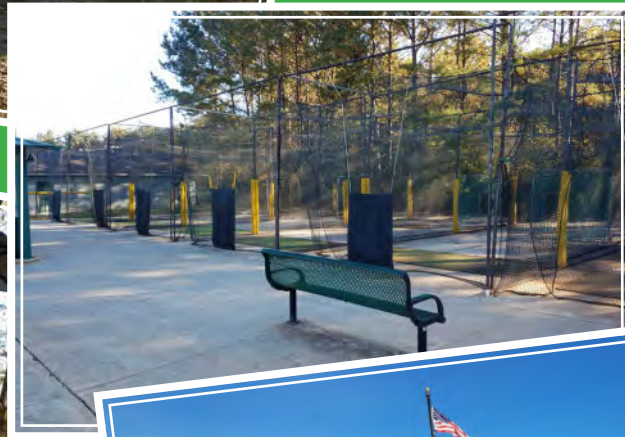
The 2006 Plan identified more than \$66 million in capital improvement needs and an additional \$25 million in future needs. At the time of the 2006 master plan, the County had bond issuances for parks and recreation facilities in the amount of \$2,045,000 and \$1,919,640 in revenue funds from the 2004 SPLOST. The County had also implemented an impact fee for parks and recreation.

Current plans have identified more than \$85 million in needed improvements, including ADA Accessibility, safety, maintenance and new facilities and parks.

Other Planning Efforts

A number of plans have been adopted to address transportation, future land use, and trail connectivity. These plans, when addressed in conjunction with this parks master plan, provide an outline for planned growth and development in preparing for future needs for Rockdale County. The Rockdale County Comprehensive Plan, which is in the process of being updated, provides a basis for land use decisions and where growth may occur in the future, giving insight into where residential growth patterns are anticipated to occur. The Rockdale County Comprehensive Transportation Plan examines and plans for transportation routes and improvements. Several plans have been adopted for the County's trails system, including identifying appropriate routes and design features. Rockdale County has worked with PATH Foundation in the development of these trails plans.

Demographic Trends





Demographic Trends

A review of the county's population and the characteristics of its residents is important to determining the residents' parks and recreation needs, as those needs are dependent on the preferences and way of life of its people. Community demographics tend to dictate how recreational trends and activity generally exist. These recreation preferences are often dependent on age, gender, education and socio-economic status. Although accurate data is generally available every ten years, demographic factors, such as age, are ever-changing. Age is likely the most influential aspect of recreation trends. For example, the child who is 10 years old when a master plan is developed may be interested in team sports like soccer; however, at the end of the plan's time frame, he or she has taken an interest in individual recreation activities like tennis or cycling. Knowledge of a community's age and its predicted changes are useful when a large percentage of the population will soon reach an age at which their recreational preferences are likely to change. Making long-term decisions guided by community demographics and projected populations can result in well-planned and properly managed park facilities that anticipate a community's growing recreation needs.

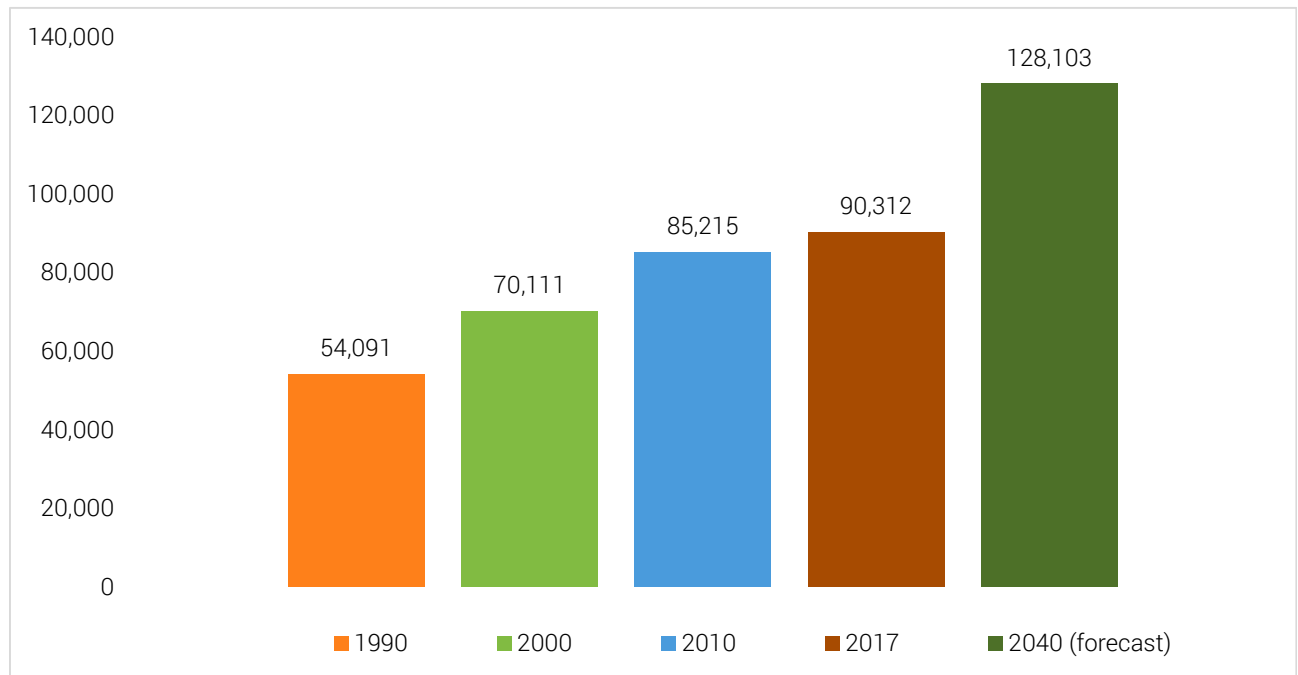
To gain a better understanding of the park and recreational needs of Rockdale County, the following demographic assessment has been developed, using information from the US Census Bureau, American Community Survey, and data provided by the County. In addition to looking at the county's demographics, we also look at state, county and national trends, as well as those benchmark communities that have been selected as part of the parks master plan process.

Population Trends

Rockdale County has consistently seen growth in its population from 1990 to current population estimates. While the rate of growth has slowed since 2010, it is forecast that the county's population will grow to more than 128,000 residents by 2040, an increase of 38,000 individuals or a growth rate of 43.4%.

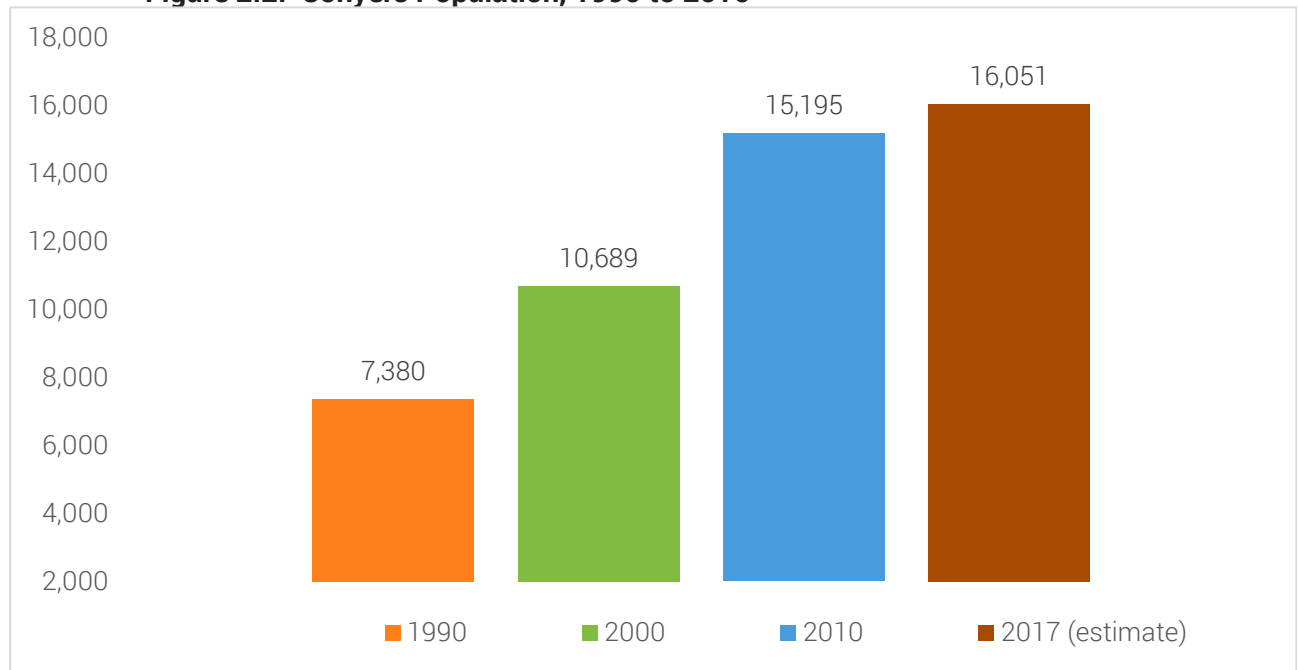
Changes in the county's population, as well as Conyers' population changes, are illustrated below. While it is important to note Conyers' population, more than 80% of the county population resides outside the city limits of Conyers. A closer examination of the population by census tract allows us to see more closely where population centers are located around the county, and which census tracts are the most and least densely populated, comparing changes from 2010 to 2017.

Figure 2.1: Rockdale County Population, 1990 to 2030



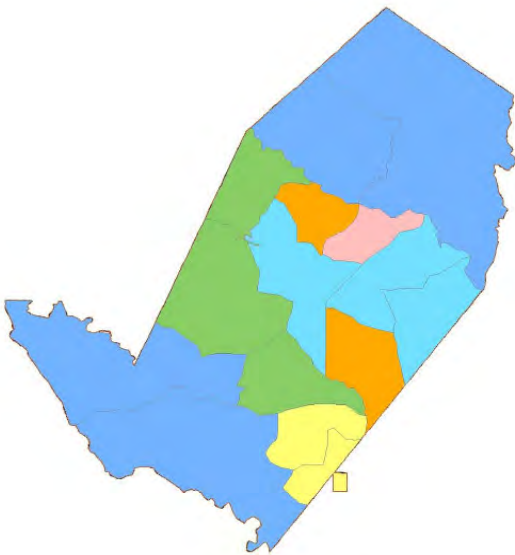
Source: US Census Bureau 1990, 2000, and 2010 Census, and American Community Survey 2017 Population Estimates, and Atlanta Regional Commission

Figure 2.2: Conyers Population, 1990 to 2016

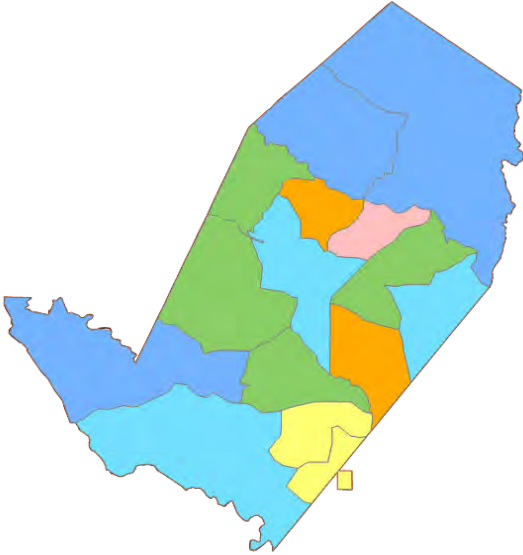


Source: US Census Bureau 1990, 2000, and 2010 Census, and American Community Survey 2017 Population Estimates

Map 2.1:
Population Density per Square Mile, 2010



Map 2.2:
Population Density per Square Mile, 2016



Source: US Census Bureau and American Community Survey 2016, Population Estimates



Comparison Community Population Trends

A comparison of other communities provides a context for Rockdale County's population, land area, and population density. The charts below illustrate growth rates in benchmark communities, household characteristics, and density, compared with Rockdale County. The parks and recreation departments of each community are evaluated in **Section 7: Budget Analysis**.

The following tables illustrate that Rockdale County is growing at a slower rate than benchmark communities, the State of Georgia, and the national rates of growth. The tables also show that Rockdale County is less dense than Cobb County and the City of Roswell, but is similar in density to Henry County. Newton County is the least dense of the benchmark communities. Additionally, when we evaluate the average household size of Rockdale as compared to benchmark communities, we see that the average household size in Rockdale County is similar to that of Newton County, larger than Cobb County and the City of Roswell, but smaller than Henry County households.

Table 2.1: Population Trends in Comparison Communities

Community	2000 Population	2010 Population	% Change from 2000 to 2010	2017 Population Estimates	% Change from 2010 to 2016
Rockdale County	70,111	85,215	21.54%	90,312	5.98%
City of Conyers, GA	10,689	15,195	42.16%	16,051	5.63%
Cobb County, GA	607,751	688,078	13.22%	755,754	9.84%
Henry County, GA	119,341	203,922	70.87%	225,813	10.73%
Newton County, GA	62,001	99,958	61.22%	108,078	8.12%
City of Roswell, GA	79,334	88,346	11.36%	94,786	7.29%
Georgia	8,186,453	9,687,653	18.34%	10,429,379	7.66%
United States	281,421,906	308,745,538	9.71%	325,719,178	5.50%

Source: US Census Bureau 2000 and 2010 Census and American Community Survey 2016 5-year estimates

Table 2.2: Land Area and Density

Community	Land Area (sq. miles)	Density (persons per sq. mile)
Rockdale County	129.79	695.83
City of Conyers, GA	11.66	1,376.59
Cobb County, GA	339.55	2,225.75
Henry County, GA	322.13	701.00
Newton County, GA	272.16	397.11
City of Roswell, GA	42.02	2,255.74

Source: US Census Bureau, 2010 Census and City of Roswell

Table 2.3: Average Household Size

Community	Average House- hold Size (per- sons)
Rockdale County	2.90
City of Conyers, GA	2.81
Cobb County, GA	2.64
Henry County, GA	3.00
Newton County, GA	2.92
City of Roswell, GA	2.72

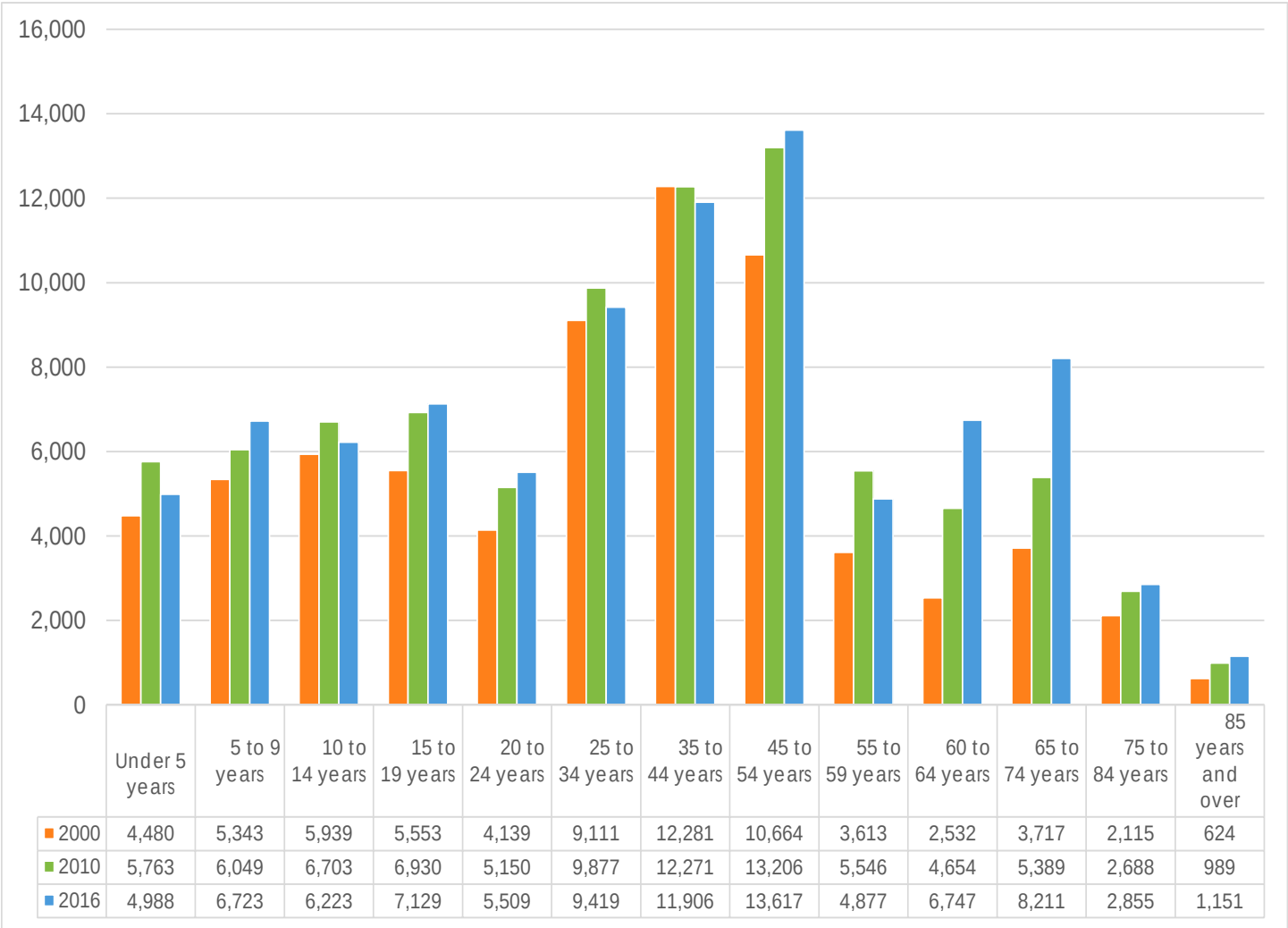
Source: American Community Survey 2016, 5-year estimates

Population by Age

A review of the age of the community gives information into the types of activities a community may be interested in and what programs a community determines it may need to offer for its residents. Understanding the number of youth and seniors in Rockdale County is important in anticipating the types of facilities that may be needed to serve these populations. Typically, these age groups are the largest users of parks and recreation programs and facilities, yet they may use facilities in different ways.

The following charts illustrate that Rockdale County’s population is growing older. The maps provided show where the median age of the population is changing. Looking closely at this information shows where changes are occurring, with both younger and older populations.

Figure 2.3: Population by Age, Rockdale County



Source: US Census Bureau and American Community Survey

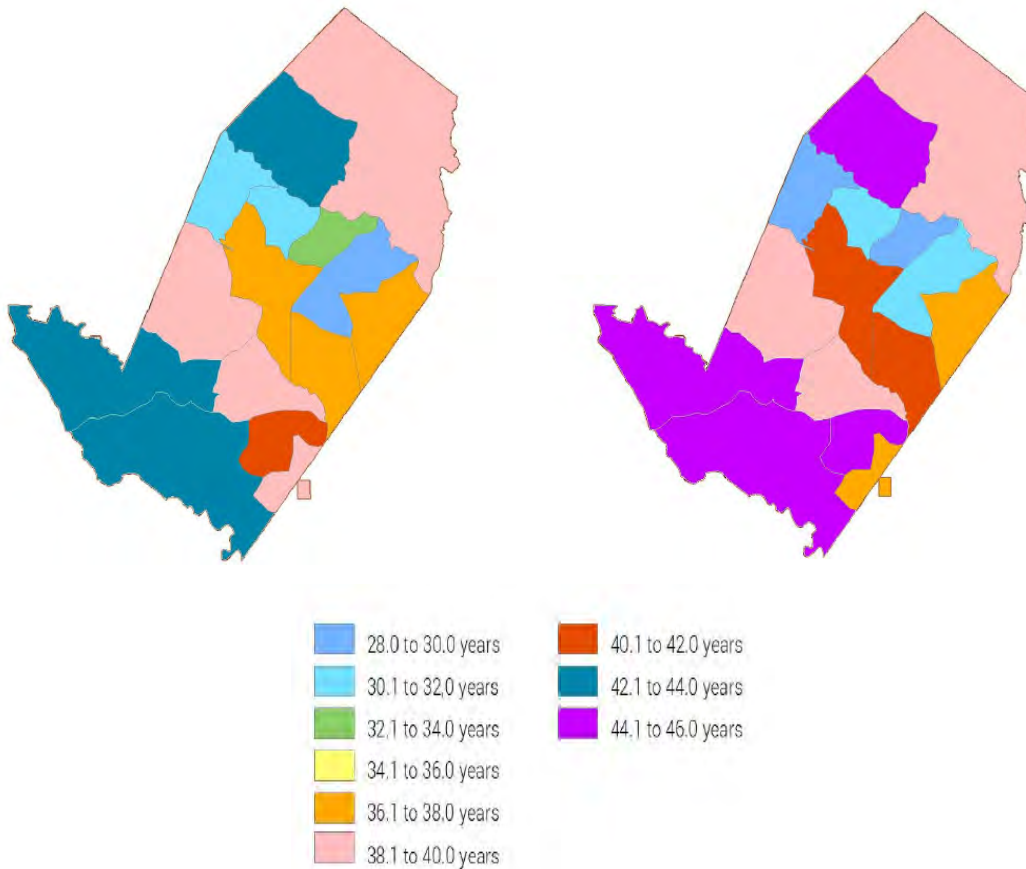
Table 2.4: Median Age

Community	2000	2010	2016 (estimate)
Rockdale County	35.4	36.9	37.5
City of Conyers, GA	30.4	30.7	33.5
Cobb County, GA	33.2	35.4	36.2
Henry County, GA	33.4	35.3	36.5
Newton County, GA	33.3	34.7	36.1
City of Roswell, GA	35.2	37.6	38.3
Georgia	33.4	35.3	36.2
United States	35.3	37.2	37.7

Source: US Census Bureau 2000 and 2010 Census and American Community Survey 2016, 5-year Estimates

Map 2.3:
Median Age by Census Tract, 2010

Map 2.4:
Median Age by Census Tract, 2016

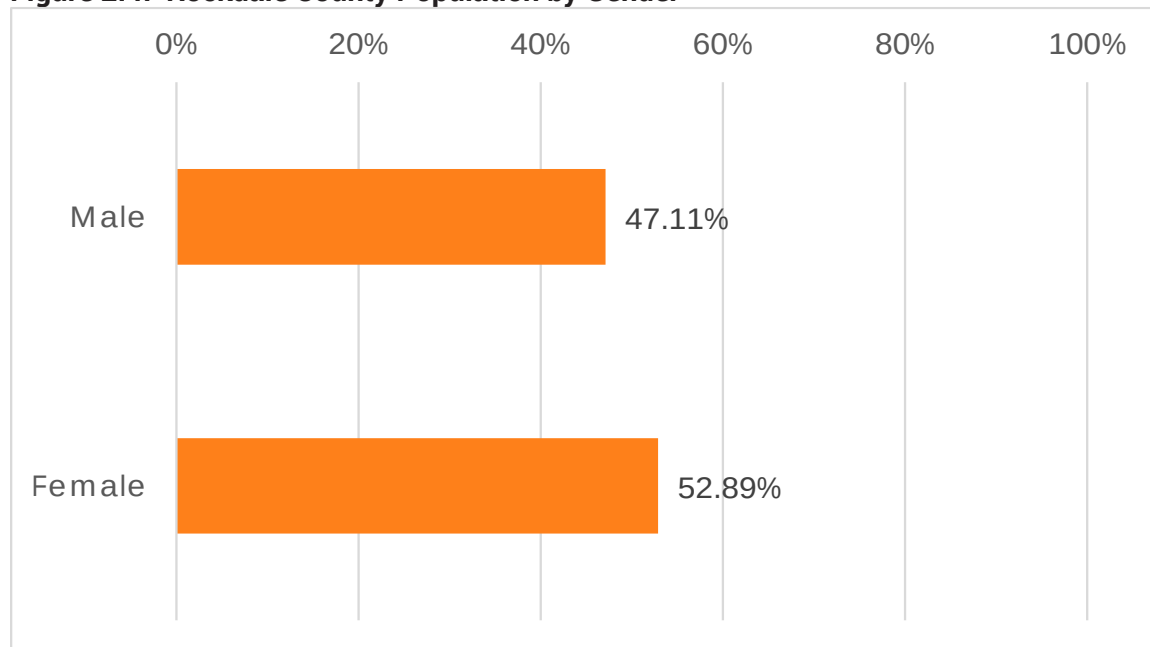


Source: US Census Bureau 2010 Census and American Community Survey 2016, 5-year Population Estimates

Population by Gender

More females make up the county's population than do males.

Figure 2.4: Rockdale County Population by Gender

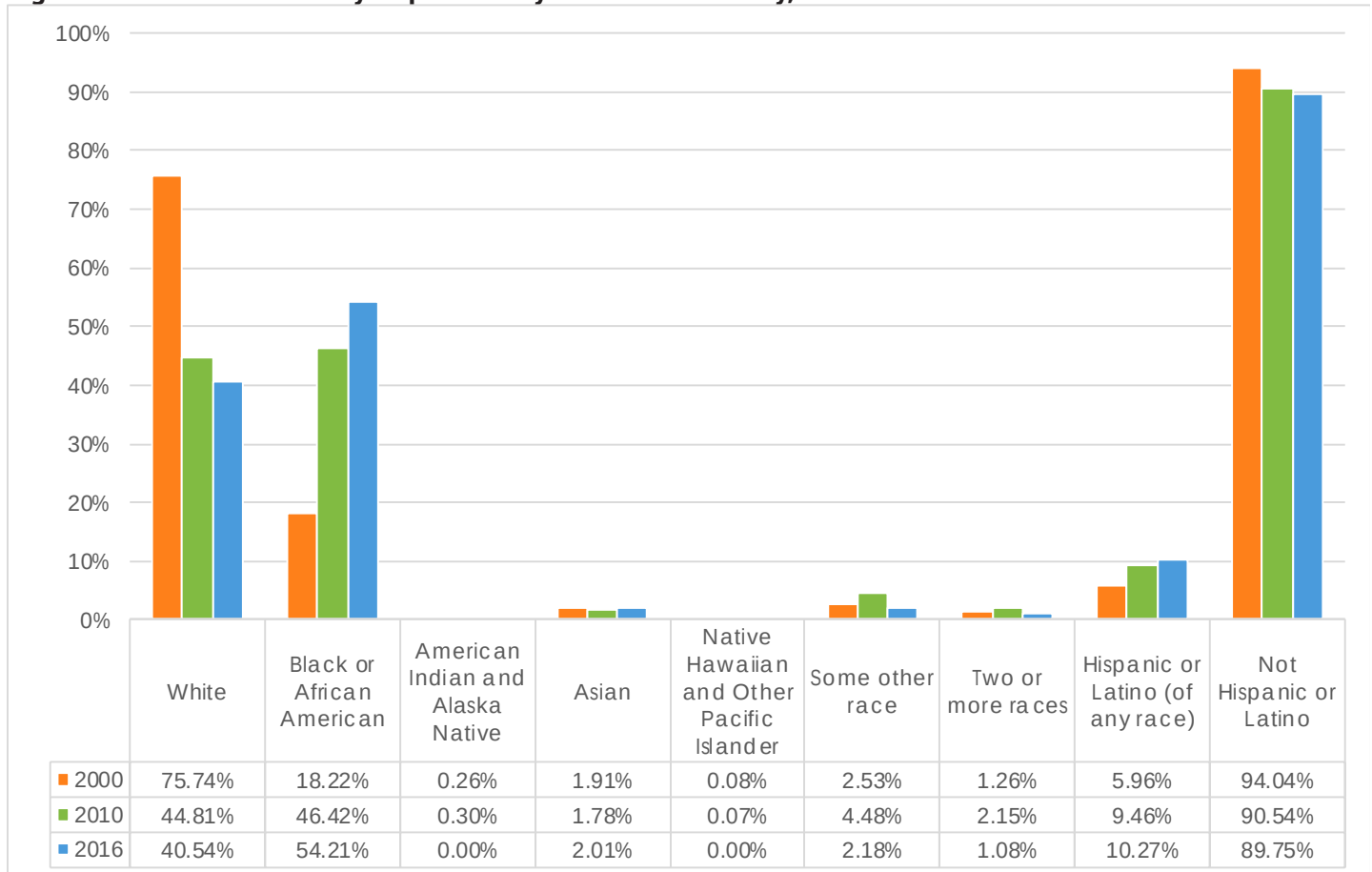


Source: American Community Survey 2016, 5-year Estimates

Population by Race and Ethnicity

Rockdale County's diversity is increasing. While the county's population was predominately white or Caucasian in 2000, in the 2010 Decennial Census, the county's racial composition showed a greater percentage of black or African Americans than White or Caucasian, with black or African Americans making up more than 46% of the population. Additionally, the county is experiencing an increase in its Hispanic population, which makes up slightly more than 10%.

Figure 2.5: Rockdale County Population by Race and Ethnicity, 2000 to 2016



Source: US Census Bureau 2000 and 2010 Census, American Community Survey 2016, 5-year Estimates

Economic Trends

In researching economic trends in the county compared with state and national trends, we look at median income, homeownership, and poverty rates. Rockdale County's rate of homeownership is greater than the State of Georgia and national rates and the percent of individuals below the poverty level in Rockdale County is lower than the percent of individuals in the State of Georgia, yet slightly (0.3%) greater than the national rate. The median household income in Rockdale County is similar to that of Newton County, yet lower than all other benchmark communities, the State of Georgia, and national incomes.

Table 2.5 Homeownership Rates, Poverty Rates, and Median Value Owner-Occupied Housing

	Rockdale County	Georgia	United States
Homeownership Rates	69.5%	62.5%	63.1%
% of Persons Below Poverty Level	14.3%	16.0%	14.0%
Median Value of Owner-Occupied Housing	\$166,100	\$166,800	\$205,000

Source: American Community Survey 2016, 5-year Estimates

Table 2.6: Median Household Income

Community	Median Household Income
Rockdale County	\$51,072
City of Conyers, GA	\$38,403
Cobb County, GA	\$68,818
Henry County, GA	\$62,561
Newton County, GA	\$51,068
City of Roswell, GA	\$84,959
Georgia	\$51,037
United States	\$55,322

Source: American Community Survey 5 year estimates, 2012-2016

Health Trends

In addition to population trends in a community, a discussion of parks and recreation should include a discussion of the community's health. Specifically, it is important to highlight the health issues related to inactivity and adult obesity rates. In general, people are less active than in the past and lead sedentary lifestyles. This inactivity has led to an obesity epidemic, which continues to grow with the most dramatic increases seen in the southern United States. This routine impacts life expectancy and has economic impacts on direct medical spending. According to the Center for Disease Control (CDC), "an estimated annual medical cost of obesity in the U.S. was \$147 billion in 2008 U.S. dollars; the medical costs for people who are obese were \$1,429 higher than those of normal weight" (CDC 2015).

Physical activity not only helps maintain a healthy weight, but it also provides benefits for mental health, according to a report by the US Department of Health and Human Services, 1996. Research also reveals that commuters who walk or cycle more regularly have noticeably better mental health than those who commute by car (University of East Anglia and the Centre for Diet and Activity Research, 2014).

The information compiled below from County Health Rankings and Roadmaps, a Robert Wood Johnson Foundation program, compares Rockdale County's adult obesity rates, access to exercise opportunities and physical inactivity to a national benchmark, as well as to the State of Georgia. The national benchmark is the 90th percentile of performers in the country.

Figure 2.6: Obesity Rates

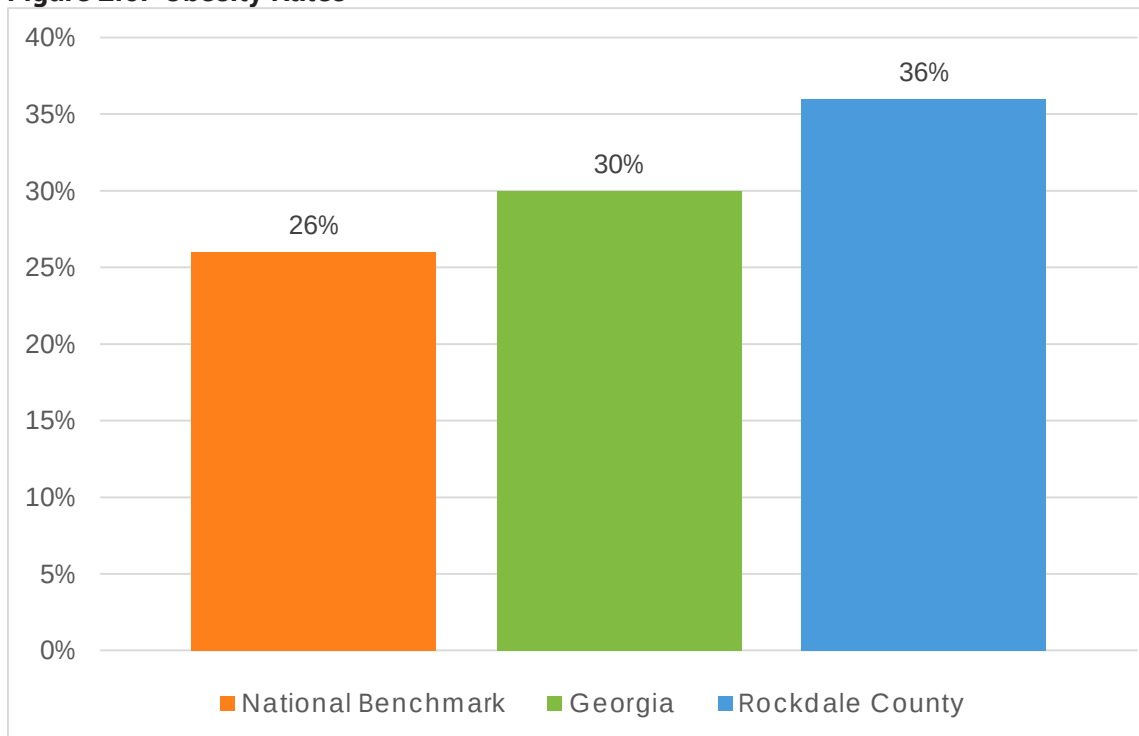


Figure 2.7: Access to Exercise Opportunities

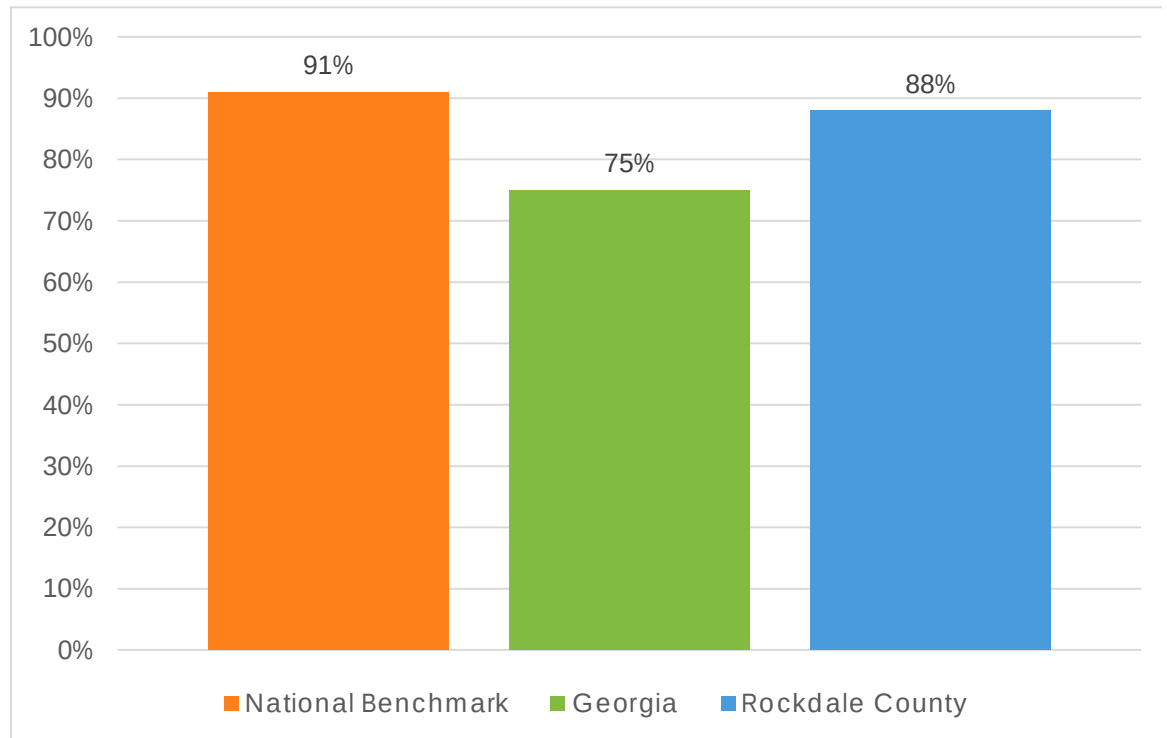
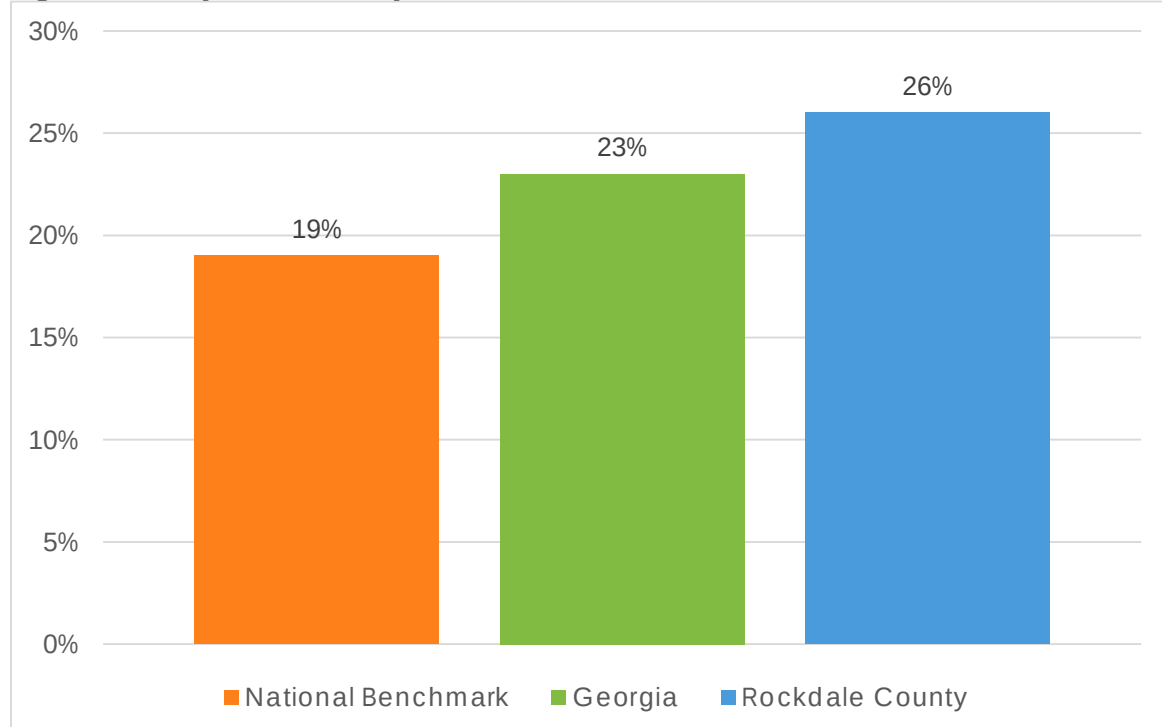


Figure 2.8: Physical Inactivity



Transportation

Understanding a community's commuting practices provides insight into the rates of active transportation and how much free time workers may have if they have longer or shorter commutes. Longer commute times can negatively impact workers' health, such as increased blood pressure and more sedentary time.

The tables below illustrate the amount of time Rockdale County workers spend traveling to their place of work, location of their work, and how they are commuting to work. While the amount of time spent traveling to work in Rockdale County is greater than the State of Georgia and United States, it is not uncommon in the Atlanta region to spend this amount of time commuting. Rockdale County's proximity within the Atlanta region provides residents with many employment opportunities outside of the county.

Most workers are traveling alone in cars and trucks and 3.6% of the county population works from home. Very few (1.4%) walk to work. Only 1.8% take public transportation, an issue that has been recently discussed in the county and Atlanta region as a whole.

Examining the numbers of vehicles available per household, 2.5% of the population has no vehicle available. One and two-vehicle households are both greater than the state and national percentages, but less than the three-vehicle threshold.

Table 2.7: Mean Travel Time to Work (minutes)

Community	Rockdale County	Georgia	United States
Mean Travel Time to Work	31.8	27.7	26.1

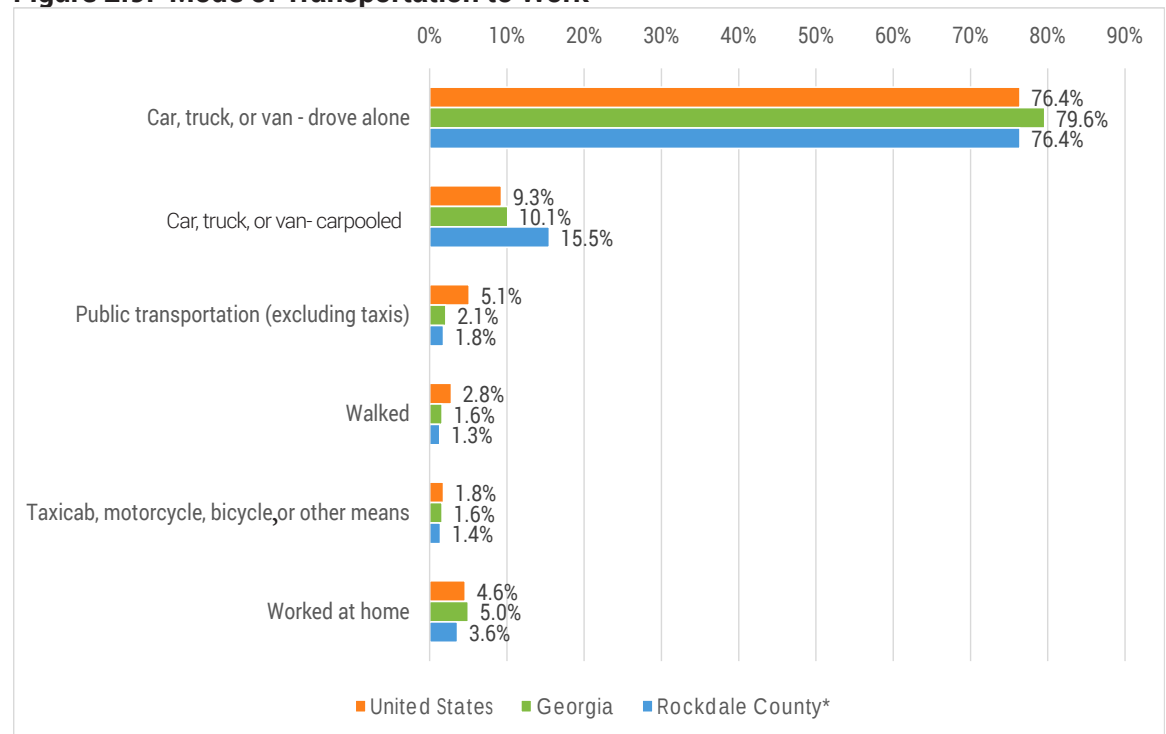
Source: American Community Survey 2016, 5-Year Estimates

Table 2.8: Place of Work, Rockdale County Residents

Work in County of Residence	43.0%
Work Outside County of Residence	55.7%
Work in State of Residence	1.3%

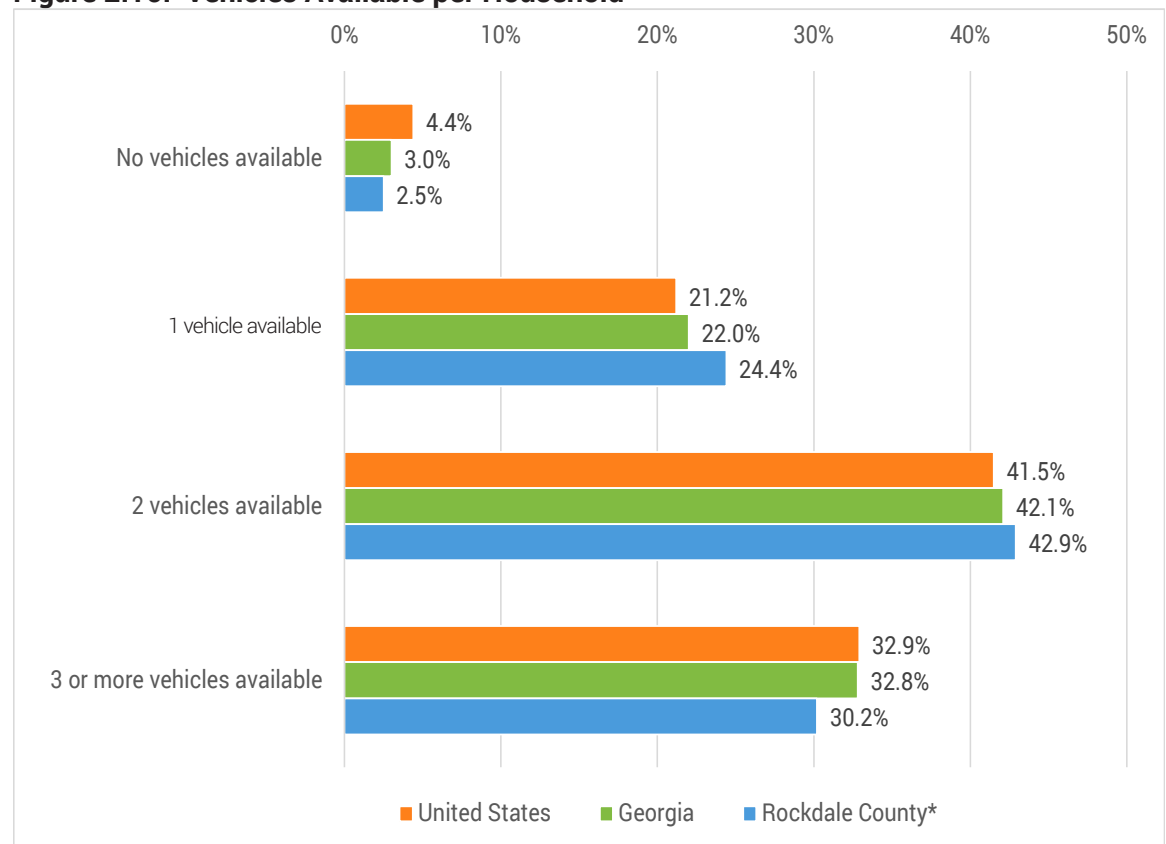
Source: American Community Survey 2016, 5-Year Estimates

Figure 2.9: Mode of Transportation to Work



Source: American Community Survey 2016, 5 year estimates

Figure 2.10: Vehicles Available per Household



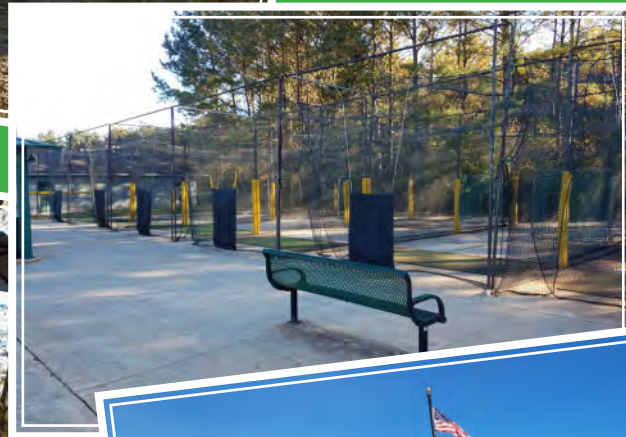
Source: American Community Survey 2016, 5 year estimates

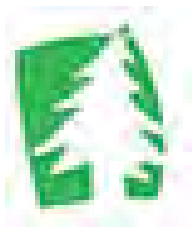
Summary

Rockdale County has experienced changes in its population, seeing a growing older population generally, but also seeing changes to a younger population in some parts of the county. While the county's overall population is growing, it is growing at a slower rate than other parts of the Atlanta region and its benchmark communities. Addressing the recreational needs of an older population, as well as younger members of the County's population will be important in planning for future parks and recreation facilities and programs.

In addition to population changes, the health of the community should be considered in providing adequate access to recreational facilities and programs, so that Rockdale can be an active community.

Community Input





Community Input

Community input is a critical component in developing a comprehensive parks master plan. The citizens play an important role, as they are both the participants and users of the parks system's facilities and programs. Without strong support and usage by the citizens, the parks system becomes ineffective. For the master plan to be effective in improving service delivery and facilities, it must accurately reflect the facilities and programs most desired by the citizens of the community. The recommendations provided in this Master Plan were driven by public input gathered through a variety of forums: input recorded in interviews, focus and user group sessions, meetings with the steering committee, public meetings, and an online survey.

The public input process started with interviews that included meetings with the Parks and Recreation Director, park staff, elected officials, and individuals representing citizen groups. These interviews were necessary to develop an understanding of how Parks and Recreation functions. They also served to develop an understanding of issues that exist within the community and Rockdale County Parks and Recreation. Interviews with elected officials provided the planning team with an overview of how staff interacts and shares information with elected officials. Further, the interviews provided insight into the vision for long-term planning, administration, and priorities as part of the overall county government.



Staff Interviews and Workshop

A series of interviews with Rockdale County Parks and Recreation staff were conducted. The interviews explored daily operations, administrative practices, facility and equipment maintenance, partnership agreements with user groups and athletic associations, programming, and factors related to funding, park usage, and fees. Also discussed were the opportunities and constraints of staffing demands.

A staff workshop was conducted, where staff were asked to provide input on Parks and Recreation's strengths and weaknesses and opportunities for improvements. Staff identified the most pressing issues that need immediate attention as the need to address staffing deficiencies, park distribution throughout the county, and the need to develop innovative programming. Discussion also centered around the need for youth and teen programming and facilities in the county.

During the workshop, staff was asked to develop a goal for the parks master plan. The group decided on the following goal:

We are Rockdale. We want to be the place people choose for parks and recreation and the model that other communities want to be.

Focus and User Group Meetings

Several focus and user group meetings were held to provide an understanding to the planning team about how user groups interact with Parks and Recreation staff, how they use the county's facilities, and their needs regarding programs. Groups included athletics, martial arts, and cultural arts.

Overall, the groups had positive feedback about their interactions with Parks and Recreation staff and the quality of the facilities. County staff assists these groups with registration, marketing, and facility maintenance. The groups identified opportunities for greater outreach to the community to advertise their programs.

Athletic groups depend on volunteers and association boards to run their programs and funding, facility use for tournaments, and facility maintenance were discussed. For example, girls softball uses the county facilities for tournaments, collects tournament fees and concessions revenues. The group contributes to field and facility maintenance by purchasing items such as scoreboards and nets.

Program providers, such as martial arts and cultural arts, offer programs at the county's facilities. The county handles the class registrations, collects the registration fee, including the user fee, and provides the classroom space needed. Payment to the program provider is issued monthly. Advertisement for these programs is on the county's website, program brochure, and at the Johnson Park Recreation Center.

While program providers mainly utilize the Johnson Park Recreation Center, there may be opportunities to use other county facilities to expand programming and increase distribution of parks and recreation programming to other parts of the county.

Steering Committee

A steering committee of Rockdale County residents was formed for the purpose of providing feedback on the master plan and guiding the plan's recommendations. An initial meeting with the Steering Committee was held in November 2017, where they were presented information about the master plan process, purpose, and steps. They were asked to provide feedback on the strengths and weaknesses of the county's parks and recreation operations, facilities, and programs. The Steering Committee also discussed the master plan goal developed by the Parks and Recreation staff and concurred with the goal.

Noted strengths included the support of elected officials for parks and recreation, the distribution of parks around the county, the variety of county parks, and the trails system.

The Steering Committee noted the need to provide Rockdale residents with their parks and recreation needs and desires within the county, rather than having to go to other counties. They also addressed the need for community buy-in to support parks and recreation in the county, specifically from the business community, schools, and school board.

It was also noted by the Steering Committee that there is a need for additional staff, to program more of the county's parks, and to increase or further develop marketing efforts to let members of the community know about Rockdale's parks and where they are located.

Community input results were presented to the Steering Committee, and they helped to form facility recommendations and levels of service for this plan in consideration of those results.

Public Meetings

Public meetings were held at strategic steps of the planning process. The first two public meetings were held during the information gathering stage. A brief presentation was given at each meeting to provide an overview of the master plan process, next steps in the process, and a discussion of facilities and programs in a modern parks system. Time was allocated for attendees to speak with the Planning Team to express their desires for the facilities and programs they are most interested in, ask questions, and convey any concerns. Attendees were given an opportunity to “vote” for facilities and programs they would like to see in the Rockdale County parks system. Voting dots were provided to each attendee and they were asked to indicate their preferences by placing the dots on any of the photographs of parks facilities and programs that were displayed around the room.

A third meeting, also held during the information gathering stage of the process, was held at a special event hosted by the county. A table was set up with the facility and program voting boards where event attendees could stop by and vote for their desired facilities and programs.

Meeting notes from each of these meetings are located in **Appendix 2**.

The following table lists the result total of the facility and program preferences from voting activities. The top five (5) in each category are highlighted.

Table 3.1: Facility Preference Voting Tabulation

Facility	Votes (%)
Disc golf	0.0%
Playground	11.4%
Dog parks	4.8%
Passive open spaces	3.8%
Rental pavilions	2.9%
Sports complexes	1.0%
Wellness and recreation center	2.9%
Nature preserve / natural park	1.9%
Accessible playgrounds and ballfields	0.0%
Spray park	4.8%
Tennis courts	0.0%
Pickleball	1.0%
Archery	1.0%
Greenways and trails	10.5%
Amphitheater / outdoor stage	8.6%
Active adults and senior centers	4.8%
Neighborhood parks	3.8%
Visual and performing arts centers	7.6%
Fishing and water facilities	1.0%
Adventure play	3.8%
Community gardens	2.9%
Swimming Pool/ Aquatic Center	11.4%
Passive open spaces	1.9%
Outdoor basketball courts	5.7%
Volleyball courts	0.0%
Community parks	2.9%

Table 3.2: Program Preference Voting Tabulation

Program	Votes (%)
Youth baseball	3.6%
Fitness classes	1.8%
Summer concerts	7.1%
Teen programs	8.9%
Adult softball league	0.0%
Basketball league	8.9%
Swim lessons	0.0%
Summer camps	5.4%
Walking and running programs	10.7%
Archery	0.0%
Youth golf programs	0.0%
Nature programs	7.1%
Senior programs	7.1%
Special events	1.8%
Tackle football	3.6%
Soccer	0.0%
Youth softball	1.8%
Martial arts	1.8%
Fishing and boating	0.0%
Disc golf	0.0%
Water fitness	7.1%
Visual and performing arts	7.1%
Tennis lessons	0.0%
Flag football	0.0%
Therapeutic recreation	10.7%
Cheerleading	1.8%
Swim team	3.6%
Track and field	0.0%

Meeting attendees were also asked to participate in an activity where they could indicate funding preferences by “voting” with play dollars for a variety of facility improvements. Each attendee was provided with five (5) \$100 bills of play money. The following lists each funding alternative and the amount of votes each received.

Table 3.3: Funding Preference Voting Tabulation

Facility Funding Alternatives	Votes (%)
Improvements and maintenance to existing parks and recreation facilities	26.3%
Development of new neighborhood and community parks and recreation facilities	7.5%
Development of additional athletic fields	2.5%
Construction of teen complex and facilities	10.0%
Development of indoor wellness and recreation center	7.5%
Development of community gathering spaces	3.8%
Parkland acquisition	10.0%
Development of more walking and biking facilities	13.8%
Development of passive open spaces	5.0%
Increase programming and special events	13.8%

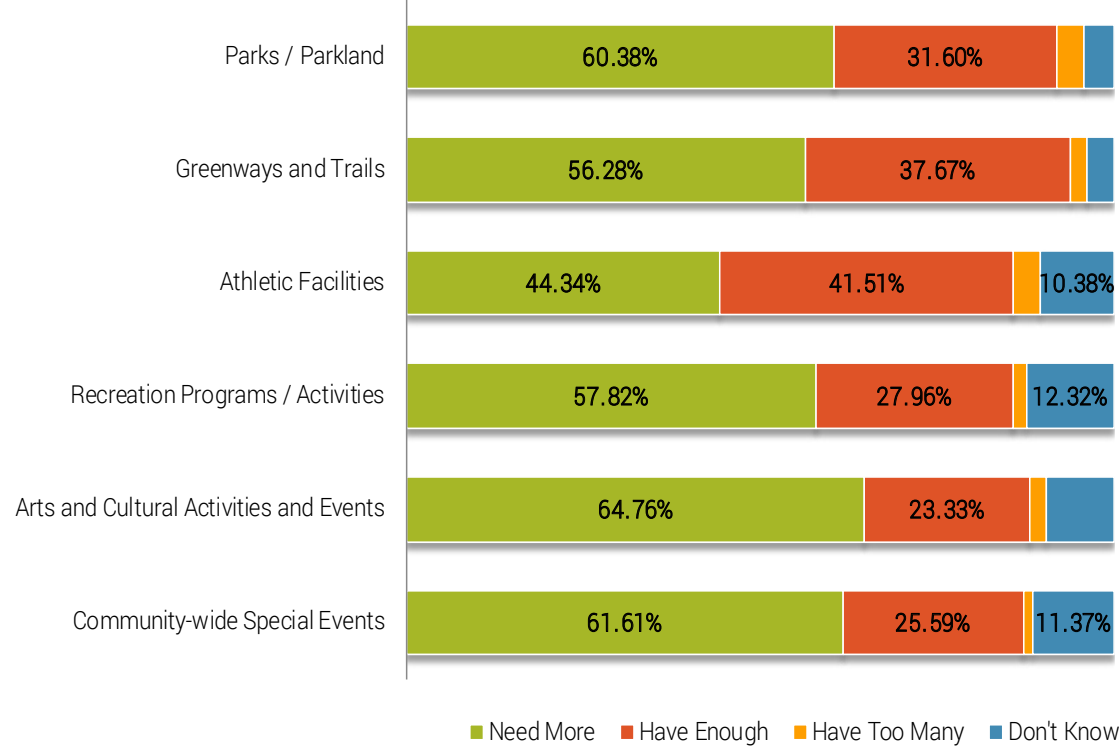
Community Survey Input

A community-wide input survey was made available for individuals to complete. The on-line survey, open from February 19, 2018 through March 25, 2018, asked a variety of questions about parks, facilities, programs, maintenance, funding, and marketing.

The following select responses provide insight into the thoughts and desires of the community. The full list of questions and results from the community-wide survey are located in **Appendix 3**.

Park Visitation and Usage

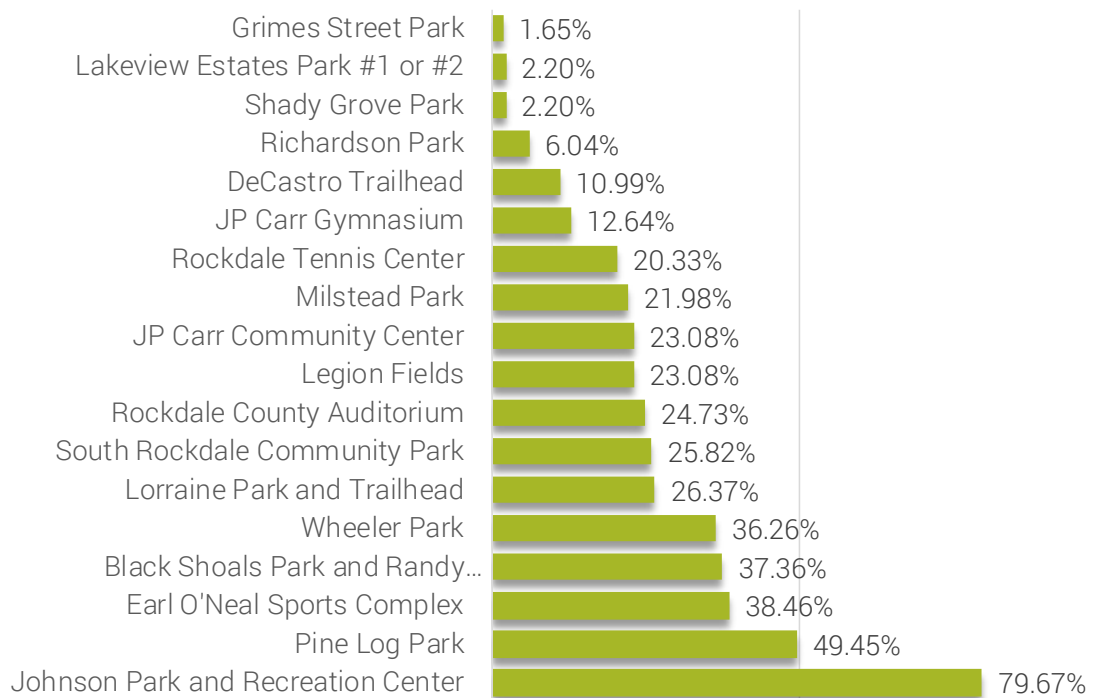
Survey respondents were asked about how they utilize the county's parks and what prevents them from using the county's parks.



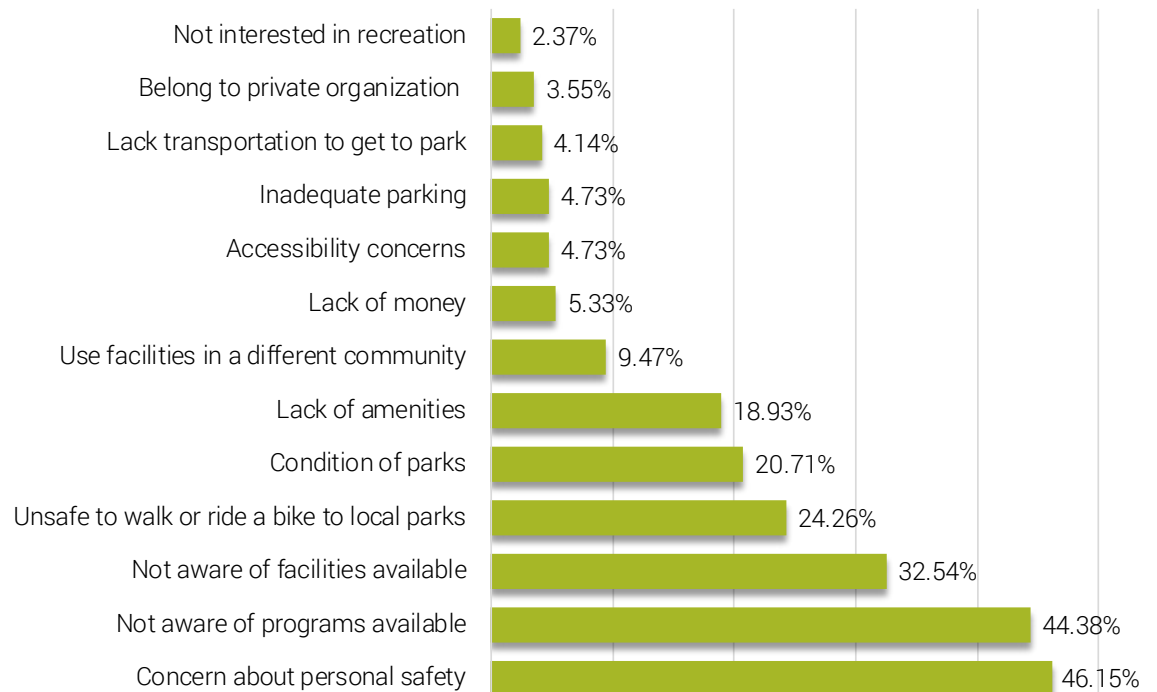
Values below 10% not noted.

Overall, how well do you think the following facilities and programs meet the needs of the community?

**Which parks
have you or
others in your
household
visited in the
last year?**



**What prevents
you from visiting
Rockdale's
parks?**



Programs

Gathering information about the types of programs and activities survey respondents have participated in previously and those that they are interested in participating in can help Parks and Recreation, as it evaluates current and future programming and facility needs of the community. The following questions asked respondents to provide information for various age groups that are present in their households, including youth, adult, and senior populations.

Youth Programs

24.75% of respondents indicated they have individuals 12 and under in their household.

Top Youth Sports (12 and under) Have Participated	Responses		Top Youth Sports (12 and under) Would Like to Participate	Responses
Baseball League (rec)	15.2%		Sports Camp	10.6%
Soccer League	15.2%		Swim Team	9.4%
Softball	14.1%		Gymnastics	8.8%
Basketball League	7.0%		Soccer League	7.5%
Sports Camp	7.0%		Baseball League (rec)	7.5%

Which Youth Sports (12 and under) have you OR members of your household participated in or would like to participate in?

26.13% of respondents indicated they have individuals 13 to 18 years of age in their household.

Top Youth Sports (13-18 yrs) Have Participated	Responses		Top Youth Sports (13-18 yrs) Would Like to Participate	Responses
Baseball League (rec)	13.7%		Swim Team	14.0%
Soccer League	13.7%		Track or Cross Country	12.0%
Basketball League	10.3%		Volleyball	10.0%
Sports Camp	9.4%		Lacrosse	8.0%
Swim Team	9.4%		Tennis	8.0%

Which Youth Sports (13 to 18 years) have you OR members of your household participated in or would like to participate in?

Active Adult, Adult Sports, and General Programs and Activities

52.79% of respondents indicated they have individuals age 55 and older in their household.

Which Active Adult (55 and older) activities have you OR members of your household participated in or would like to participate in?

Top Active Adult Activities Have Participated	Responses		Top Active Adult Activities Would Like to Participate	Responses
Health and Fitness Classes	20.3%		Health and Fitness Classes	9.8%
Aerobics Classes	15.5%		Running or Walking Club	9.8%
Bowling	11.6%		Nature Programs	9.2%
Running or Walking Club	7.7%		Aerobics Classes	8.1%
Bingo	6.7%		Cooking Classes	8.1%
			Gardening	8.1%

All respondents were asked about their participation or desired participation in adult sports, followed by general parks and recreation programs and activities.

Which Adult Sports have you OR members of your household participated in or would like to participate in?

Top Adult Sports Have Participated	Responses		Top Adult Sports Would Like to Participate	Responses
Walking or Running Programs	22.2%		Walking or Running Programs	30.8%
Softball Leagues	17.9%		Fishing Leagues	12.1%
Baseball Leagues	12.3%		Kickball Leagues	9.3%
Soccer	11.7%		Disc Golf Leagues	8.5%
Basketball Leagues	9.8%		Softball Leagues	6.9%

General Programs and Activities

All respondents were asked about their participation or desired participation in special events, classes, programs, and general park activities.

Top Special Events, Classes, Programs, and General Park Activities Have Participated	Responses		Top Special Events, Classes, Programs, and General Park Activities Would Like to Participate	Responses
5k Races and Triathlons	21.2%		Aerobics/Group Exercise and Yoga	13.0%
Aerobics/Group Exercise and Yoga	16.8%		Running and Walking Clubs or Groups	12.5%
Aquatics Fitness Classes	14.3%		Gardening	11.3%
Swim Lessons	9.9%		Visual and performing arts classes (art, music, dance, theater)	9.5%
Running and Walking Clubs or Groups	8.9%		Aquatics Fitness Classes	9.2%

Which special events, classes, programs, and general park activities have you OR members of your household participated in or would like to participate in?

Other Programs and Activities

Survey respondents were asked about “other” sports, programs, and activities they would like to participate in that were not listed in the survey. Responses were varied and are listed in-full in the **Appendix**.

Included among the responses were:

Youth sports: disc golf, special needs swimming, skate park, golf, in-line hockey.

Active adults: golf, dancing, yoga, pickleball.

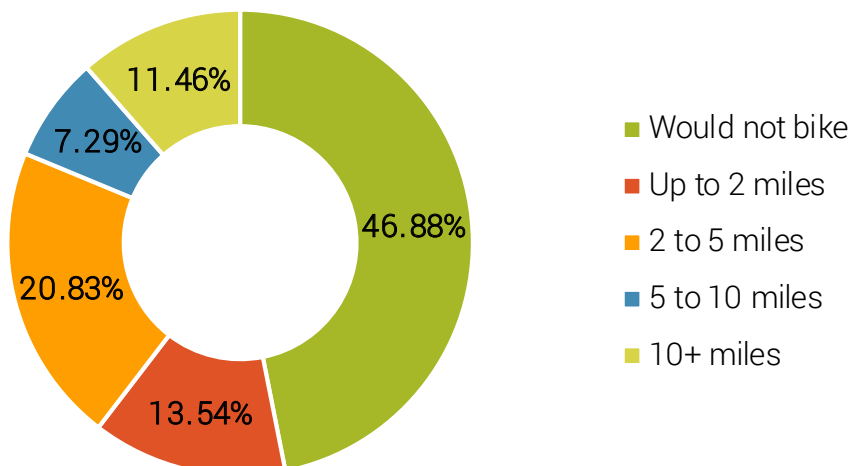
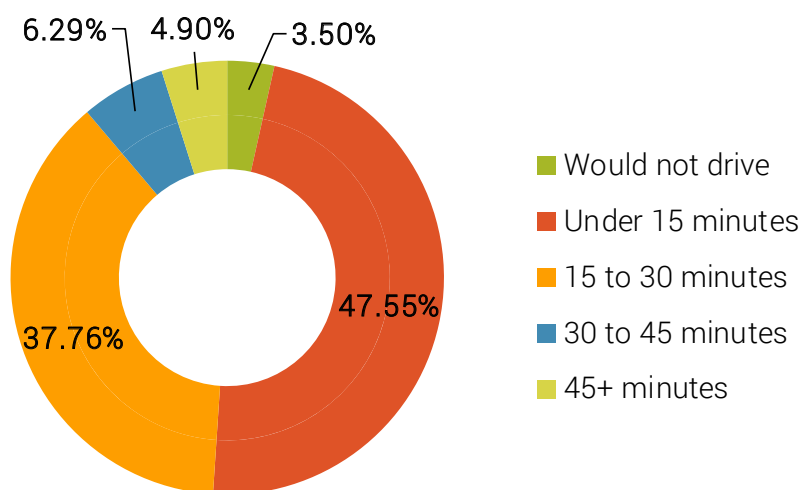
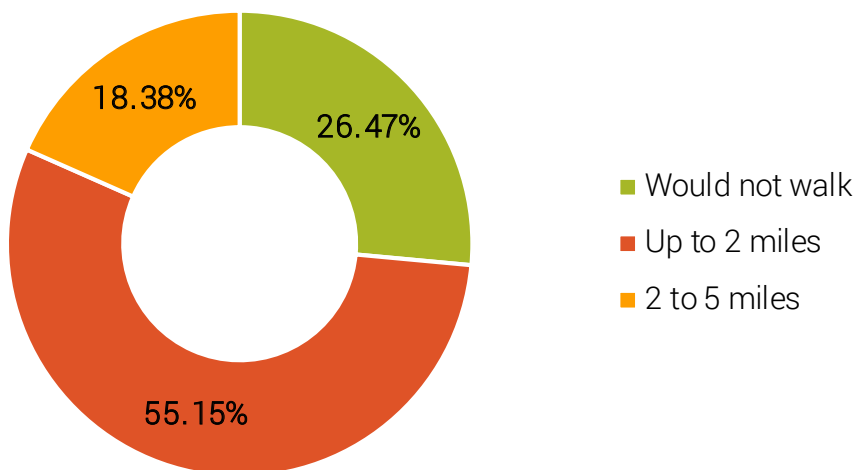
Adults: swimming, biking, shooting sports, pickleball, adaptive sports leagues.

General parks activities: farmers market, special needs, dog park, archery.

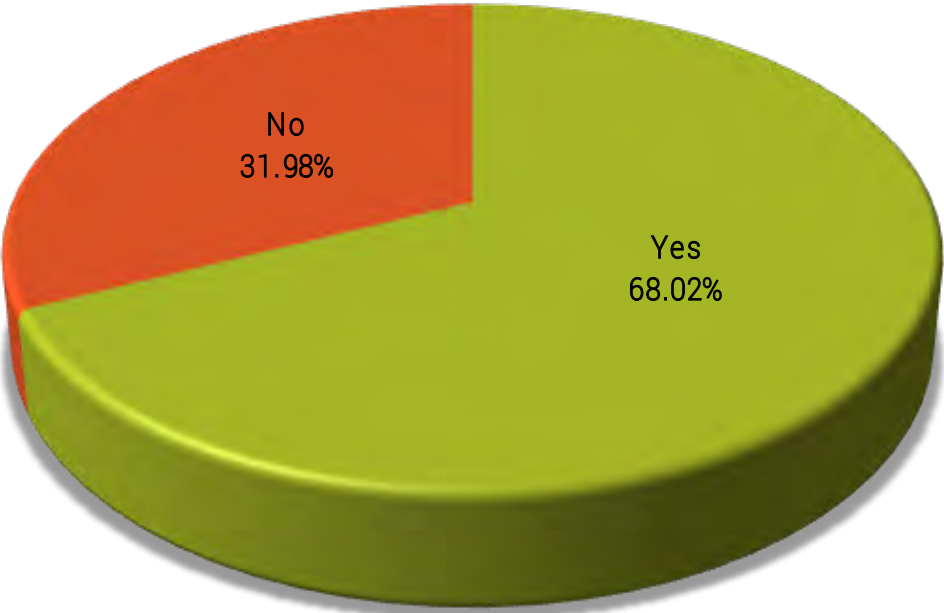
Access to Parks

Respondents were asked several questions about mobility and the willingness of the community to walk, ride a bicycle, or drive in order to access a park facility. This provides an understanding to Parks and Recreation and to project planners about potential mobility challenges and opportunities for connectivity, accessibility, and location of parks and programs.

How far would you be willing to walk, drive, or ride a bicycle to parks and recreation facilities if safe multi-use trails, sidewalks, or bicycle lanes were provided throughout the county?



Survey respondents were asked about travel and use of facilities outside of Rockdale County and facilities provided by other organizations.

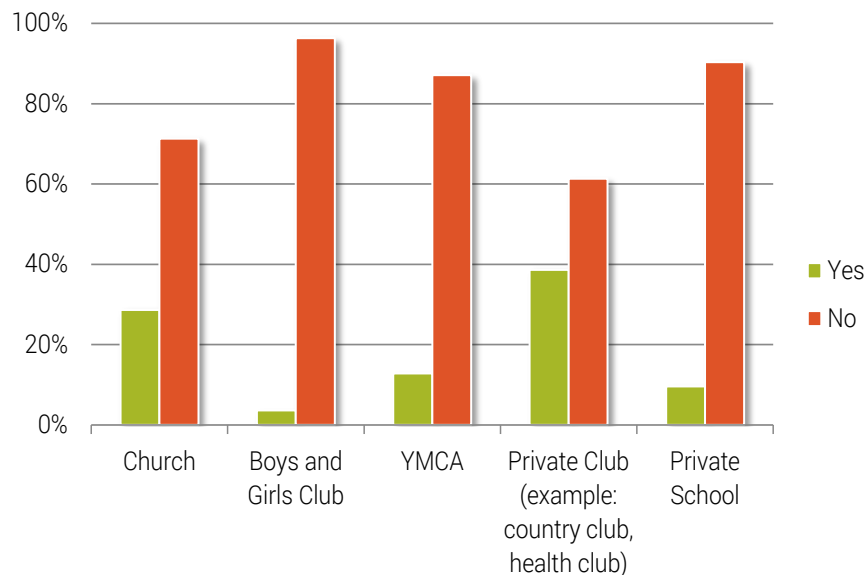


Do you travel outside Rockdale County to use parks and recreation facilities?

57.43% travel to Gwinnett County for parks and recreation facilities

Where do you travel to use parks and recreation facilities?

Do you use recreation facilities offered by churches or other private providers?



What factor most influences your decision to use facilities outside of Rockdale County or through other providers?

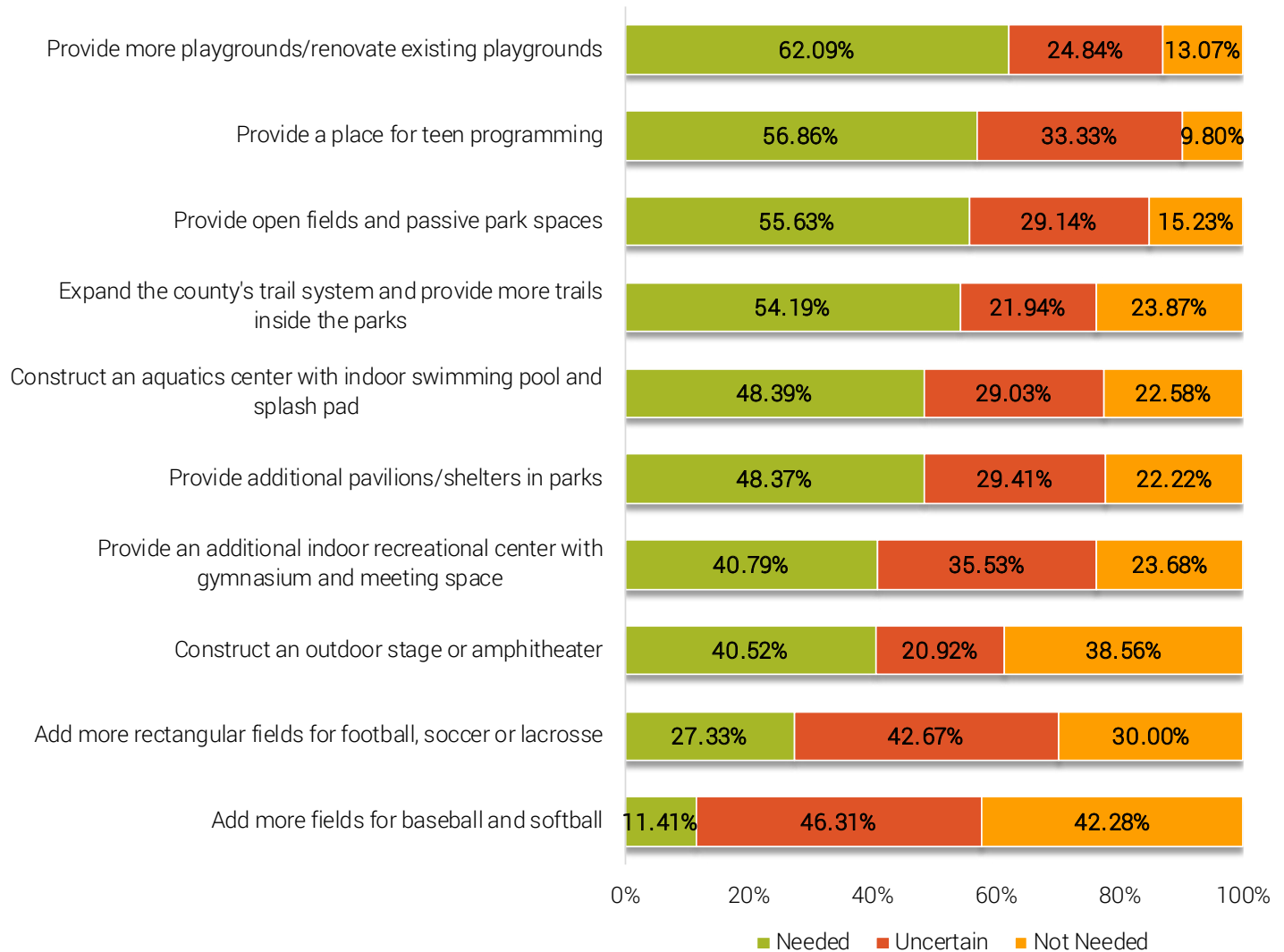
29.77% use other facilities and providers because they have better quality facilities

25.19% use other facilities not available through Rockdale County

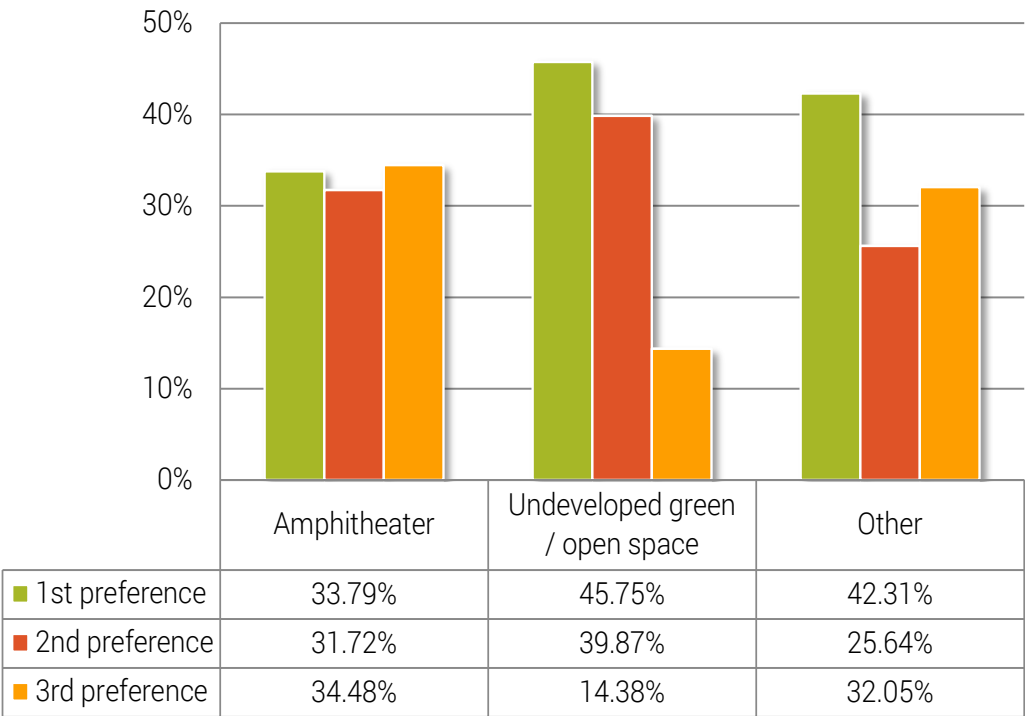
Facility Priorities

We wanted to gain an understanding of respondent priorities as it pertains to facilities, both in the overall parks system and specific to potential development in Olde Town Conyers.

Indicate what you feel is the level of need for the following projects that could be considered if funding were available.

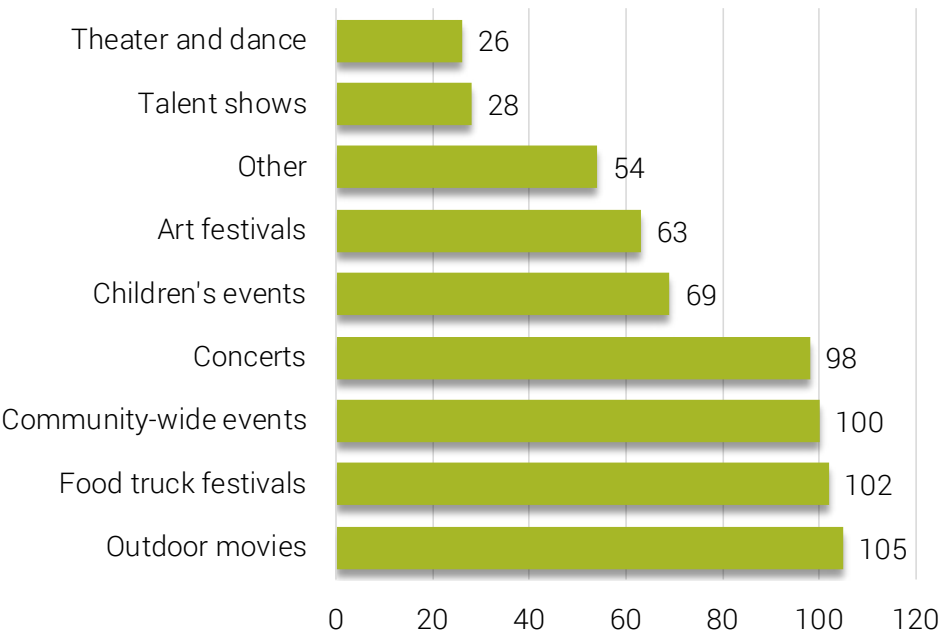


If Rockdale County were able to establish a green space as part of a new development in Olde Town, please rank your preferences for the space.



Respondents offer additional ideas, other than an amphitheater and undeveloped green space. Ideas included a dog park, farmer’s market, walkways/trails, playground, and skate park. Others indicated the need for additional parking in the area or that they don’t feel improvements are needed.

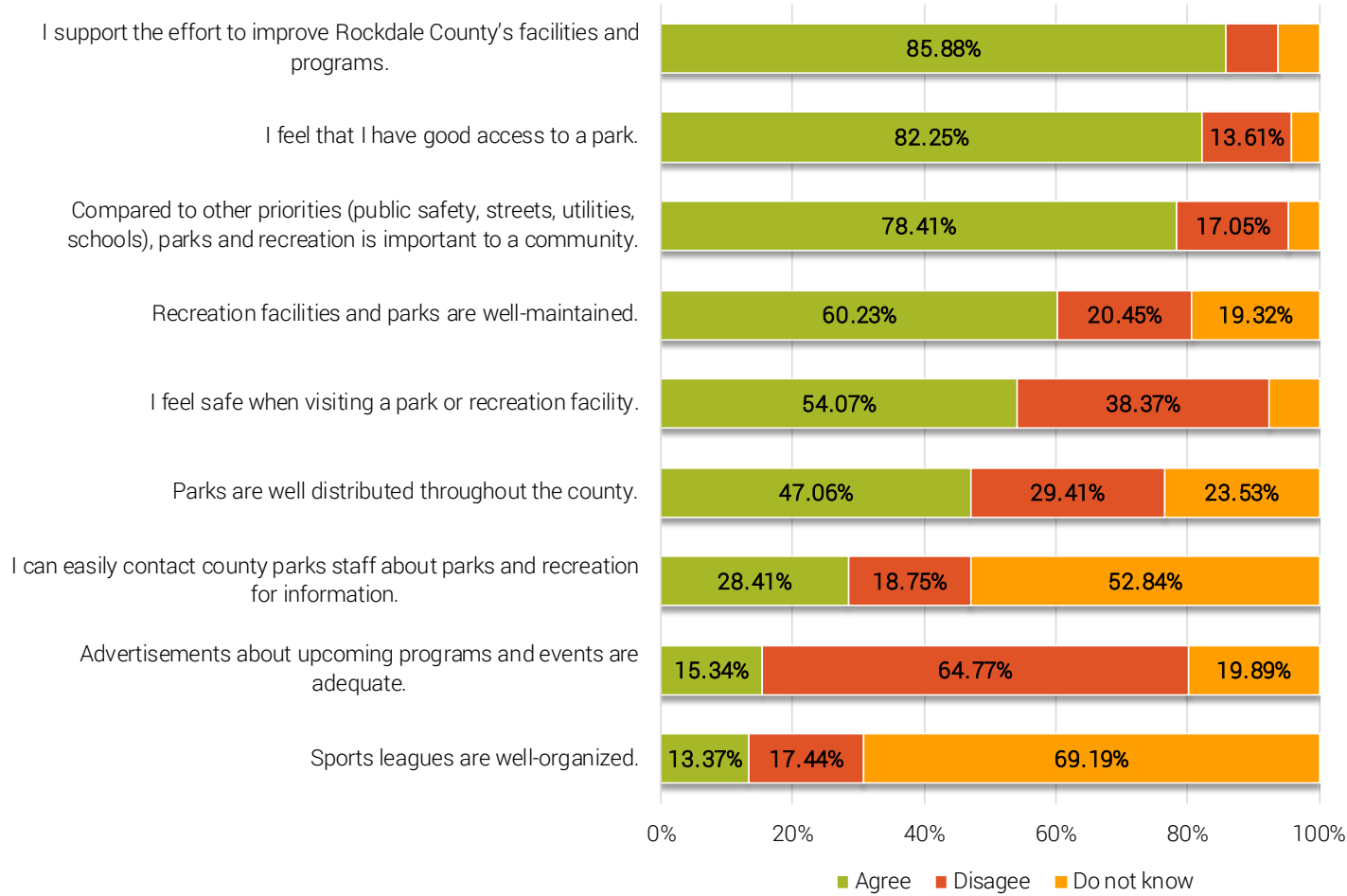
What type of events would you like to see in a new green space in Olde Town, should the County be able to establish such a space?



Overall Performance

We asked survey respondents to provide feedback as to the quality of Rockdale County's Parks and Recreation offerings.

Indicate if you agree, disagree or do not know about the following statements about Rockdale County's parks and recreation.

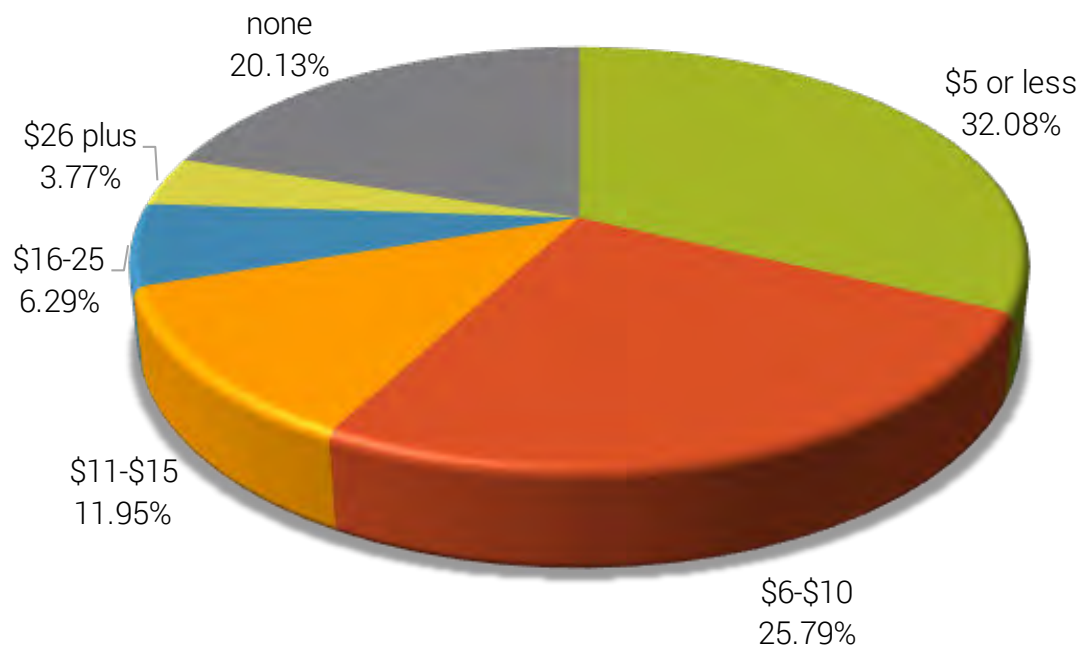


Values below 10% not noted.

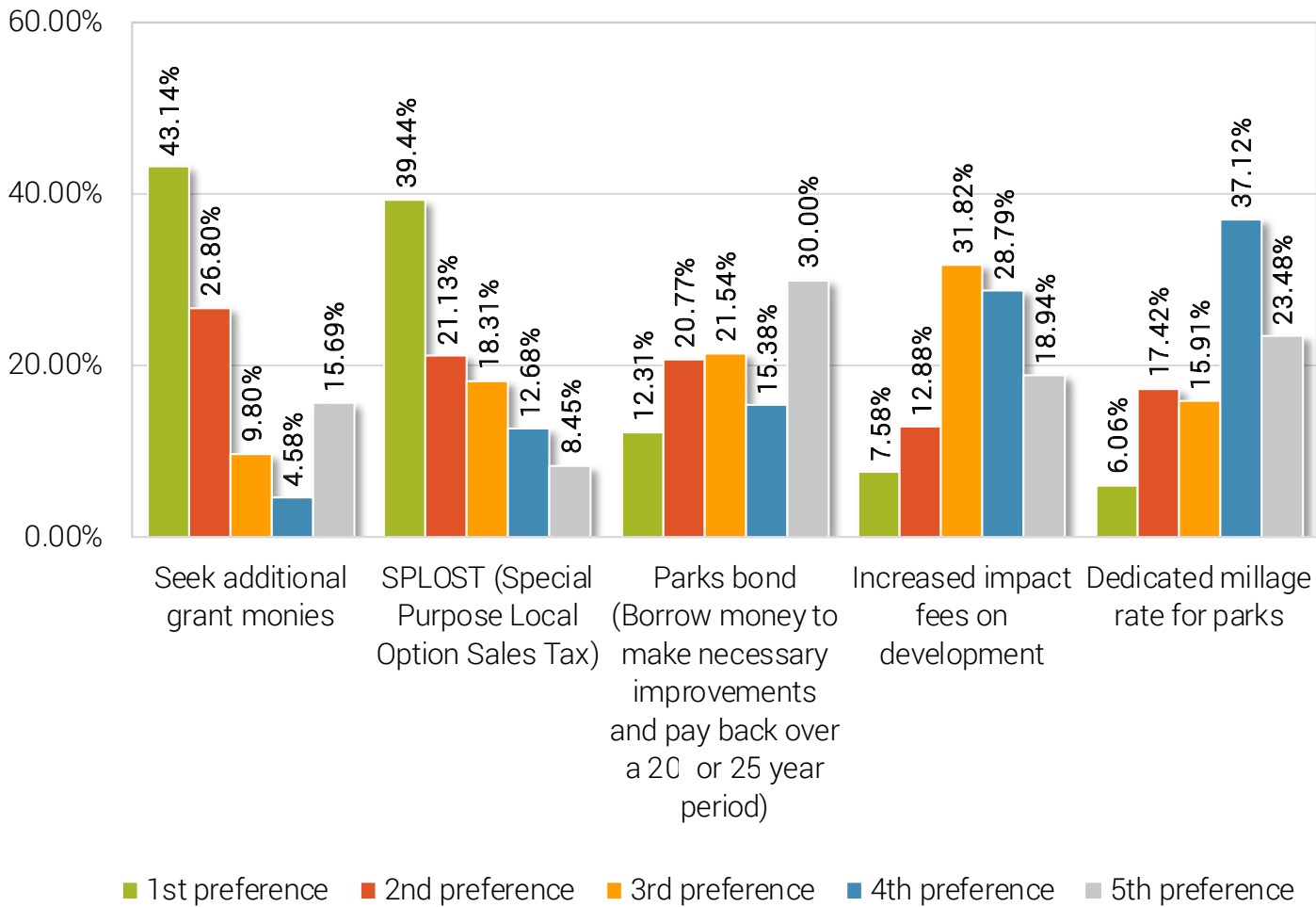
Funding

Survey respondents were asked about potential funding for improved parks and recreation maintenance, facilities, and programming. The information below illustrates the level of additional funding that respondents are willing to contribute and methods of funding they would support.

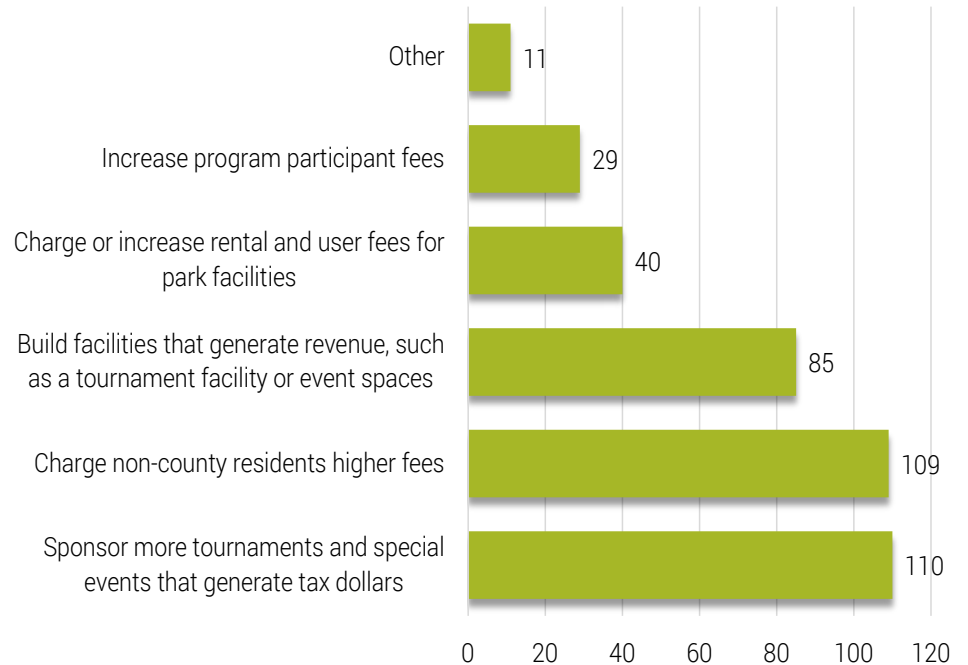
How much would you be willing to spend, additional per month, per household to support improved park maintenance and recreation facilities and services?



In order to invest in additional parks and recreation facilities the county may require additional funding. Please rank your preferred methods of generating additional capital funding for parks and facilities.



Please indicate all options that you would support for increasing funding for parks to generate the needed revenue to improve parks and recreation programs offered in Rockdale.



Other ideas to generate funding included holding fund raisers and working with local businesses to support parks and recreation in the community. Other responses indicated a lack of support for additional funding.

Respondents' Demographics

Information was requested about the respondents and their household. The results provide insight into a specific representative group of Rockdale citizens that was reached. Not all individuals responded to the questions. The information presented below reflects the responses that were received.

Describe your household:



31.76% couple with children under age 19

31.76% couple with children who do not live in household

What is your age?

29.11% age 45 to 54

What is your total annual household income?

26.92% over \$100,000



What is your zip code?

49.3% live in 30094 zip code

Summary

Public feedback indicates the following themes:

Facilities

There is a desire for the following facilities in Rockdale County:

- Farmers market
- Additional parks (south part of county)
- Cultural arts facilities
- Disc golf course
- Dog park
- Pickleball courts
- Youth sports facilities
- Expanded trails (improve access to parks, provide safe place for bikes/walking)
- Passive spaces (benches, walking trails in parks)
- Playgrounds – (new playgrounds and improved playgrounds)

Programs

The Rockdale County community desires the following programs or more of the following programs:

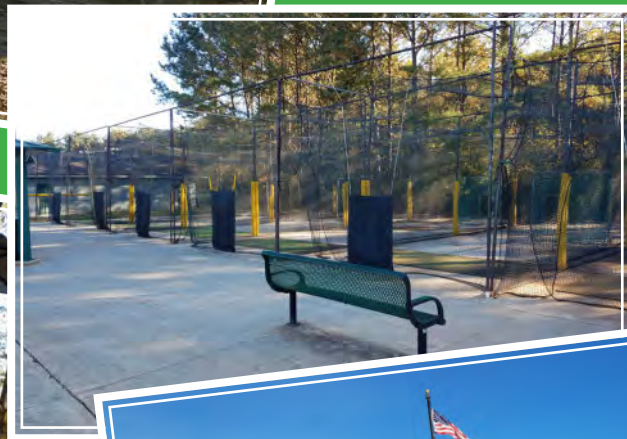
- Sports camps
- Swimming (lessons and teams)
- Gymnastics
- Walking/running groups and programs (all ages)
- Fishing and canoeing
- Aerobics/fitness
- Youth sports
- Nature programs (seniors)
- Biking lessons
- Cycling/biking groups
- Special needs
- Teens
- Community events

Issues and Concerns

The following issues and concerns were noted as a result of the community input:

- The community has concerns about safety in the parks.
- The community is not aware of the programs offered by Rockdale County Parks and Recreation.
- The community is not aware of the county's parks and facilities.
- There is a need for increased and intentional advertising and marketing of the county's parks, facilities, and programs; not just Costley Mill.
- Parks and Recreation needs to build relationships in the community in order to generate support for Parks and Recreation and funding needs.

Programming





Programming

Recreation programming is a primary function of parks and recreation across the country. This section of the master plan discusses the benefits and important trends in recreation programs, documents and analyzes Rockdale County's Parks and Recreation program services, and recommends strategies to increase programs and improve program development and delivery. National Park and Recreation Association's Commission for Accreditation of Parks and Recreation Agencies (CAPRA), the national parks and recreation accrediting agency, provides best practice and up to date standards for parks and recreation. CAPRA defines thirteen (13) standards specific to programming. The planning team relies on these standards along with the knowledge and experience of the planning team to assess the division's program services.

Benefits of Community Recreation

The National Parks and Recreation publication, "Park, Recreation, Open and Greenway Guidelines," published in 1995, identified four categories of benefits that still hold true today.

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

Economic Benefits include: preventative health care, a productive work force, big economic returns on small investments, and business relocation and expansion.

Social Benefits include: building strong communities while reducing alienation, loneliness and anti-social behavior, promoting ethnic and cultural harmony, building strong families, increasing opportunity for community involvement, shared management and ownership of resources, and providing a foundation for community pride.

Environmental Benefits include: environmental health, environmental protection and rehabilitation, environmental education, environmental investment increasing property values, and insurance for a continuing healthy environmental future.

The National Park and Recreation Association (NRPA) Synopsis of 2010 Research: The Key to Benefits identified physical health, mental health, social functioning, youth development, environment, and economic impact as benefits of parks and recreation programming. The NRPA identified the Three Pillars or goal areas that define the critical role of parks and recreation in our communities. The Three Pillars are:

Conservation: Protecting open space, connecting children to nature, and engaging communities in conservation practices.

Health and Wellness: Leading the nation to improved health and wellness through parks and recreation.

Social Equity: Ensuring all people have access to the benefits of local parks and recreation.



The Three Pillars are supported by a body of research that confirms the importance of parks and recreation in addressing societal issues, improving the well-being of individuals, and creating positive economic impacts for communities. NRPA's 2016 American's Engagement with Parks survey found that 3 in 4 Americans agree that the three pillars are important priorities for local parks and recreation.

Beyond the personal and societal benefits of recreation programming, programs are essential to sustaining the parks and recreation system. Revenue generated from recreation programs represents the highest non-tax revenue source for parks and recreation divisions (Source: NRPA 2018 Agency Performance Report). Programs activate public spaces and optimize the use and benefits of the community's investment in parks and facilities.

Trends in Recreation Programming

Staying current with local, regional, and national recreation programming trends is critical for parks and recreation programming staff. **Section 2: Demographic Trends** of this comprehensive plan report documented important trend data related to demographics, economics, and health and wellness. A summary of current recreation and leisure program trends is provided below. Detailed national recreation and leisure trend data and research can be found in **Appendix 4**.

Traditional youth sports leagues have had declining participation since 2008, but recent evidence suggests that the decline in youth sports is leveling off. New innovative sports formats with modified rules and kid sized courts/fields for youth focused on participation, skill development, and safety are being implemented.

Youth sports travel teams show no signs of decreasing. Cities value the economic impact from visitation and invest in new or upgraded sports complexes to gain a competitive edge.

Parks and recreation departments are seeing a rapid growth of interest in pickleball, especially among seniors. Archery has risen in popularity, lacrosse teams are vying for field space, and interest continues for life sports like biking, kayaking, tennis, swimming, and jogging/walking.

Young professional adults are participating in nontraditional sports such as kickball, dodgeball, and futsal. Social interaction, co-ed, and less structured or managed opportunities are popular.

The baby boomer generation embraces an active lifestyle and does not necessarily identify themselves as “seniors.” Many of them continue to work and others enjoy rewarding volunteer experiences.

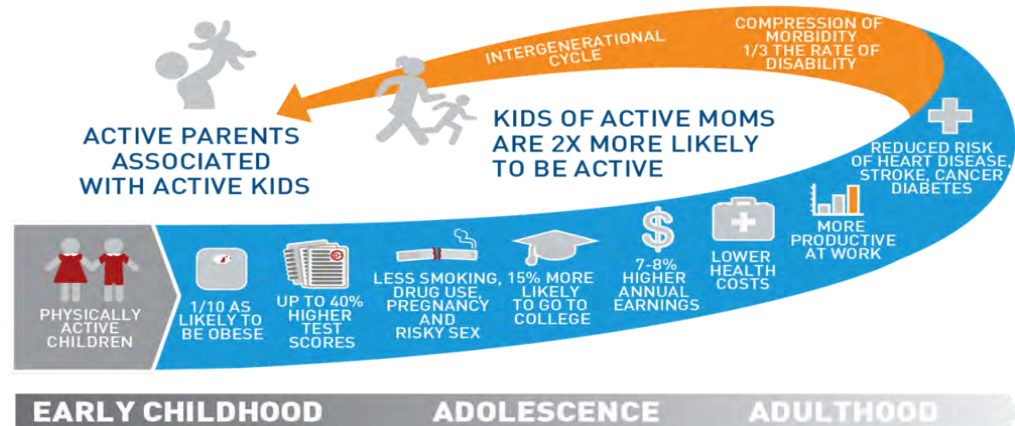


Intergenerational programming such as camping, scavenger hunts, nature discovery, and family hikes are trending, likely as an escape from busy lifestyles and urban environments.

Programs to improve the quality of life for the underserved will continue to be an important focus for parks and recreation departments. Outreach activities require overcoming access, communication, and affordability barriers. Strategic community partnerships play an important role.

Parks and recreation departments are partnering with health agencies to develop programs to combat the national health and obesity epidemic. Innovative marketing campaigns highlight parks and programs to get kids and families outside and active.

ACTIVE KIDS DO BETTER IN LIFE **WHAT THE RESEARCH SHOWS ON THE COMPOUNDING BENEFITS**



Source: The Aspen Institute: Play for All

Communities are creatively identifying nontraditional program spaces, such as park green spaces, vacant retail space, parking decks, and local bars to extend programming and reach more segments of the population. Boot camps, slacklining, outdoor yoga, and tree climbing are just a few examples.

Innovative special events and festivals are popping up to attract people to their parks and downtowns. Food truck rallies, outdoor movies, arts festivals, and dog events are popular.

Program schedules need to be flexible to meet the needs of today's families with busy schedules. Drop in participation, flex participation passes, self-directed activities, and nontraditional schedule formats boost participation options.

Public Input

Citizens expressed a continued interest in improved and expanded recreation program opportunities throughout the process of gathering community input. More than half of the citizens responding to the community survey indicated that the following program areas did not meet the needs of the community:

	Need More	Have Enough
Recreation Programs / Activities	58%	28%
Arts and Cultural Activities & Events	65%	23%
Community-wide Special Events	62%	6%

Sixty-nine percent (69%) of the survey respondents indicated that youth sports are not well organized.

The survey data revealed the following top activities that citizens are interested in participating:

Ages 12 and under Sports	Ages 13 to 18 Sports	Adult Sports
Sports Camps	Baseball League (rec)	Walking or Running
Swim Team	Soccer League	Fishing League
Gymnastics	Swim Team	Kickball League
Soccer League	Basketball League	Disc Golf League
Baseball League (rec)	Sports Camp	Softball League

Top Active Adult Activities 55 & Older	Top Special Events, Classes, Programs
Health and Fitness Classes	Aerobics, Group Exercise, and Yoga
Running or Walking Club	Running and Walking Clubs or Groups
Nature Programs	Gardening
Cooking Classes	Visual and Performing Arts Classes (ie. music, dance, theater)
Gardening	Aquatics Fitness Classes

Interest was expressed in food truck festivals, art festivals, and community-wide events to be held in the potential new green in Olde Town. Farmers market was also frequently mentioned. Residents completing surveys for the Rockdale County 2040 Comprehensive plan indicated interests in more senior oriented activities, community center activities, fitness and wellness activities, and small local festivals and fairs.

Current Programs

Rockdale County Parks and Recreation program categories include aquatics, athletics, recreation programs, therapeutics, and tennis. This section of the report documents the current programs and compares program participation as reported by staff over the past three years, from 2015 through 2017. A summary of the programming for each category or area is provided below.

Aquatics

The Johnson Park Recreation Center aquatics facility is the only indoor aquatic center in Rockdale County. Programs offered include: American Red Cross swim lessons for all ages and abilities, aquatic exercise including Zumba, Aqua Bootcamp, Wet Sets for 60 and over, Hydro Fit interval training, and AquaFlex medium impact. Open lanes are regularly open for lap swimming. Johnson Park Recreation Center is the home of the Rockdale Riptides Swim Team, a competitive year-round USA Swimming Club serving ages 5 through 13 and older youth. The team goals are 1) water safety, 2) competition, and 3) fun.

Over the past three years, pool attendance has increased by over 8%, but there has been an 18% drop-off in class participation. Eight (8) swim meets were held each of the last three (3) years with a reported increase of 18.81% attendance in the three-year period.

Athletics

Athletic programs offered by the division include: youth fall and spring baseball, youth basketball, Start Smart basketball, Start Smart soccer, Miracle League baseball, football (tackle and flag) and cheerleading, and pickleball. The division partners with the following groups for additional youth sports: Rockdale Girls Softball Association, Rockdale Youth Soccer Association, and Blue Lightning Track Club. Parks and Recreation offers adult men's softball and basketball and rents facilities to outside groups to run programs for adult kickball and softball. Tournaments are hosted regularly in multiple sports.



The Athletics Division has made significant changes in the approach to youth sports within the past year. Staff brought youth baseball, basketball, and football in-house, terminating long standing partnerships with these existing local youth sports associations. Staff secured the Atlanta Hawks as a basketball partner and hopes to engage the Atlanta Falcons for the county's new youth football program. The staff is tasked with improving the quality of the programs and reversing the decline in participation in these sports.

Every traditional sport (football, baseball, basketball, softball, and track and field) had high double digit drops in participation from 2015 to 2017. The decreases outpace the national trends in declining sports participation. The number of tournaments/events held at Rockdale County's athletic facilities have also decreased. But Start Smart grew from 34 participants in 2015 to 80 in 2017. Participation in pickleball has increased since it was first offered in 2016.

Recreation Programs and Activities - Johnson Park Recreation Center

The majority of the general recreation programs offered by Parks and Recreation are held at the Johnson Park Recreation Center. Health and fitness classes are offered, such as karate, cardio jam, Zumba, yoga, as well as dance, piano keyboard, acting, and others. The annual Summer Camp is also held at Johnson Park Community Center. Classes are offered through contract arrangements with businesses, nonprofits or individuals. The weight room, gymnasium, and exercise room also provide opportunities for drop-in activities.

Participation in general recreation classes at Johnson Park Recreation Center dropped slightly from 2015 to 2016 with a steeper drop in 2017 for a three-year decline of almost 30%. Summer Camp increased by 5% from 2016 to 2017. Drop-in attendance for the exercise room and weight room has dropped annually, but there has been a slight increase in attendance for the gymnasium.

Therapeutic Recreation

Rockdale County Parks and Recreation's Therapeutic Recreation program offers diverse social and recreational opportunities for individuals with disabilities including expressive arts, social events, sports, health and wellness classes, and summer camps. The division launched the AIRR Kids programming in January 2018 focusing on play, music, social skills, art and outings. There is no other service provider in the county that provides this array of services for this often times under-served population.



The total participation reported in Therapeutic Recreation for the three-year period was 4,126 for 2016, 4971 for 2017, 2253 for 2018, and 2079 reported for 2019.

Tennis

Rockdale Tennis Center includes 14 recently resurfaced courts, a pro shop, restrooms, spectator bleachers, a picnic shelter, and green space. Tennis is only one of a few parks and recreation programs with positive growth in the last three years. The center is the home to 150 ALTA, USTA, and EMTA teams and programs and classes are offered for all ages. Management of the tennis center was outsourced until the current fiscal year when the contractor opted not to renew the contract. County staff have now been hired to manage the facility and build on the programming successes.

From 2015 through 2017 tennis lessons/classes have had an 11% increase in participation and recreational players have increased by almost 6%, but 2016 reported numbers outpaced 2017 numbers. The facility hosted nine events in 2015 and 2016 and seven events in 2017.

Special Events

Parks and Recreation offers a variety of special events throughout the year. The 2017 listing is provided below.

2017 Special Events	Facility	Month
Daddy Daughter Dance	Johnson Park	February
Dr. Seuss Day	Johnson Park	March
Community Yard Sale	Government Annex	April
Egg-A-Palooza	Johnson Park	April
Dash for Dogs	Milstead park	April
Splash Pad Event	Johnson Park	May
Crazy Bingo	Johnson Park	Multiple Months
Summer Camp Carnival	Johnson Park	June
Open House at Johnson Park	Johnson Park	June
Rec Day	Johnson Park	July
Nuttin' Bugs Me While I'm Outside	Black Shoals	June/July
Friday Night Disco	Johnson Park	Multiple Months
Sunset Cinemas	Multiple Facilities	Multiple Months
Carnival Night	Johnson Park	August
Luau Party	Johnson Park	August
Latin Fever Social	Johnson Park	September
Sip and Paint	Johnson Park	September
Pottery	Johnson Park	October
Sports Day in the Park	Wheeler Park	October
Open House at Costley Mill	Costley Mill Park	October
Fall Fling & Yard Sale	Government Annex	October
Annual Halloween Fest	Johnson Park	October
Candy Cane Hunt	Johnson Park	December
Christmas Crafts	Johnson Park	December
Christmas Party	Johnson Park	December

Black Shoals Park Activities

Facilities at Black Shoals Park and Randy Poynter Lake offer self-directed recreation opportunities.

Fishing, boating, park and Walk of Heroes visitors reported for Black Shoals Park showed an overall annual increase of 40% from 2015 through 2017.

Facility Rental Services

The rental of facilities represents an important service provision for Rockdale Parks and Recreation, offering outdoor pavilions and meeting/activity rooms appropriate for family reunions, weddings, business meetings, corporate outings, birthday parties, and other activities. The number of facility rentals by individuals and groups reported over the past three years are listed below.

Facility	2017	2016	2015
Johnson Park Recreation Center	58	88	128
J.P. Carr Community Center	65	144	147
J.P. Carr Gymnasium	106	71	86
Pavilions	263	261	226
Retreat House	99	109	47

Rockdale County Senior Services

Senior Services operates as one of the seven divisions within the county's department of Recreation and Maintenance. A variety of services and programs are available for the Rockdale senior population, ages 60 and over, at Rockdale County Senior Services' Olivia Haydel Senior Center. The center includes a ceramics room, computer room, billiards, and table tennis. The center's staff offers card clubs, bingo, bowling, fitness classes, holiday programs, a walking program, dancing, trips, and outreach projects. Senior Services also provides basic support for seniors through Meals on Wheels, transportation services, medical screenings, and other services.

The center hours are Monday, Tuesday, Wednesday, and Friday, 7:30am to 4:00pm and Thursdays 7:30am to 6:30pm. A Senior Site Council supports the center through fundraising and volunteerism.

Other Community Recreation Providers

Located in a populated area just over 20 miles from Atlanta, GA, the citizens of Rockdale County have access to a variety of recreation options and opportunities in the surrounding counties. Rockdale County Parks and Recreation serves as the sole public provider of “full service” recreation program services. The City of Conyers offers high quality specialized recreation amenities and programs. The community inventory guides Rockdale County’s Parks and Recreation program development by identifying gaps in services and the potential for collaborative efforts. The primary alternative recreation program providers in Rockdale County are included below.

City of Conyers

Georgia International Horse Park: The GIHP was constructed as the equestrian venue for the 1996 Centennial Olympic Games. The City’s Convention and Visitor’s Bureau manages the facility for community recreation and as a tourism venue hosting concerts, fairs, festivals, mountain biking, obstacle course racing, dog shows, corporate outings, and other activities.

Cherokee Run Golf Club: Located in the Georgia International Horse Park, the Arnold Palmer designed 18-hole Championship Cherokee Golf Club is owned and managed by the City of Conyers. The course staff offers Junior Golf Academy camps and clinics for ages six to fourteen, a men’s golf league, tournaments, and outings. The clubhouse also serves as a venue rental site for weddings and events.

Big Haynes Creek Nature Center: The 173 acre nature preserve, located in GIHP, includes a canoe launch, observation pavilion, nature trails, and educational discover stations to learn about plants and wildlife.

Conyers Rockdale Council for the Arts

The Conyers Rockdale Council for the Arts was established in 1989 to enhance cultural arts opportunities in Rockdale County. The Council’s home is the Center for the Arts located in Olde Town Conyers.

Mission

The mission of the Conyers Rockdale Council for the Arts is to connect neighbors, cultivate artistic expression, and celebrate our community’s stories through the power of creativity and the arts.

Vision

Conyers Rockdale Council for the Arts envisions a community enriched by human connection, creative expression, and celebration.

The Council offers live theatre, music, fine arts, comedy, children programs, and art classes. The Council manages the Center for the Arts, the 83 seat black box theater, and provides programming at the Rockdale Auditorium.

Barksdale Boys and Girls Club

The Barksdale Boys and Girls Club serves youth and teens with an academic, health, character, and leadership approach. The club facilities include a gymnasium, learning center, computer lab, teen center, dance room, art room, game rooms, kitchen, and a raised bed community garden. A variety of recreation programs are offered including sports, arts, and community gardening.

Rockdale Gymnastics & Dance

Rockdale Gymnastics & Dance offers gymnastics, cheer tumble, jazzercise, swing dance, and a summer camp. The facility includes a climbing wall, zip-line bungee swing, dance studio, karate room, pool, and a field for play.

Program Assessment and Strategies

Rockdale County's Parks and Recreation program participation data reveals declining program participation over the past three years. The public input phase of this planning process clearly indicates an interest in improved and increased programming. This process also revealed a critical need for the parks and recreation staff to focus on public engagement as an important strategy for enhancing public interest, interaction, and participation.

Additional program staff are needed to grow programs by developing and implementing best practice standards for program development and delivery. For successful programming the division must cultivate a culture that is goal driven, accountable, and values innovation and calculated risk taking. Passionate, enthusiastic, and dedicated programmers armed with the right tools and resources can immediately impact the community by reversing the declining program participation trend.

Staffing and Operations (Section 5) of this comprehensive master plan recommends reorganizing and adding staff positions in Recreation. Recommendations are also made for developing, implementing, and tracking SMART goals as a key to programming success along with development and tracking of goals.

Parks and Recreation Staff Goals:

- To maximize staffing and capital and operational resources in an efficient, effective, and responsible manner.
- To encourage and promote a healthy community through education and participation.
- To provide innovative and quality opportunities that create positive experiences for a diverse population.
- To recruit, develop, and advance a dynamic professional staff.
- To cultivate citizens' input and ensure exemplary customer service.
- To develop and promote opportunities to expand Recreation programs through partnerships, cooperative agreements, and with creative utilization of facilities.

Recreation Program Plan

The first step to increasing and improving programming is establishing best practice program planning, tracking, and assessing standards. A Recreation Program Plan provides a systematic approach for determining what programs and services to offer. The methodology is goal driven and relies on gap analysis, demographics, trends, program inventory and data, evaluations, and surveys to establish program priorities. The development of the Recreation Program Plan and goal setting should be a collaborative effort among the entire program staff. The Recreation Program Plan looks 3 to 5 years into the future and should be updated annually. NRPA CAPRA standards specify the components of the plan.

It is recommended with high priority that the Recreation Program Division staff develop a Recreation Program Plan with clearly defined goals and participation growth targets for each program area.

Program Matrix - Tracking Data

A program matrix is a tool for maintaining program statistics for the purpose of program assessment by population served and by program category. Data is downloaded into the program matrix spreadsheet for each program cycle to monitor the division's level of service for populations served and the diversity of programming. The data should be further broken down by division and facility, so that it can be sorted to analyze populations served among the program categories and within each facility. For example, what percentage of tennis programs serve preschoolers, youth, adults, or seniors? What program mix should be targeted? REC1 provides the capability to extract data and consistently track program participation. The division uses this valuable tool to assess program offerings and populations served to make informed decisions for future programming.

The division currently tracks program participation by category or activity. In most cases, participation is tracked monthly by the number of participants enrolled in a program. For example, an adult softball program with 240 players participating in a season that runs from March – June, a 4-month period, is counted as 960 (240 X 4) participants. This method more accurately reflects attendance or “through the door” numbers than program participation. Program participation is typically tracked and reported by individual registrations so that each registrant is counted only once. New tracking standards should be developed and defined for program participation and attendance that can be applied throughout each program area.

The development of the program matrix should be an initial step in the creation of a Recreation Program Plan. The data should be compared to previous year's data, analyzed, and reported. Program data should be used for guiding decision making.

Evaluation Process

A systematic approach to recreation program evaluation is a CAPRA fundamental standard for parks and recreation. Programs should be measured against the goals and objectives established in the Recreation Program Plan. The evaluation results are used to determine if programs should be continued, modified, or eliminated. Parks and Recreation does utilize participant surveys for some activities.

Participant evaluation tools typically measure ease of registration, customer service, appropriateness and cleanliness of the facility, the instructor/coach/program leader's knowledge and delivery, and overall program satisfaction levels. The program survey questions should also address outcome goals. For example, did the program meet the program goals/objectives? Did the participant advance a skill, learn sportsmanship, or have fun? The survey should also be designed to gain marketing insights by asking how the participant learned about the program.

Participant satisfaction target goals should be established, tracked, and reported for each program category. The participant evaluation can be easily implemented, compiled, and tracked using through SurveyMonkey or a similar online survey tool. Not only does staff track feedback, but the citizens feel valued when their opinions are solicited.

It is highly recommended that a program satisfaction survey be developed and implemented for all programs as soon as possible.

Customer Service

It is commonly said that over 90% of dissatisfied customers will not complain, but will tell fifteen (15) friends. Growing participation requires attracting new customers and retaining existing customers, necessitating a new focus on customer service.

The Institute of Customer Service defines customer service standards in terms of timeliness, accuracy, and appropriateness. Examples of timeliness standards include "answer the phone within three rings" and "acknowledge/ respond to emails within 24 hours." Accuracy standards reflect that the information provided to the customer is correct. Was the fee for the program quoted accurately? Did the customer receive the accurate information for registration dates? Appropriateness refers to whether or not the customer's question was answered.

The Parks and Recreation Division relies on part-time employees to work front desk operations. Because of higher turn-over rates and limited hours that part-time employees can work, inconsistency in the implementation of customer service standards is much more likely. High turn-over rates result in more time orienting and training employees. In Section 9, Staffing and Operations, permanent Customer Service Representative positions are recommended for Johnson Park Recreation Center and Rockdale Tennis Center to replace a number of part-time positions.

It is recommended that the division develop a few key customer service standards and provide staff training throughout the organization. Parks maintenance staff also frequently interacts with citizens while working in the field and should not be overlooked for customer service training.

The Division's customer service image is also reflected in signage, especially those

related to rules and regulations. Rather than posting rules and regulations that begin with “No” and “Don’t,” consider reversing signage wording with a positive spin to get the same message across. Some departments have implemented “Satisfaction Guaranteed” (or your money back) policies for program participants. Refund policies should not be inconvenient, but customer friendly.



Consider new methods for assessing customer service other than customer surveys. Mystery/Secret shopping is a method for “spot checking” customer service. Happy or Not customer service kiosks provide an immediate way for customers to quickly rate the service. These easy to use feedback systems can be found in both the private and public sectors, from community recreation centers to airport restrooms to health care agencies.

Partnership Development

The increased importance of partnerships continues to be a growing trend in Parks and Recreation. The 2008 recession’s impact on local government budgets required creative solutions for sustaining recreation programming. Partnerships extend the reach of parks and recreation, provide alternative programs and program delivery models, while also building advocacy for parks and recreation. Rockdale County Parks and Recreation partners with many organizations including youth sports associations, the Arts Council, and other recreation providers.

Partnerships will increase in importance as Rockdale strives to implement the recommendations of this comprehensive master plan. Maximizing partnership resources is key to expanding programming through the joint use of facilities and securing qualified program leaders and instructors. A best practice is to assign a staff member as the liaison to each partner organization. Regular meetings with partner organizations will build relationships and lead to new opportunities for extending recreation opportunities to the community.

Expanding partnerships should be prioritized as a strategy for improving and expanding recreation program services. Important partnerships recommended to expand or pursue to grow program opportunities are included in the Strategies listed below.

Rockdale County School System: The 2006 Comprehensive Parks and Recreation Master Plan listed 20 school parks. That solid partnership no longer exists. Partnering with schools for the joint use of facilities is a standard practice for parks and recreation departments. Additional programming space is needed for program expansion and the schools have recreation facilities that sit idle outside of school hours and program use. Tax dollars are saved through the joint use of facilities. It is recommended that the Deputy Director work with the Recreation and Maintenance Director, the Chief of Staff, the school system staff, and elected officials to develop a partnership to open designated facilities for community recreation use.

City of Conyers: Conyers offers first class recreation facilities that complement rather than conflict with Rockdale County facilities. The City and County currently work together on economic development, planning, and other areas. Recreation program opportunities that could be pursued through the use of the city's facilities include a therapeutic horseback riding program, outdoor nature programs, teen cycling, and an introductory youth golf program.

Rockdale County Senior Services: It is recommended that parks and recreation continue to collaborate to seek improved services for the county's growing senior population. Parks and Recreation can fill gaps in programs not provided by Senior Services or during times beyond the hours of the Senior Center. Pickleball represents a model for identifying a need and creating a successful program opportunity.

Youth Sports Associations: Although the county terminated three of the youth sports association partnerships, the Rockdale Girls Softball Association and the Rockdale Youth Soccer Association remain. The Athletics Division staff should facilitate the success of these organizations by promoting their clinics, camps, and leagues. New youth sport formats should be pursued.

Conyers/Rockdale Arts Council: This plan recommends that the county hire a Cultural Arts and Special Events Coordinator as a new position with the responsibility of optimizing the use of Rockdale Auditorium, expanding arts programming, and developing special events. It will be important to foster relationships with the Arts Council, grow arts organizations, and support the development of new art groups. It is recommended that the county and the Arts Council collaborate to create a cultural arts program plan and goals. The two agencies should co-promote programs.

Health Care Industry: Communities across the country are partnering with the health care industry to develop Healthy Community initiatives. It is recommended that the division seek partnerships to offer new programs like Walk with Ease, Fit and Strong, and to promote healthy lifestyles through food services.

Home School Community: The home school community provides an excellent partnership opportunity for program development that meets their curriculum needs and can be scheduled in the weekday non-peak time slots.

Everlasting Talent School of Arts/ ELT Entertainment: The division has recently experienced success with some new programs at Johnson Park Community Center with this partnership. It is recommended that staff assess the recent program experiences and expand as feasible.

An important staff task is to be out in the community meeting people and finding new partnership opportunities.

Volunteers

Volunteers are vital to parks and recreation departments. Volunteerism extends the reach of staff and will facilitate the implementation of recommendations contained in this plan. Engaged volunteers become important advocates for parks and recreation.

Rockdale County Parks and Recreation's V.I.P. (Volunteers in Parks) program is a formal volunteer program including a volunteer manual and application process. The V.I.P. information is provided on the website.

The division also tracks volunteer numbers and volunteer hours by activities.

654 volunteer hours in 2017 = \$4,905 @ minimum wage (\$7.50/hr) savings for the County

Staff indicated during the staff workshop held in the early stages of this comprehensive master plan development process a need to foster volunteerism. Ideas are included below.

- Highlight a volunteer on the website and program publications every program cycle.
- Host a family volunteer appreciation event annually and publicize.
- Create volunteer awards with nominations from the participants/citizens.
- Develop an Adopt A Park program working in connection with Keep Conyers-Rockdale Beautiful.
- Create a Friends of the Park organization to fund raise and promote the park system.
- Host a volunteer recruitment event for the county and include other community non-profits seeking volunteers.
- Implement a volunteer experience survey to be completed following volunteer service.
- Solicit gift certificates from local businesses to give to volunteers who meet volunteer service milestones.
- Continue to track volunteers and their hours and report savings.

Community Assessment

Programs should be based on the assessed needs of the community. Surveys conducted for this comprehensive plan study included important program interest data that provides the beginning point for assessing the recreation programming needs for Rockdale County. It is recommended that the Parks and Recreation Division conduct a program needs assessment on a 5-year interval moving forward.

Program Strategies: Opportunities and Ideas

A list of program strategies and ideas are included as a supplement to the recommendations previously found in this section of the comprehensive master plan.

Develop activities and celebrations as a strategy to promote parks and recreation and engage citizens. Example activities include:

- The Miracle League's 20th anniversary is coming up in 2019. Plan a community-wide or regional special event. Pitch the idea to The Miracle League staff. Form a committee to plan and organize. Invite Miracle League teams from other areas. Invite the news media. Involve local businesses and use it as a fund raiser. If 2019 is too soon to adequately plan, celebrate the 25th anniversary.
- Create innovative programs/events to celebrate July as Parks and Recreation Month that touch all areas of the division and community each week in July.
- Develop special promotional events such as a photo contest, scavenger hunt, dot painted rock hunt, and other innovative community wide activities.

Develop specific goals for expanding the use of J. P. Carr Gymnasium and Community Center for recreation programs. Determine an acceptable balance and time of facility use specifically for recreation programs and for rental reservations and establish a new policy.

Identify creative spaces for program offerings. Utilize green spaces in parks, basketball courts, track/walking trails, pavilions, and other areas that may have underutilized times. Identify community partners for activating these areas with programs.

Add specialty camp experiences such as mad science camp, clown camp, nature camp, computer camp, or specialized sports camps. These could be offered as one-week options and/or half days.

Evaluate the possibility to expand growth in youth sports by offering new play formats such as futsal and the USTA Net Generation curriculum. Develop youth sports programs that fill program gaps. There is no need to duplicate services.

The rapidly growing sport of lacrosse should be considered as a popular sports league addition for youth. A partnership with an existing local association may be the preferred method for program delivery.

To attract young adults, social and competitive sports programs such as kickball, ultimate frisbee, whiffle ball, and others should be promoted and expanded.

Assess the interest in volleyball for girls by offering a clinic. Gymnasium space will increase with the opening of the second gym at Johnson Park Recreation Center.

Create a Youth Council membership organization to focus on leadership development, healthy lifestyles, social interaction, and fun. (Cary, NC and Wilson, NC have successful models.)

Expand therapeutic recreation sports programming opportunities by bringing existing successful program models such as Wheelchair Basketball/Tennis, Acing Autism (Tennis), and TopSoccer to the community. Identify community partners to support the programs.

The expansion of special community events and festivals should be prioritized to celebrate the community, create a community identity, promote the parks, and boost the economy. Aim to create a signature community-wide special event within the next five years. Create a citizens festivals committee to work with staff to plan and implement.

Prioritized Summary Recommendations

Priority 1

Develop a 3-year Recreation Program Plan based on CAPRA standards with program participation growth targets for each program area. Utilize the Recreation Program Plan development process to establish priorities for implementing program development strategies presented in this plan.

Establish outcome goals and objectives for each program area.

Create a program matrix to track program service levels for population segments and program diversity mix among program categories. Track participation based on program registration and develop consistent methods for calculating visitation and attendance. Track annual, daily, and membership pass sales.

Develop and implement an online evaluation survey to assess satisfaction levels for program participants and facility rental customers. Track, analyze, and report results.

Implement at least one unique promotional event/activity annually to engage citizens.

Collaborate with current partners to assess and expand program opportunities with an initial focus on the Arts Council, Senior Services, and the City of Conyers.

Initiate discussions with the school system to develop a joint facility use agreement.

Develop a policy for the use of J.P. Carr Gymnasium and Community Center to provide dedicated facility usage for community programs.

Highlight a volunteer on the webpage each quarter.

Focus on customer service with established standards and staff training. Employ new and innovative techniques to evaluate citizen perception.

Priority 2

Update and implement the Recreation Program Plan. Utilize the program matrix data and assessment surveys to analyze programs. Establish new target growth goals for each program area.

Host the first annual volunteer appreciation event. Implement volunteer experience assessments.

Create a Youth Council membership organization.

Collaborate with the Arts Council to develop a cultural arts program plan.

Implement two new promotional events/activities to engage citizens.

Create a Health and Wellness initiative that is promoted throughout the County. Seek support from the healthcare community.

Initiate plans for the development of a signature community special event/festival.

Continue to build existing partnerships and seek new partners and volunteers to support and expand programming.

Collaborate with Keep Conyers-Rockdale Beautiful on a new Adopt A Park program.

Develop program plans and resource needs for new facilities before they come on line.

Tier 3

Provide regular updates to the Recreation Program Plan.

Administer a community needs assessment for program planning.

Create a Friends of Rockdale Parks organization.

Hold the inaugural signature community wide event/festival.

Administer a community needs assessment for program planning.

Stay abreast of local, regional, and national recreation program trends.

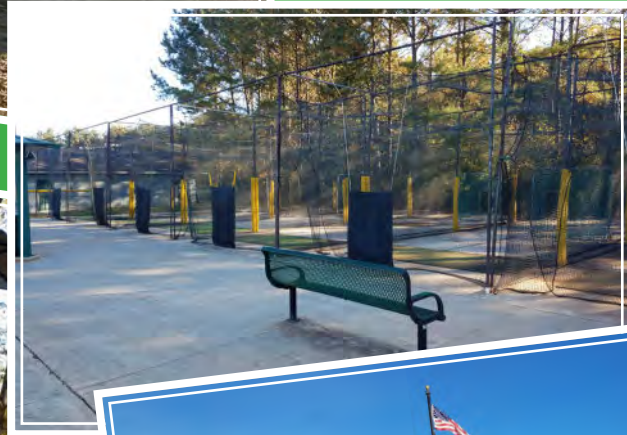
Continue to assess programs for continuous improvement - expand, modify, or eliminate programs.

Add new programs based on expressed citizen desires and recreation program trends.

Continue to seek new partnerships and volunteers to support and expand programming.

Implement programming for new facilities.

Staffing and Operations





Staffing and Operations

This section of the plan documents and assesses Rockdale County Parks and Recreation staffing and operations, identifies key issues and provides recommendations with prioritized implementation plans. The assessment is based on:

- best practices in the field of parks and recreation;
- staff, stakeholder, and elected official meetings and interviews;
- citizens' public meeting comments;
- community survey results, and;
- knowledge and experience of the planning team members.

Additionally, the planning team references important resources:

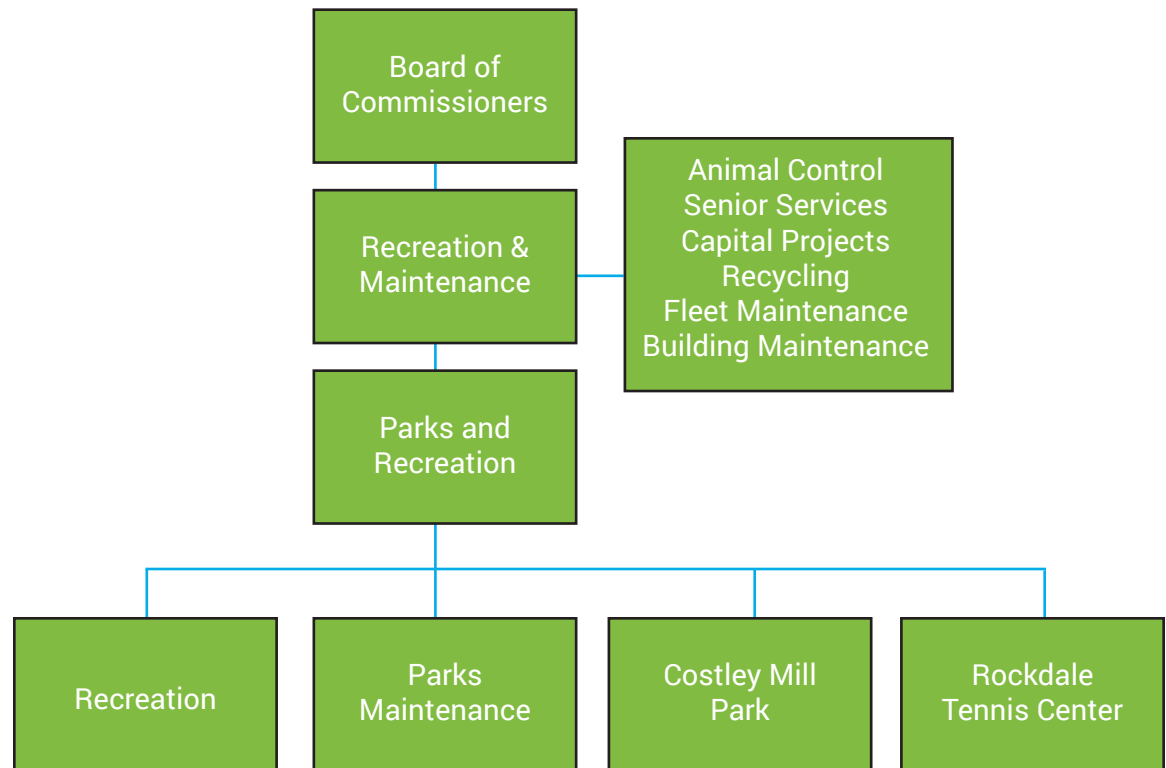
National Recreation and Park Association's (NRPA) Park Metrics 2018 NRPA Agency Performance Review

National Recreation and Park Association (NRPA) Commission for Accreditation of Parks and Recreation Agencies' (CAPRA) Standards for National Accreditation best practice standards for Parks and Recreation

Current Organization Structure and Staffing

Rockdale County's Parks and Recreation operates as one of seven (7) divisions within Recreation and Maintenance. The department structure includes three budget areas.

Figure 5.1: Organization Structure



The Parks and Recreation staff is comprised of 32 full-time positions supported by part-time and temporary staff for recreation facility operations and programs.

Figure 5.2: Parks and Recreation Full-time Position Summary

Budget Area	Full-Time	Temporary Full- Time**	Part-Time
Recreation*	10	12	25
Parks Maintenance	16	-	-
Costley Mill	4	5	2
Tennis Center	2	-	1
TOTAL	32	17	28

* Includes the Deputy Director of Operations position & Marketing

** Summer Seasonal

Recreation

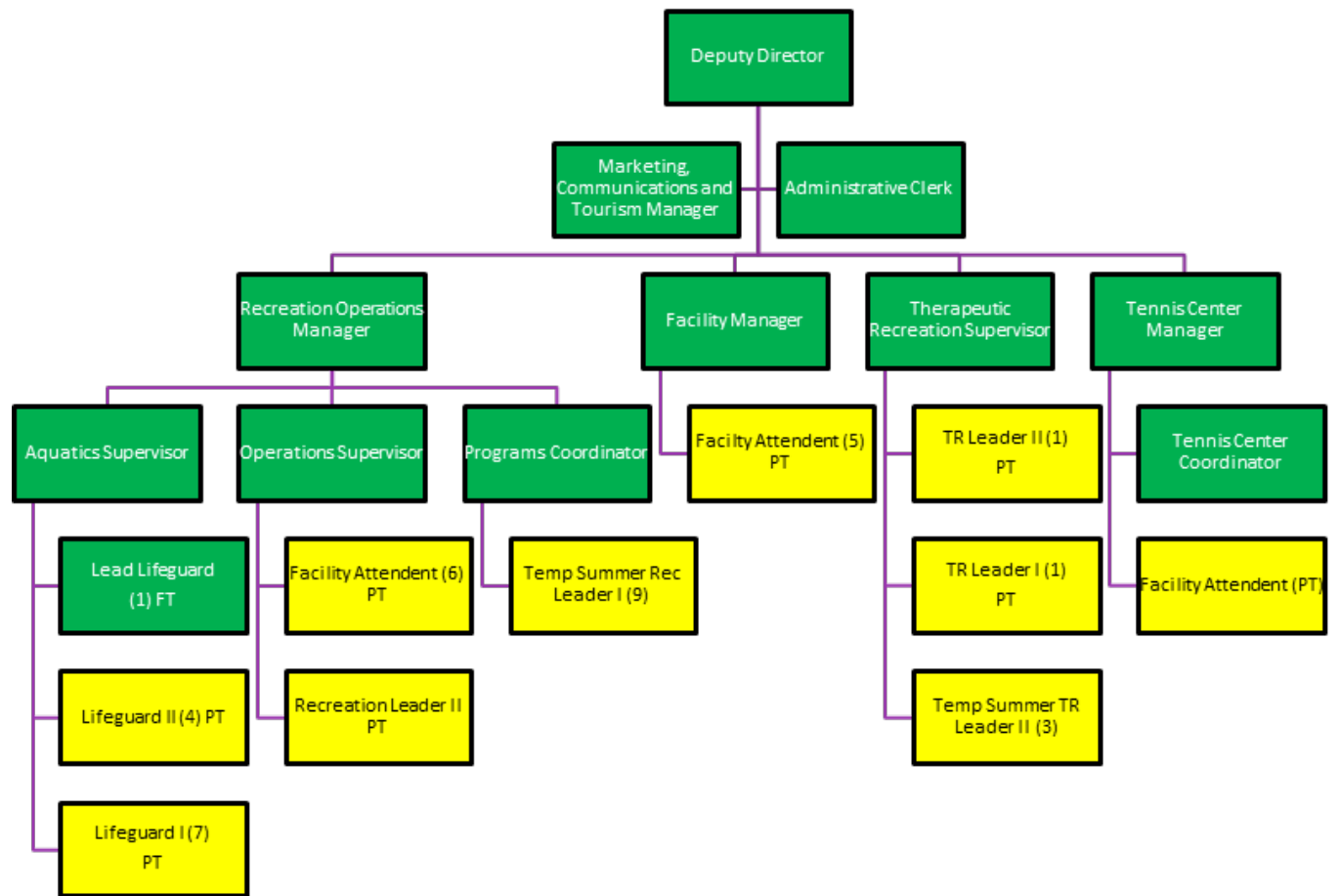
Facility operations, recreation programming, and administrative services are provided in the recreation division. The staff manages Johnson Park and the Johnson Park Community Center, C.E. Steele Community Center, Black Shoals Park and Randy Poynter Lake operations and facility rentals for JP Carr Gymnasium and Community Center and Rockdale County Auditorium and all park pavilions. Programs are offered in aquatics, therapeutics, athletics, tennis and general recreation. The staff facilitates the use of facilities by the sports associations and conducts community special events. Budget development and oversight, marketing, volunteer management, and customer service all fall within the Recreation Division. Recent changes include bringing youth baseball, youth football and tennis programs in-house to replace service providers.

Figure 5.3: Parks and Recreation Organization Chart

Color key:

Green = Full-time Positions

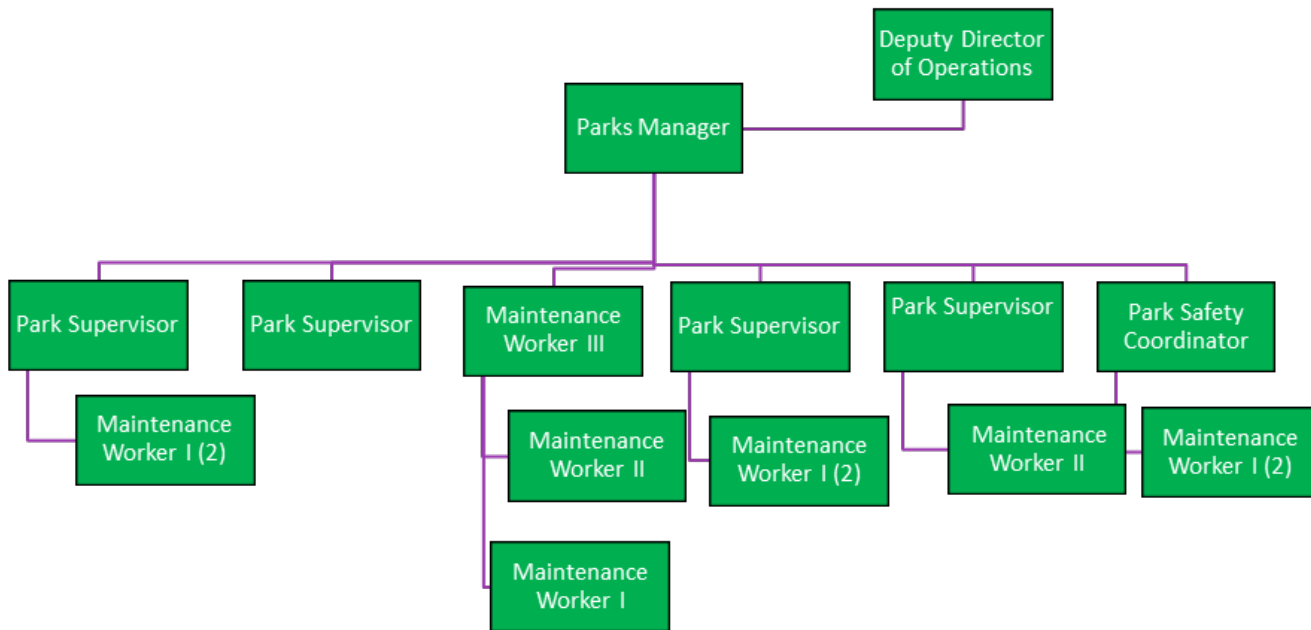
Yellow = Part-time/Seasonal Positions



Parks Maintenance

Parks maintenance staff oversees mowing contracts for County grounds, performs park and facility safety inspections, provides landscape maintenance for parks and maintains ballfields, playgrounds, picnic pavilions, trails, and other park amenities. The division also provides minor facility maintenance and repairs and performs custodial duties for Johnson Park Recreation Center, Rockdale County Tennis Center, JP Carr Gymnasium and Community Center, Black Shoals Park, Earl O'Neal Park, Legion Fields, C.E. Steele Community Center, and Rockdale County Auditorium. The staff sets up and breaks down for the community center uses and supports special events.

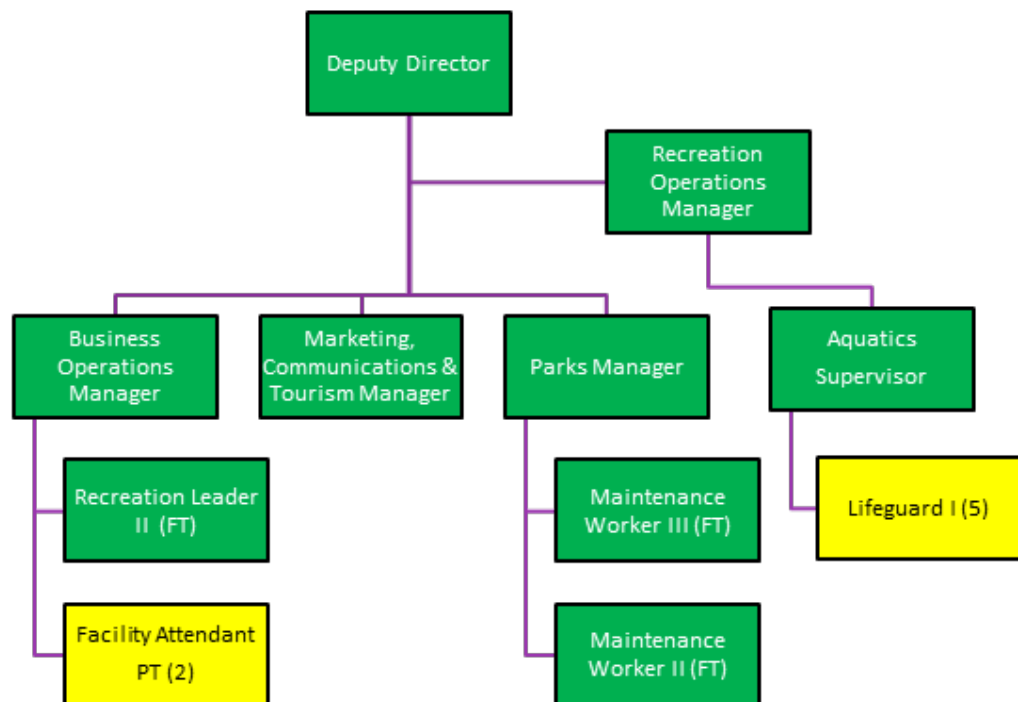
Figure 5.4: Parks Maintenance Organization Chart



Costley Mill Park

Costley Mill Park is envisioned to serve as a tourist destination venue while also providing recreation opportunities for the county residents. The grand opening for Costley Mill Park was held on May 19, 2018. The park's historic significance and natural beauty supports its use as an event site for weddings, private events, and television and movie production, as well as photo shoots. The Costley Mill staff is tasked with promoting and managing the facility to optimize revenues. The park is maintained by the parks maintenance staff and a Lead Lifeguard position in the Recreation Division will manage the seasonal lifeguard staff.

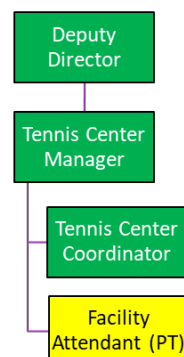
Figure 5.5.A: Costley Mill Organization Chart



Rockdale Tennis Center

The Rockdale Tennis Center is a state-of-the-art complex that opened in 2009 and features 14 tennis courts. The Tennis Center staff is tasked with coordinating facility activities and reservations, managing the pro shop, and general facility maintenance.

Figure 5.5.B: Tennis Center Organization Chart



Staffing Benchmarks

Benchmarking serves as a guide to assess staffing levels. But unlike police and fire where services are more standardized, benchmarking parks and recreation services is more complex due to the differences in community approaches to parks and recreation. The type, scope, and number of parks and recreation amenities, park acreage, and programming differ from agency to agency and there are multiple service delivery options. Benchmarking should be used to give communities a general idea of how their staffing levels stack up with parks and recreation department staffing levels across the country.

The number of employees per 10,000 residents is a standard benchmark comparison for parks and recreation staffing levels. The 2018 NRPA Agency Performance Report indicates that the median full time equivalent (FTE) employees per 10,000 residents for parks and recreation departments nationwide is 7.9. For agencies with populations of 50,000 to 150,000 the median FTE per 10,000 residents is 8.9.

Rockdale County Parks and Recreation FTE for full-time employees is 3.54. The FTE per 10,000 population increases to 5.65 with the addition of the part-time employees. (Assumption: each position works 50% of a full-time work schedule)

It is standard practice to assess parks maintenance staffing levels by the acres maintained per (FTE) employee.

Figure 5.6: Benchmark Parks Maintenance Staffing

Entity	Acres Maintained per Full Time Equivalent (FTE)
NRPA Park Metrics	2013 Median = 17.1 2016 Median = 13.5
International City Managers Association (ICMA) (2008)	General Standard = 18-20 acres Best Practice = 12 Acres

Rockdale County parks maintenance staff maintains 1714.69 acres of park land, including Randy Poynter Lake, which is approximately 650 acres. The following provides a breakdown of those acres by park classification.

Figure 5.7: Parks and Acres of Maintained Parkland

Park Classifications	# of Locations	Acreage Maintained
Mini Parks	4	4.64
Neighborhood Parks	4	22.99
Community Parks	3	264.55
Regional Parks*	2	413.48
Sports Complexes	3	186.68
Trails**	2	60.11
Special Use Parks	3	12.15
TOTALS	21	964.60

*Black Shoals Park: Randy Poynter Lake acreage removed

**DeCastro Trail: .1 acre trailhead maintained

Rockdale County's parks maintenance level of service (LOS) is 53.59 acres maintained per employee.

Key Issues and Recommendations: Divisions

The public engagement section of this plan documents citizen interest in increased programs and recreation amenities. The facility assessments documented deferred maintenance needs in existing parks. The planning team has identified best management practices in the field of parks and recreation that need to be implemented. The staffing recommendations work in concert with the comprehensive plan recommendations for expanding and increasing programs, addressing maintenance deficits, beautifying parks, increasing revenue generation, optimizing the use and benefit of parks and recreation assets, engaging citizens, and managing a top performing agency.

This section of the plan includes recommendations for changes in the organization structure, new titles and reclassification of existing positions, and significant increases in staffing levels throughout the organization. The recommendations are presented by functional divisions, justification is provided for each position change or staff addition, and a phased or prioritized implementation plan is included. Recommendations are based on positions, not personnel.

Administration and Costley Mill

The current organization structure and staffing levels do not provide for sufficient leadership and management functions. The lack of administrative support will significantly limit the staff's ability to improve and expand services based on the best practice recommendations contained in this plan. It is recommended that a Director of Parks and Recreation position be hired to lead and manage Rockdale County Parks and Recreation as a stand-alone Department.

Currently the Recreation Operations Manager performs the duties of programming, park operations, and administration. This position develops the division budgets, handles the financial accounts of the parks maintenance division, tracks program participation and revenue generation, in addition to the other administrative and supervisory responsibilities. The Recreation Operations Manager position should focus on program growth and optimizing the use and benefit of the recreation facilities.

It is recommended that a Facility Manager position be created to implement the business plan for Costley Mill Park and supervise the staff. As a new operation, unanticipated challenges and opportunities are likely to emerge that may warrant additional staffing plan adjustments for the management of Costley Mill Park.

Figure 5.8A: Administration: Recommended Organization Chart

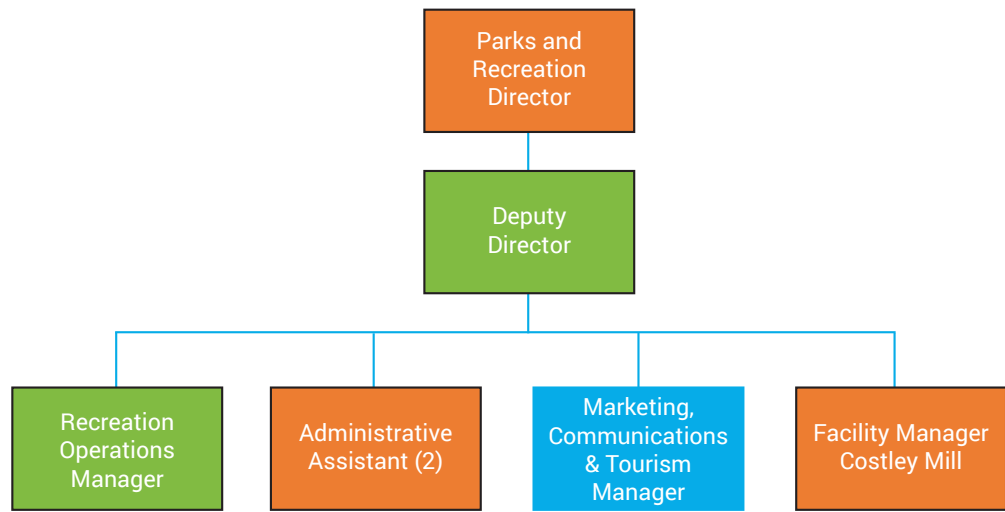
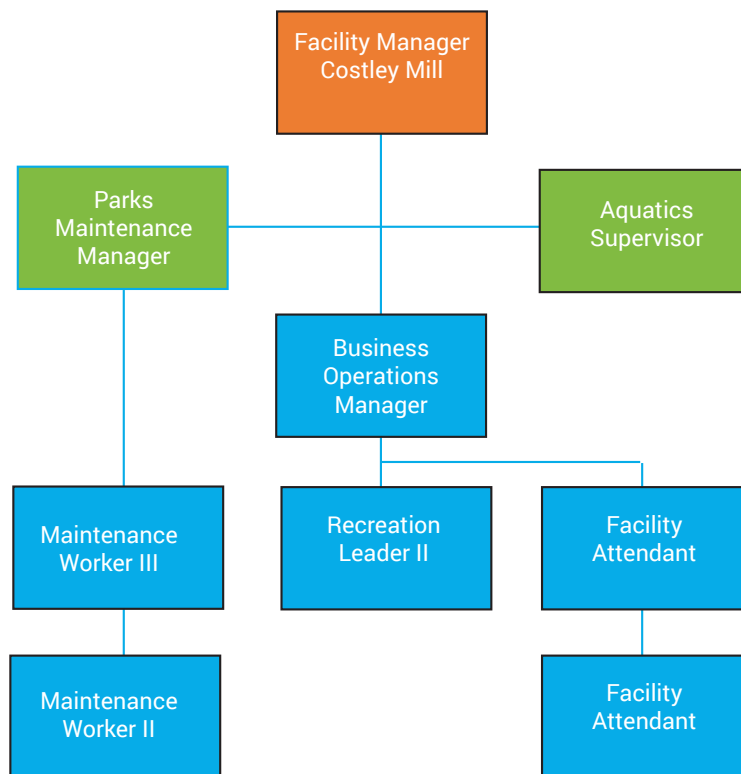


Figure 5.8B: Costley Mill: Recommended Organization Chart



Color key:

Blue = Existing position, no change recommended
 Green = Existing position, changes recommended
 Orange = New position

Below is a detailed description and justification for each of the recommendations.

Figure 5.9: Administration and Costley Mill position recommendations

Position	Recommendation	Justification / Comments
Director of Parks and Recreation	New Position	This position oversees all aspects of the Parks and Recreation Department. The title change clarifies the position's organizational role. The title will be important for recruiting qualified candidates in the future. This position is critical to the implementation of recommendations contained in this plan.
Deputy Director	Report to the Director of Parks and Recreation	This position will assist the Director in oversight of all aspects of the Parks and Recreation Department. The Deputy Director's role will focus on daily operational administration within the Division as well as support in implementing the recommendations contained in this plan.
Administrative Clerk	Re-Title: Administrative Assistant Existing position: 1 New position: 1 Report to the Deputy Director	The Division lacks administrative support for management. Administrative support is currently needed and it will be even more important as the managers implement new best practices recommended in this plan. It is anticipated that one of these positions support the work of the director's office and the other primarily support the recreation department. The positions should be cross-trained to support work throughout the Division as needed.

Position	Recommendation	Justification / Comments
Facility Supervisor	New Position (Costley Mill) Direct report to the Deputy Director Direct reports include the Business Manager and the Recreation Leader II	Currently all three professional positions assigned to Costley Mill are directly supervised by the Deputy Director. This span of control limits the Deputy Director's leadership role by requiring that the Deputy Director be integral to the day to day operations at Costley Mill. This manager level position is recommended to be responsible and accountable for implementing the business plan for Costley Mill.

Administration and Costley Mill Park: Recommended Priorities

Priority 1

Parks and Recreation Director

Administrative Assistant

Deputy Director

Priority 2

Administrative Assistant

Facility Supervisor- Costley Mill Park

Recreation

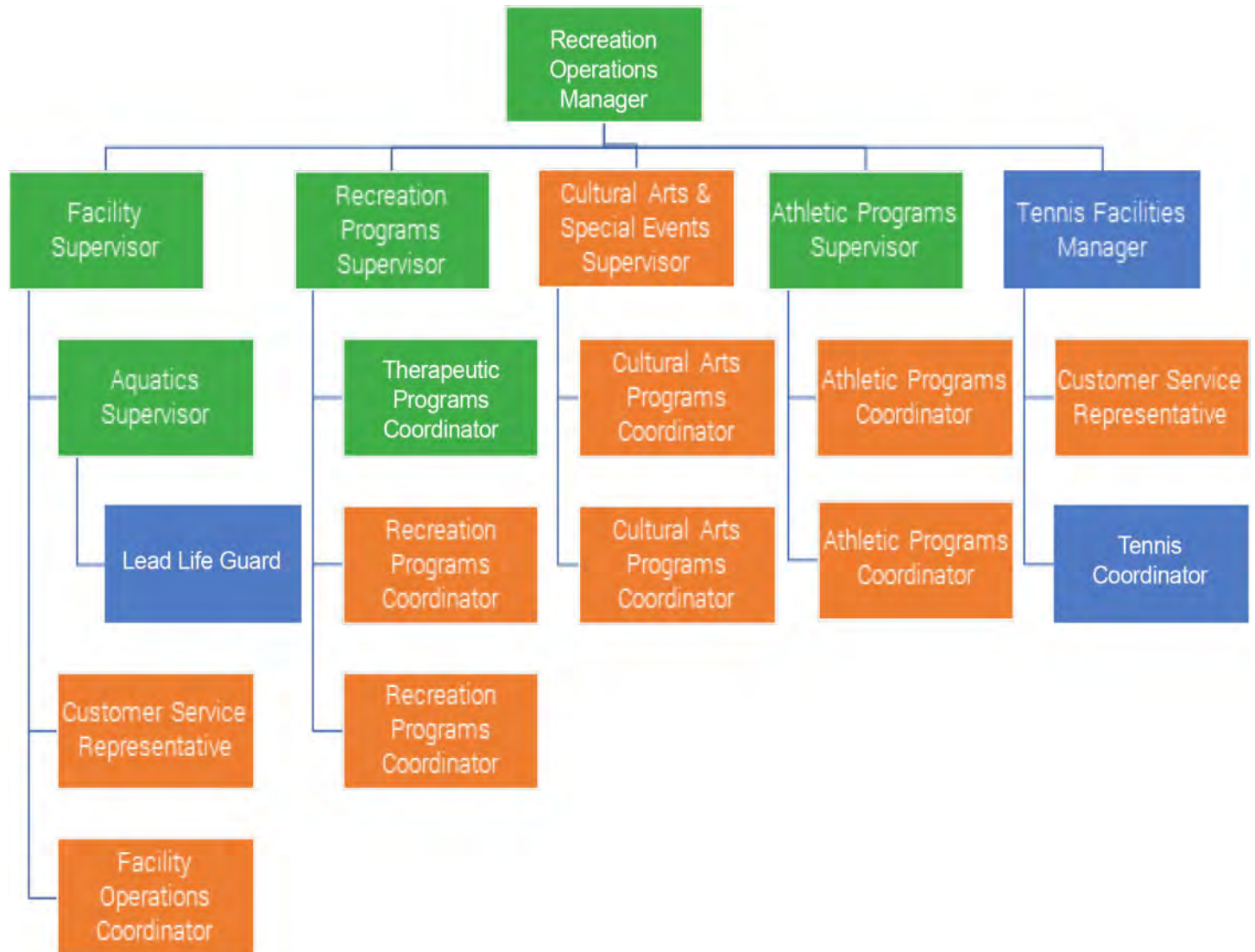
The addition of an administration division, as previously described, enables the Recreation Operations Manager to focus on critical needs for program development and delivery and facility operations. The Recreation Department structure is recommended to be changed to include Facilities, Recreation Programs, Athletic Programs, Tennis, and a new division, Cultural Arts & Special Events. The reorganization transfers the therapeutic recreation area from the direct supervision of the Deputy Director to the Recreation Division. The Facility Supervisor position is upgraded to assume responsibility and accountability for all facilities operations and staff oversight, including aquatics. A Customer Service Representative is recommended to replace 40 hours of part-time Facility Attendant hours at the Johnson Park Community Center and the Rockdale County Tennis Center. A revised organization chart is found below. While part-time staff are not included in the chart, it is intended that part-time staff will supplement full-time staff in program delivery.

Figure 5.10: Recommended Recreation Department Organization Chart Color key:

Blue = Existing position, no change recommended

Green = Existing position, changes recommended

Orange = New position



The organization structure change necessitates staff reassignments, re-classification and title changes. The new titles provide for a hierarchy of positions and reflect titles typical of parks and recreation departments. Recommendations are included below.

Figure 5.11: Recreation: Recommended Changes to Existing Positions

Position	Recommendation	Justification / Comments
Recreation Operations Manager	Change in responsibilities	This recommendation removes the division administrative function from the position and adds all existing and new program areas. This position remains responsible for overseeing all facility and park operations. The new aquatic community center recommended in this plan would also fall under the direction of this position. The Deputy Director oversees the administrative areas and Costley Mill Park. The Costley Mill Park staff remains a separate function.

Position	Recommendation	Justification / Comments
Programs Coordinator	Re-Title: Recreation Programs Supervisor Reclassification: Supervision responsibilities for full-time staff	Recreation program accountability and expansion is improved with this position assuming responsibility for all general recreation programs and a supervisory role for therapeutic recreation. This title change reflects the new hierarchy of position titles. Program coordinators added for youth and teens, outdoor recreation or other specialty recreation areas (exception: cultural arts and athletics) will fall under the supervision of this position. Currently this position serves as the summer camp director. It is recommended that this position provide planning, training, oversight, and evaluation of the summer camp program, but a temporary summer camp director and camp staff be hired to conduct the program.
Facilities Manager	Re-Title: Athletic Programs Supervisor Reclassification: Supervisory responsibility for full-time staff	This title change accurately reflects the type of work currently performed and reflects the new hierarchy of positions titles. This position is responsible for managing the sports associations use of facilities and implementing current and new sports programs. The addition of Athletic Program Coordinator positions adds a supervisory role.

Position	Recommendation	Justification / Comments
Operations Supervisor	Re-Title: Facility Supervisor Reclassification: Supervisory responsibility for full-time staff	This position's responsibilities are expanded to manage all areas of the Johnson Park Community Center, oversee operations of Randy Poynter Lake and all facility rentals. The position is upgraded to supervise full time staff. This position change increases accountability for the full operations of the community center including oversight for aquatics.
Therapeutic Recreation Supervisor	Re-Title: Therapeutic Programs Coordinator Reorganize - Change Reporting	This position currently reports directly to the Deputy Director. The Deputy Director position's span of control (number of direct reports) limits the ability to provide overall leadership of the division. It is recommended that this position report to the reclassified Recreation Programs Supervisor position. The title change for this position reflects the new hierarchy of titles for the Recreation Division.
Aquatics Supervisor	Reorganize - Change Reporting	It is recommended to change this position from a direct report to the Recreation Operations Manager to a direct report to the Facility Supervisor. This is in keeping with the Facility Supervisor's new role of responsibility for the entire community center, including aquatics.

New program positions are needed to expand program opportunities. Expanding opportunities will activate parks, revenue generation, engage citizens, and optimize the use and benefit of the facility assets. The program staff will be tasked with implementing CAPRA best practices for program development and delivery, building community partnerships and assessing citizen interest and satisfaction.

Figure 5.12: Recreation: Recommendations for New Positions

Recommended New Positions	Justification / Comments
Cultural Arts and Special Events Supervisor	The public input for this study indicated an interest in expanded programs for the arts and community events. The Rockdale County Auditorium is an underutilized asset. This position is responsible for implementing a comprehensive cultural arts program, the development of county wide special events, and optimizing the use of Rockdale County Auditorium. The development of partnerships with community arts organizations, advocates, and volunteers will be key to growing community support for expanded program opportunities. This position reports to the Recreation Operations Manager.
Cultural Arts Programs Coordinators (2)	As the Cultural Arts and Special Events Supervisor implements new programs, additional staff will be needed. It is anticipated that Cultural Arts Program Coordinators will oversee Rockdale County Auditorium operations and a second Cultural Arts Programs Coordinator will implement new programs and special events throughout the parks and facilities. These positions report to the Cultural Arts and Special Events Supervisor.
Athletic Programs Coordinators (2)	The county has recently (2017) terminated partnerships with youth baseball and football associations and are offering these sports as a part of the Parks and Recreation Division programs. Partnership management responsibilities remain in place for girls softball and youth soccer. The division also offers adult softball, youth and adult basketball programs, and hosts multiple tournaments to attract tourism. There is an opportunity to offer additional sports programs in new innovative formats for youth, teens, and young adults. Additional staff positions are needed to develop and manage program expansion. These positions report to the Athletics Program Supervisor.

Recommended New Positions	Justification / Comments
Recreation Programs Coordinators (2)	Programs for youth and teens and outdoor recreation have been identified in this plan as an opportunity for development and expansion. These program areas focus on activating existing park assets including Black Shoals Park, Randy Poynter Lake, J.P. Carr Gymnasium and Community Center, and the trail system. This plan recommends renovating C.E. Steel Community Center to serve as a youth center. The Recreation Program Coordinators report to the Recreation Programs Supervisor.
Facility Operations Coordinator	This position works under the direction of the Facility Supervisor to oversee the operations of Randy Poynter Lake and the parks rental facilities. These facilities generate revenue and are heavily used by the residents. Part-time Facility Attendant hours will be reduced.
Customer Service Representative (2)	Full-time Customer Service Representatives replace 40 hours per week of part-time Facility Attendants at the Johnson Park Recreation Center and the Rockdale County Tennis Center. Permanent front desk staff at these highly visible and heavily used facilities will provide improved consistency and reliability of customer service functions. These positions are often the first (and sometimes the only) point of interaction with the public and that interaction reflects directly on county government. The heavy reliance of part-time staff in key positions results in higher turnover, additional training needs, and reduction in service levels.

Recreation Program Division – Recommended Priorities**Priority 1**

- Change in Responsibilities:
 - Recreation Operations Manager
- Reorganization and Re-title/Reclassify
 - Facility Supervisor
 - Athletic Programs Supervisor
 - Recreation Programs Supervisor
 - Therapeutic Programs Coordinator
 - Aquatic Supervisor
- Athletic Programs Coordinator
- Cultural Arts and Special Events Supervisor
- Customer Service Representative (Community Center)

Priority 2

- Recreation Programs Coordinator
- Facility Operations Coordinator
- Cultural Arts Programs Coordinator
- Customer Service Representative (Tennis Center)

Priority 3

- Cultural Arts Programs Coordinator
- Recreation Programs Coordinator
- Athletic Programs Coordinator

Parks Maintenance

The Parks Maintenance staffing levels fall well below national benchmarks. The planning team's inspection of parks revealed deferred maintenance and deficiencies in terms of ADA compliance, general grounds conditions, drainage, and repairs for park furnishings, dugouts, fencing, pavilions, and other park amenities. The planning team has also identified the need to implement up-to-date parks maintenance business practices for work order management, standards development, performance measurement, identifying the cost of service, and planning. Two (2) new supervisory level positions are recommended to be added as direct reports to the division manager to implement new processes that will improve effectiveness and efficiencies. The current Park Supervisor positions are retitled as Crew Chief and two (2) new Crew Chief positions are added. Once a decision is made to purchase a computerized maintenance management system (CMMS), an Analyst position is recommended to fully implement the system. This position will also assume budget development and monitoring responsibilities.

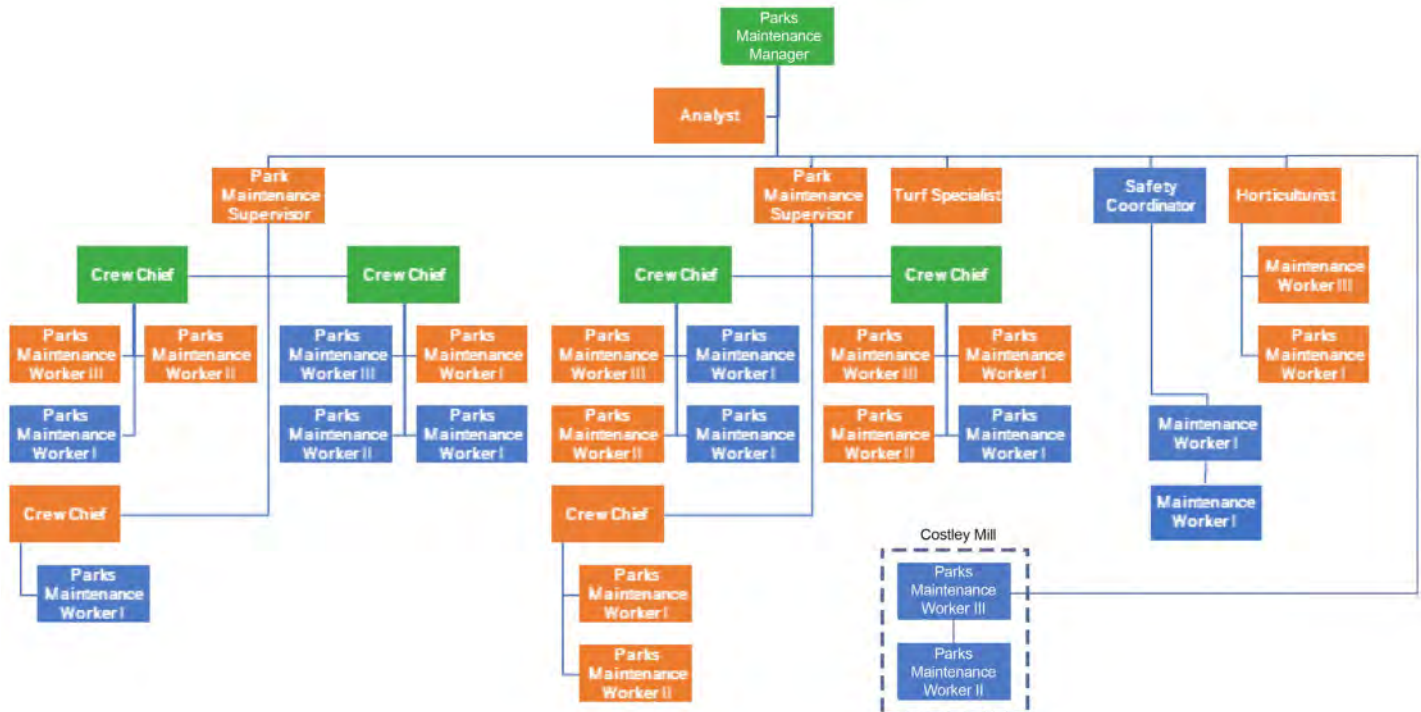
Specialized staff expertise is recommended for horticulture services and sports turf care. It is recommended that seasonal staff be added to the crews. There are currently no seasonal or part-time parks maintenance staff. Outsourcing duties such as after-hours custodial services and general turf mowing should be analyzed for potential cost savings. As park land is developed and recreation amenities are brought on line, additional parks maintenance staff will be needed to maintain the new facilities at an acceptable level of service. The recommended changes and additions in the parks maintenance staffing plan are included below.

Figure 5.13: Recommended Parks Maintenance Organization Chart

Blue = Existing position, no change recommended

Green = Existing position, changes recommended

Orange = New Position



The organization structure change necessitates staff reassignments, re-classification, and title changes. The new titles provide a hierarchy of positions, offering more opportunity for staff advancement. The new titles are consistent with those typically found in parks and recreation departments. The recommendations are included below.

Table 5.14: Parks Maintenance: Recommended Changes to Existing Positions

Position	Recommendation	Justification / Comments
Parks Manager	Re-Title: Parks Maintenance Manager	The new position title is more descriptive of the position responsibilities and in line with typical parks and recreation position leadership titles.
Parks Supervisor (4)	Re-Title: Crew Chief	These positions currently perform work that is generally considered Crew Chief level responsibilities and tasks. This position title change reflects the new hierarchy of positions within the Parks Maintenance Division. Each crew chief will supervise parks maintenance workers.
Parks Maintenance Worker III – Costley Mill Park	Re-Title: Crew Chief - Costley Mill Park	The Costley Mill Park maintenance staff includes recently approved (2017) positions for a Maintenance Worker I and a Maintenance Worker III. These positions are supervised by an existing Parks Supervisor. It is recommended that the Parks Maintenance Worker III position be elevated to a Crew Chief with the expectation that additional park maintenance workers will be needed to maintain this high profile park.

Increased parks maintenance staffing is needed to address maintenance deficits and improve the current level of service. Staff is needed to support the implementation of improved parks maintenance business practices. The full implementation of the staffing plan will increase the LOS to 26.07 employees per park acreage currently maintained. While it is not feasible for the LOS to be met immediately, it is recommended that the county adopt an annual target LOS to progress toward an optimal level of service. Part-time maintenance employees are a solution for containing costs while improving the LOS. Recommendations for new positions are provided below.

Figure 5.15: Parks Maintenance: Recommended New Positions

Recommended New Positions	Justification / Comments
Park Maintenance Supervisor (2)	-Report to the Parks Maintenance Manager -Crew Chiefs as direct reports These new positions will be responsible for planning, acquiring resources as needed, and evaluating the work of the crews. The Parks Maintenance Supervisors will interact with the Recreation Division staff on a regular basis to identify maintenance deficits or needs and schedule event support services. Work orders and progress reports will be input in a Computerized Maintenance Management System (CMMS) as recommended in this plan. These positions may work in the field as needed to fill staffing voids or emergencies.
Analyst	-Reports to the Parks Maintenance Manager The Analyst serves as the expert for the Computerized Maintenance Management System (CMMS) as recommended for purchase in this plan. The duties include: trains staff on the use of the system, updates park system data, tracks and reports performance measurements based on established standards, provides cost of service reports, monitors staff task times, maintains life cycle replacement schedules, provides schedules for preventive maintenance, estimates parks maintenance costs for park capital projects, develops and manages the division budget, and other tasks in support of improved parks maintenance services.

Recommended New Positions	Justification / Comments
Horticulturist	-Reports to the Parks Maintenance Manager -Supervises parks maintenance workers This position performs landscape and grounds maintenance services and directs the parks maintenance staff in the implementation of horticultural best practices for the beautification of the parks system. The horticulturist collaborates with Keep Conyers-Rockdale Beautiful to develop and implement a volunteer "Adopt A Park" program and utilize the skills of Master Gardener volunteers. This position should initially focus on beautifying areas of high visibility to promote a positive image of the parks system.
Turf Specialist	-Reports to the Parks Maintenance Manager The sports fields are heavily used by community groups and were also constructed for the purpose of increasing tourism and visitor spending in Rockdale County. Competition among communities for tournaments and events is fierce. Keeping facilities updated and maintained is critical for success in event hosting. This position provides expert sports turf advice and support. Duties include: establishing turf care standards, preparing seasonal schedules for turf tasks, testing, monitoring performance measures, overseeing irrigation systems, troubleshooting issues, recommending materials and equipment, and other sports turf responsibilities. This position is tasked with applying best practices to achieve efficiencies while improving and maintaining the quality of the sports field turf.
Crew Chiefs and Parks Maintenance Workers	-Crew Chiefs - Add 2 positions -Parks Maintenance Worker III – Add 4 positions -Parks Maintenance Worker II – Add 4 positions -Parks Maintenance Worker I – Add 4 positions -Parks Maintenance workers report to the Crew Chiefs -Establishes a hierarchy of positions for staff advancement opportunities; important for staff retention An increased number of parks maintenance workers are needed to achieve desired service levels. The number and classification of parks maintenance worker positions should regularly be assessed against the established performance standards to determine ongoing needs.

Parks Maintenance Division – Recommended Priorities**Priority 1**

- Re-title:
 - Parks Maintenance Manager
 - Crew Chief (4)
- Parks Maintenance Supervisor (2)
- Parks Maintenance Worker I (2)
- Parks Maintenance Worker II (2)
- Parks Maintenance Worker III (2)

Priority 2

- Crew Chief (2)
- Parks Maintenance Worker I (1)
- Parks Maintenance Worker II (2)
- Parks Maintenance Worker III (1)
- Horticulturist
- Analyst (upon purchase of the digital parks maintenance management system)

Priority 3

- Turf Specialist
- Parks Maintenance Worker III (Horticulturist Group)
- Parks Maintenance Worker I (Horticulturist Group)

Staffing Plan Summary

The charts below include all recommended division position changes and additions by a three-tiered priority system, and are provided as a guide.

Figure 5.16: Priority 1 Recommendations

Positions	Change
Parks and Recreation Director	New
Deputy Director	Change Responsibilities
Recreation Operations Manager	Change Responsibilities
Facility Supervisor	Re-Title/Reclassify
Athletics Programs Supervisor	Re-Title
Recreation Programs Supervisor	Re-Title/ Reclassify
Therapeutic Programs Coordinator	Re-Title/Reorganize
Aquatics Supervisor	Reorganize
Parks Maintenance Manager	Re-Title
Administrative Assistant	New
Athletic Programs Coordinator	New
Cultural Arts and Special Events Supervisor	New
Customer Service Representative (Community Center)	New
Crew Chiefs (4)	Re-Title
Parks Maintenance Worker I (2)	New
Parks Maintenance Worker II (2)	New
Parks Maintenance Worker III (2)	New
Parks Maintenance Supervisor (2)	New

Figure 5.17: Priority 2 Recommendations

Positions	Change
Administrative Assistant	New
Facility Supervisor – Costley Mill	New
Customer Service Representative (Tennis Center)	New
Recreation Programs Coordinator	New
Facility Operations Coordinator	New
Cultural Arts Programs Coordinator	New
Horticulturist	New
Crew Chief (2)	New
Parks Maintenance Workers I (1)	New
Parks Maintenance Workers II (2)	New
Parks Maintenance Workers III (1)	New
Analyst (upon purchase of CMMS)	New

Figure 5.18: Priority 3 Recommendations

Positions	Change
Cultural Arts Programs Coordinator	New
Recreation Programs Coordinator	New
Athletic Programs Coordinator	New
Turf Specialist	New
Parks Maintenance Worker III	New
Parks Maintenance Worker I	New

The implementation of the staffing plan enables new program development, the application of best practice management standards and practices, and an improved parks maintenance level of service. While benchmarks serve as a comparison for measuring services, the assessment and engagement of the public will provide the best performance feedback.

Figure 5.19: Position Summary Implementation with Level of Service

Division	Current	Priority 1 Implementation	Priority 2 Implementation	Priority 3 Implementation
Administration	0	4	6	6
Recreation*	10	9	13	16
Parks Maintenance	16	24	32	35
Costley Mill**	4	4	5	5
Tennis Center	2	2	2	2
TOTALS	32	43	58	64
FT Staff/10,000 residents***	3.54	4.76	6.42	7.09
Parks Maintenance LOS****	53.59	37.10	28.37	26.07

Note: The part-time positions are not included in this chart

* The Deputy Director, Administrative Clerk, Marketing, Communications, and Tourism Manager positions are moved to Administration

** The Marketing, Communications & Tourism Manager position is not included in Costley Mill staffing

*** Based on current population - does not account for population changes

**** Based on existing acreage maintained -does not account for additional park development

Key Issues and Recommendations: Staff Development and Certification

The staffing plan recommendations establish a hierarchy of positions with increased opportunities for staff advancement within the organization. Training plans should be developed to teach concepts, skills, abilities, and attributes required for advancement for each job classification. A job specific orientation program is needed for all new employees.

Funding for staff to attend important conferences, specialized professional training, and webinars shows a commitment to staff development and service improvements. Staying up to date on trends, learning new operations practices, discovering innovative program ideas, finding alternative solutions to common problems, and networking with staff from high performing agencies is critical for Rockdale County's staff continuous service improvement.

Certifications are important for assuring that staff is qualified to perform their work. Services requiring certifications related to health, welfare, or safety must be either performed by certified staff or certified contracted service providers. The current staff certifications are included below:

Figure 5.20: Rockdale County Current Staff Certifications

Position	Certification
Recreation Operations Manager	Certified Parks and Recreation Professional (CPRP)
Facilities Manager	Certified Youth Sports Administrator Commercial Driver's License
Parks Manager	Certified Playground Safety Inspector
Safety Coordinator	Certified Playground Safety Inspector
Several Staff	Commercial Driver's License
Therapeutic Supervisor	Certified Therapeutic Recreation Specialist (CTRS)

Going forward, the following staff certifications are recommended:

Figure 5.21: Recommend Certification to Maintain/Obtain

Positions	Certification
Parks and Recreation Director Recreation Operations Manager Facility Supervisor Recreation Programs Supervisor Athletics Programs Supervisor Cultural Arts & Special Events Supervisor	Certified Parks and Recreation Professional (CPRP)
Athletic Programs Supervisor Athletic Programs Coordinator	Certified Youth Sports Administrator (CYSA)
Park Supervisor Safety Coordinator	Certified Playground Safety Inspector (CPSI)
As identified by staff	Commercial Driver's License

Operations Assessment

Mission, Vision, Core Values

Building the foundation for success: Mission, vision, and core values guide the development of goals and objectives.



Mission: What is our purpose? What we do.

Vision: What do we aspire to be? Future-oriented.

Core Values: What is important to us? Our beliefs & commitments.

Rockdale County Parks and Recreation Mission:

Parks & Recreation strives to provide relevant and diverse family, arts, and cultural programming while improving our park facilities through upgrades and amenities that attract new and existing citizens, businesses, and tourism.

Rockdale County Vision Statement

Rockdale County is a perfectly-positioned community with a rock-solid approach dedicated to excellence in customer service, quality of life, and global economic development.

Rockdale County Values/Goals

Educated Workforce

As the County moves forward and educates its workforce, Rockdale will continue to position itself for emerging job opportunities and markets into the future.

Thriving Businesses

As Rockdale develops innovative ways to become even more business-friendly, the County will continue to retain, expand, and attract partners and industry while also providing proactive and meaningful support to foster a positive business climate for ongoing growth and success.

Sustainability – Innovative, Forward Thinking

As the County continues to think outside the box and look forward, it is critically important that Rockdale not only promotes economic growth and stability by supporting existing businesses, targeting new businesses and attracting corporate and regional headquarters, but also takes a holistic approach to community and economic development. The County must track and evaluate customer service practices to advance itself as a community choice for top customer care.

Community – Suitable Quality of Life

It is essential that economic development includes identifying and submitting state and federal grant applications for community development. Rockdale County must continue to encourage and assist with community development projects such as affordable housing, neighborhood stabilization and community home investment programs, as well as mixed-use developments that focus on a combination of live, work, shop and play neighborhood concepts.

Recommendations:

Develop a vision statement and core values for Rockdale County Parks and Recreation that aligns with the county's vision statement and values.

Review the Parks and Recreation Mission statement and recommit or revise.

Obtain formal approval of the mission, vision, and core values by the Board of Commissioners.

Communicate to the public the mission, vision, and core values by prominently displaying on the website, posting in facilities, and as appropriate, in promotional materials.

Communicate the mission, vision, and core values during employee orientation and regularly remind staff of the purpose and importance of the mission, vision, and core values to their daily approach to their work.

Goal Setting and Performance Measurement

Pursuing the mission and vision: Goals provide guidance for staff in their decision making and daily work. Performance measurement tracks goal progress and attainment. The County has established goals for the Recreation Division and Costley Mill Park.

Recreation Staff Goals:

- To maximize human, capital, and operational resources in an efficient, effective, and responsible manner.
- To encourage and promote a healthy community through education and participation.
- To provide innovative and quality opportunities that create positive experiences for a diverse population.
- To recruit, develop, and advance a dynamic professional staff.
- To cultivate citizens' input and ensure exemplary customer service.
- To develop and promote opportunities to expand Recreation programs through partnerships, cooperative agreements, and with creative utilization of facilities.

The Recreation Division has established specific goals/objectives based on the goals above. These include specific goals for increasing revenue, expanding program participation in existing programs, creating new programs targeting specific program areas or age groups, developing new partnerships, increasing the number of facility rentals, staff development, and other administrative task goals.

Costley Mill Park Goals:

The 2018 Costley Mill Park business plan established three goal focus areas:

- Customer Service
- Quality of Life
- Economic Development

There is room for improving the division's focus and performance through the implementation of an improved goal development and tracking process. The division lacks overall organization goals. Costley Mill Park goals address focus areas, but lack clarifying goal statements and are not tied to outputs or outcomes. The Parks Maintenance Division relies on established standards for performing work based on the facility type, but does not have written goal statements and tracking mechanisms in place. The Recreation Division's overall goals do not inherently tie to measurable outputs or outcomes. The goal areas and performance measures relate to the overall goals, following SMART goal concepts, the generally accepted practice for goal setting.

For the overall division, goal focus areas with goal statements should be established with a few key objective performance measures to be tracked and reported. The department goals should align with Rockdale County goals, the division goals should build on the department goals, and the individual staff performance goals should be in concert with the department and division goals. Staff throughout all levels of the organization should be engaged in goal development. Each organization component works in concert to move the dial forward!



Performance Measurement:

The implementation of an effective goal and performance measurement system is based on the ability to collect and analyze accurate data. Data collection should be tied directly to goal areas. The Recreation Division captures participation, facility use, and financial data at the facility and program level. The Parks Maintenance Division does not have systems in place to efficiently collect data, but this plan recommends that a Computerized Maintenance and Management System (CMMS) be purchased for parks maintenance. This tool will assist parks maintenance staff in goal setting and performance measurement.

Some common performance measurements include:

- # of Program Registrants by Program Area
- # of Rentals by Facility Type
- Revenues Generated
- Revenue Recovery Rate
- # of Safety Inspections Completed on-time
- # of Work Orders Completed on-time
- # of park acres maintained

An equally important component of performance tracking is customer service assessments. In addition to internal data tracking, the division needs to expand its use of customer satisfaction surveys to track goal progress. Surveys are easy to create, administer, and summarize data through Survey Monkey or other online surveying application. All facility use rental customers and program participants should receive a follow-up survey to assess service levels. Typical areas of assessment include:

- Cleanliness of facility
- Appropriateness of facility for use/program
- Ease of registration or reservation
- Courteousness and helpfulness of staff
- Overall Satisfaction Ratings

Recommendations:

Develop SMART goals for the overall division and each organization component. Review and update goals annually. Engage staff in the goal development and update process.



Identify key performance areas to track. Develop and implement data collection methods and processes for both internal data and customer assessments. Assign staff responsibilities.

Create detailed goal progress reports for staff review and analysis, either quarterly or in conjunction with the work cycles of each organizational component. Develop a summarized report shared on a regular basis with staff. Create an annual report for presentation to the Board of

Commissioners.

Establish a goal-driven organization culture with a mindset for continuous improvement.

Policies, Procedures, Standards, and Plans

CAPRA established best practice fundamental standards for parks and recreation policies, procedures, standards, and plans that are required for national accreditation.

CAPRA Fundamental Policies, Procedures, Standards, and Plans
Parks and Recreation System Master Plan
Strategic Plan with Mission, Vision, and Goals
Administrative Policies and Procedures
Maintenance and Operations Management Standards
Recreation Programming Plan with Goals and Objectives
Public Information Policy and Procedure
General Security Plan
Risk Management Plan and Procedures
Comprehensive Revenue Policy

The Recreation Division has in place a division Standard Operating Procedures (SOP) Manual and specific SOP manuals for Programming, Aquatics, Athletics, and Black Shoals Park. These provide excellent orientation information, important contacts, emergency information, and other procedures/policies regularly required by staff as they perform their daily duties. A regular schedule for reviewing and updating the manuals with meaningful staff input should be implemented.

Recommendation:

Prioritize the development of new division policies and procedures, standards, and plans based on the recommendations made throughout this plan document.

Refer to the CAPRA standards for drafting documents that meet best practice standards.

Establish staff responsibilities for drafting policies, procedures, and plans.

Seek formal approval of new documents.

Parks Maintenance Plan

A park maintenance plan sets standards, establishes priorities, defines work processes, and guides decision making. The plan includes operations standards and performance measures, the mission statement, goals and objectives, policies and procedures, facility and equipment inventories, the staffing plan, inspection forms, evaluation surveys, and other documents important to parks maintenance. The manual is a compilation of plans and documents in one place that clarifies expectations and serves as a staff resource.

Parks Division Standard Operating Procedures (SOP) Manual

The Parks Division SOP manual includes facility specific details for each maintenance task to be performed, the supplies and tools needed, the expected number of staff and time required, and the frequency. Inspection forms and checklists are used for playgrounds, pavilions, tennis courts, pools, and mowing equipment.

Parks Maintenance Standards

Parks Maintenance standards are a critical element of the parks maintenance plan and a CAPRA fundamental standard requirement. Standards clarify expectations for park operations workload, effectiveness, and efficiency. Parks maintenance standards define the frequency and quality of work for specific types of park areas, facilities or amenities. It is general practice to set varying levels of service standards (LOS) for park facilities and amenities associated with the amount of use, the type of use, and the intensity of development. Level 1 represents the highest LOS and should always include sensitive environmental areas, swimming pools, and playgrounds along with other high risk amenities, and may include high visibility downtown parks, sports, and cultural arts venues. Level 2 is associated with a reasonably high level of service standards and may include scheduled recreation sports fields, community centers, regional and community parks. Level 3 represents the lowest LOS, requiring less frequency for lower development and use levels.

Preventive Maintenance

Preventive maintenance activities and standards are an important component of the parks maintenance plan. It is not unusual for preventive maintenance to suffer during times of budget reductions. Long term savings can be realized by executing a robust preventive maintenance plan.

Life Cycle Replacement

Life cycle replacement schedules are needed for equipment, park amenities, furnishings, roofing, flooring and systems, paving, playgrounds, courts, landscaping, and other parks and facilities. The life cycle replacement schedule should be regularly updated and included in capital improvement funding plans.

Computerized Maintenance Management System

It is highly recommended that Rockdale County Parks and Recreation purchase and implement a computerized maintenance management system (CMMS) for the Parks Maintenance Division. The system is needed to prioritize, schedule, track work, assign

resources, and collect data for performance measurement and reporting. Currently maintenance needs are relayed and progress is tracked through phone calls and emails. Staff lacks the ability to efficiently track work and access data to determine resource needs and allocation. A digital maintenance management system provides data important for evaluating staffing levels, preventive maintenance schedules, and life cycle replacement needs. Hand held units for field staff are recommended for logging work progress and completion. The system is an important planning tool for forecasting anticipated maintenance costs and identifies important project operation costs that could impact SPLOST budgets.

Recommendations:

Create a Parks Maintenance Plan.

Establish performance measures and track progress.

Define a three-tiered system wide Level of Service (LOS) standards based on specific amenities, facilities, use, and level of development.

Develop and implement a comprehensive preventive maintenance plan.

Create a life cycle replacement schedule and budget for all capital equipment, building systems and furnishings, recreation amenities, and other physical assets.

Research, purchase, and implement a Computerized Maintenance Management System. (CMMS)

Marketing, Branding, and Public Engagement

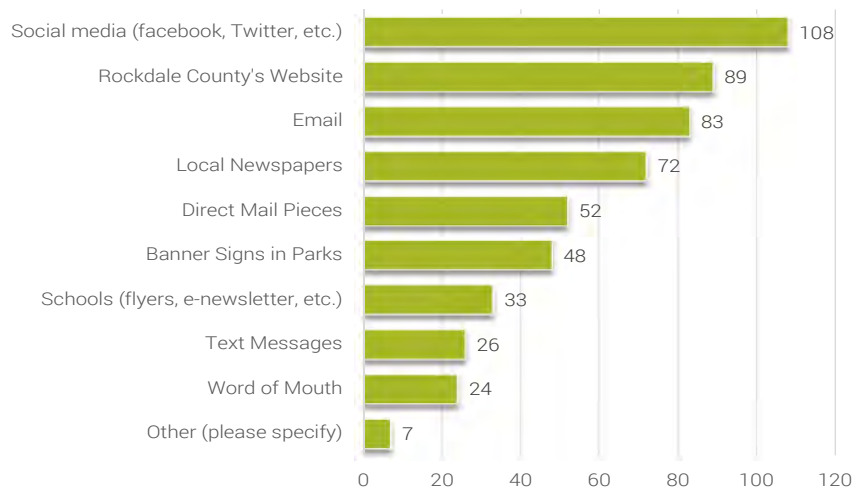
Branding and marketing are basic functions of modern parks and recreation departments. Parks and Recreation has relied on Rockdale County Public Relations Department staff to assist with keeping citizens aware of upcoming events and programs. Throughout the public engagement and interview phase for the development of this plan, marketing concerns arose. When asked in the Community Survey “what prevents you or your family from using Rockdale County parks or facilities” 44.8% of the respondents indicated that they were “not aware of programs available” and 32.54% responded that they were “not aware of facilities available.”



Just recently (2017) a Marketing, Communications, and Tourism Manager position has been funded within the Costley Mill Park division budget. It is currently vacant. The position will be responsible for the marketing function for, not only Costley Mill Park, but for the entire Parks and Recreation Division.

The Community Survey also provided insight that will give the new staff member a jump-start.

Question 24: Please indicate which of the following ways you prefer to receive information about parks and recreation events and programs?



Recommendations:

Without a position focused on marketing to this point, Rockdale County lags behind marketing efforts typical of higher performing parks and recreation departments. The planning team has identified the following tasks that need to be addressed:

- Development of a Marketing Plan, Community Relations Plan, and Public Information Policy and Procedure for the division (CAPRA standards).
- Development of a Marketing Plan specific to Costley Mill Park.
- Identification and tracking of Performance Measures for marketing efforts.
- Marketing materials and innovative promotions for facilities, programs, and events.

- Website Upgrade/redesign and website maintenance – a separate website may be warranted for Costley Mill Park with weblinks to and from the Parks and Recreation webpage.
- Effective use of social media.
- Assisting with feedback survey design and implementation.
- Staff training.
- Others as identified by staff.

Summary Operations Recommendations

Tier 1 Priority

Develop a Parks and Recreation vision statement and core values, review the mission statement, revise or recommit, and seek formal approval.

Create department and division SMART goals that build on Rockdale County goals. Develop, track and report key performance measures.

Establish an action plan to cultivate a goal-driven culture, focused on continuous improvement.

Purchase and implement a Computerized Maintenance Management System.

Develop a Parks Maintenance Plan and with level of service standards.

Create and initiate implementation of a Marketing Plan for the division and for Costley Mill Park.

Create and Implement Customer Assessment Surveys.

Prioritize best practice policy, procedures, plan needs, and develop an implementation plan.

Tier 2 Priority

Revise and update the Costley Mill Park business plan, as needed.

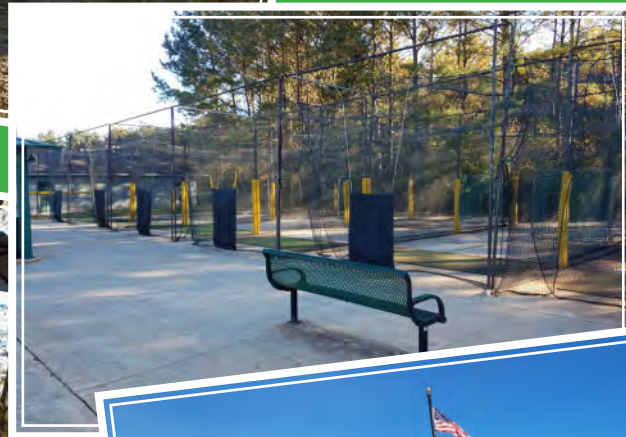
Update department and division goals annually.

Implement the action plan for new best practice policies, procedures, and plans.

Tier 3 Priority

Develop operations plans for the new Aquatic Community Center.

Parks and Facilities





Parks and Facilities

Assessment of existing parks and recreation facilities is a primary task of the planning team for this master plan. This evaluation includes facilities provided by Rockdale County to determine the level of access to facilities and recreation services in the county. In addition to Rockdale County, the City of Conyers provides recreation opportunities and private recreation providers are also present, as are churches, other religious organizations, and private organizations.

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

Park Facility Accomplishments Since 2006 Parks Master Plan

Since the adoption of the 2006 Rockdale County Parks and Recreation Comprehensive Master Plan, Rockdale County has increased its numbers of parks and parkland acres, expanded the County's trail system, replaced the outdoor pool at Milstead Park with a splash pad, addressed several recommendations in individual parks, and installed additional playgrounds and tennis courts. While the County has provided these additional amenities, it has not achieved several of the additional recommendations for parks facilities that were outlined in the 2006 master plan. Those include:

- ADA accessibility issues noted at individual parks;
- working with the Hidden Acres neighborhood to develop a neighborhood park;
- develop a community park in the northwest section of the county with an indoor and outdoor swimming pool, tennis court, walking path, and athletic fields;
- a new community park in the southeastern section of the county to include an outdoor splash pad, community center with gymnasium, trails, playground, and other amenities;
- a regional park on the spray irrigation property;
- and development of several additional trail segments that could contribute to the overall trail network in the county and region.

NRPA Guidelines

The National Recreation and Park Association (NRPA) provides the annual Park Metrics, a comprehensive source of data standards and comparisons of parks and recreation agencies across the country. This data is a useful tool in examining what other departments are doing in terms of parks and recreation facilities, spending, revenues, and staffing. The 2017 Park Metrics Agency Performance Review contains data from 925 parks and recreation agencies.

Park Classifications

Each of Rockdale County’s parks was assigned a classification, based on acreage, facilities available, and the manner the park serves the community. This classification assists the identification of service levels to the community and examines any gaps in service to Rockdale County’s residents.

Critical to the service delivery system of any parks and recreation department is the provision of the four basic park categories: mini parks, neighborhood parks, community parks, and regional parks. Beyond these four basic park types are special-use parks, natural areas/preserves, greenways, school parks, and private parks/recreation facilities. Each is classified differently based upon the types of amenities, size, service area, and how access is gained to the facility.

Table 6.1 Below provides a definition of each park classification along with information on size and service criteria.

Table 6.1: Park Classification with Service Area

Classification	Description	Desirable Size	Location Criteria
Mini Park	Small parks with limited activity that should provide seating, landscape and possibly a playground, community garden or other passive recreation activities.	5 acres or less	1/4 mile service radius
Neighborhood Park	Area for more intense recreational activities, such as playing field, larger playgrounds, shelters, trails, swimming pools, restrooms, etc.	5 to 20 acres	1/2 mile service radius
Community Park	All-inclusive facility for recreation users that provides a mix of active and passive activities and attracts users of all ages, from sports fields to a community center.	20 to 75 acres	1-3 mile service radius
Regional Park	Unique outdoor recreation area with various amenities, which may include boating, fishing, swimming, camping, but may also include a water park, etc.	50 to 250 acres	Varies
Special-Use Park	Special-use parks are designed to meet the needs of a specific user group, such as an aquatic center, golf course, zoo or a museum.	Varies	Varies
Sports Park	Sports parks are parks that are dominated by athletic facilities.	Varies	Varies
Natural Resource Area/Preserve	Land with natural resources, historic landscapes, visual beauty, bio-diversity, etc.	Varies	Varies
Greenways	Linear corridors that loop and/or link to other amenities.	50-foot wide	1/2 miles service radius
School Park	Typically, found at middle and high schools with youth athletic fields that support team sports.	Varies	Varies

Table adapted from Mertes, J.D. and J.R. Hall. Park, Open Space, and Greenway Guidelines. Alexandria, VA: National Recreation and Park Associations, 1995.

Rockdale County's Parks by Classification

Rockdale County's parks are classified as designated below.

Mini Parks (Service Area: 1/4 mile)	Acreage
Grimes Street Park	0.16
Lakeview Estates Park #1	2.33
Lakeview Estates Park #2	0.53
Shady Grove Park	1.62
Neighborhood Parks (Service Area: 1/2 mile)	Acreage
Lorraine Park and Trailhead	4.37
Milstead Park	0.62
Pine Log Park	14
Richardson Park	4.0
Community Parks (Service Area: 3 miles)	Acreage
Johnson Park	51.75
South Rockdale Community Park	175.8
Wheeler Park	37.0
Regional Parks (Service Area: 5 miles)	Acreage
Black Shoals Park and Randy Poynter Lake	986
Costley Mill Park	77.48
Sports Complex (Service Area: 5 miles)	Acreage
Earl O'Neal Complex	141.31
Legion Fields	36.86
Rockdale Tennis Center	8.5
Special-Use Parks (Service Area: 5 miles)	Acreage
C.E. Steele Community Center	1.47
JP Carr Gymnasium and Community Center	9.20
Rockdale County Auditorium	1.48
Trails	Acreage
DeCastro Trailhead	100.21
Rockdale River Trail	60

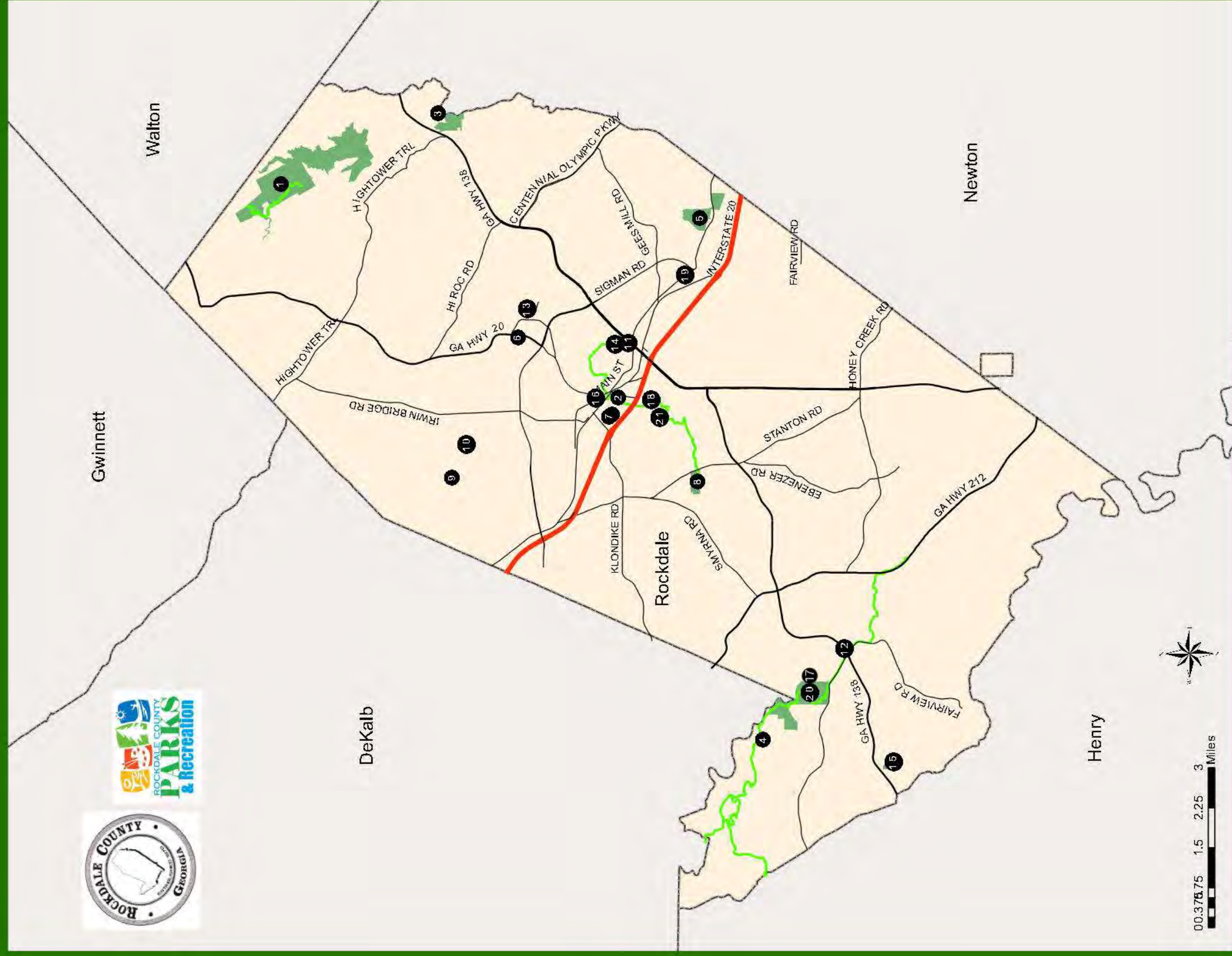
Existing Parks and Park Facilities

The planning team documented the existing Rockdale County parks and facilities within each. The park and facilities inventory reveals that the department manages 21 separate park properties with a total land area of 1,714.69 acres. This includes the lake at Randy Poynter Lake and undeveloped lands within parks, such as the South Rockdale Community Park and the DeCastro Property.

Figure 6.1 Shows the location of each of the 21 parks operated by Rockdale Parks and Recreation.

Table 6.2: Facilities Matrix, lists each of the county parks, park size in acres, and facilities available in each park.

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Rockdale County

Comprehensive Parks and Recreation Master Plan

Figure 6.1

Existing County Parks

Rockdale County Parks

1. Black Shoals Park and Randy Poynter Lake
2. CE Steele Community Center
3. Costley Mill Park
4. Decastro Trailhead
5. Earl O'Neal Sports Complex
6. Grimes Street Park
7. JP Carr Community Center and Gymnasium
8. Johnson Park and Recreation Center
9. Lakeview Estates Park #1
10. Lakeview Estates Park #2

Legion Fields

11. Legion Fields
12. Lorraine Park and Trailhead
13. Milstead Park
14. Pine Log Park
15. Richardson Park
16. Rockdale County Auditorium
17. Rockdale River Trail
18. Rockdale Tennis Center
19. Shady Grove Park
20. South Rockdale Community Park
21. Wheeler Park

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Figure 6.2: Rockdale County Park Facility Inventory

PARKS AND FACILITIES		Total Acres*	Activity/Meeting Room	Administrative Offices	Amphitheater	Archery	Art Room(s)	Baseball/Softball Field(s)	Basketball Court (outdoor)	Batting Cage	Boat Ramp	Community Center(s)	Community Garden (#plots)	Concession/Kitchen	Dance Room(s)	Disc Golf	Dog Park	Fishing Pier/Dock	Football Field(s)	Golf Course	Gymnasium	Horseshoe Pit	Multi-purpose Field(s)	Nature Center	Pavilion/Shelter(s)	Picnic Area(s)	Playground(s)	Plaza(s)	Racquetball	Restroom Facility	Skate Park(s)	Soccer Field (Outdoor)	Splash Pad(s)	Stage/Theater(s)	Swimming Pool (Indoor)	Swimming Pool / Area (Outdoor)	Tennis Court(s)	Tennis Center/Complex	Walking Track (paved miles)	Walking Path (unpaved miles)	Volleyball (Sand)	Weight Room	Wellness/Fitness Center				
ID	PARKS																																														
1	Black Shoals Park and Randy Poynter Lake*	986	1		1						1			1				1							2	1				1											1.24						
2	CE Steele Community Center	1.47										1																																			
3	Costley Mill Park	77.48		1																			1		4	1				3						1			1.00								
4	DeCastro Property and Trailhead**	100.21																																													
5	Earl O'Neal Sports Complex	141.31						8		6				4					2						4	2				6		8															
6	Grimes Street Park	0.16							1																		1																				
7	JP Carr Community Center and Gymnasium	9.20	1						2					1							1				1					2				1													
8	Johnson Park and Recreation Center	51.75	2	1			1	4						2							1				1	1	1							1		4						1					
9	Lakeview Estates Park #1	2.33							2																		1																				
10	Lakeview Estates Park #2	0.53																								1	1																				
11	Legion Fields	36.86						17		15				2											5	1				1																	
12	Lorraine Park and Trailhead	4.37																								1																					
13	Milstead Park	0.62																							1	1							1							0.13							
14	Pine Log Park	14							4																3	1	1				2						4										
15	Richardson Park	4																					1		1	1				1						2											
16	Rockdale County Auditorium	1.48																												1					1												
17	Rockdale River Trail***	60																																1													
18	Rockdale Tennis Center	8.5																																		14	1										
19	Shady Grove Park	1.62							2																	1	1																				
20	South Rockdale Community Park	175.80																							4	1	1																				
21	Wheeler Park	37												1											1	1				2																	
	TOTALS	1714.69	4	2	1	0	1	29	11	21	1	1	0	11	0	0	0	1	2	0	2	0	2	0	27	6	15	0	0	19	0	8	1	2	1	1	24	1	10.73	1	0	1	0				

*Includes lake acreage of 650 acres.
**Trailhead is approximately 0.1 acres. Remaining acresage is undeveloped, dedicated parkland.
***Rockdale River Trail acreage includes right-of-way.

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Level of Service

Evaluating the level of service helps determine whether a recreational delivery system is meeting the needs of the population it serves. Using the facility matrix, the planning team compared the overall number and types of facilities to those provided by communities across the country with information obtained from the 2017 NRPA Park Metrics.

Because not all facilities may be applicable or necessary for a community at the same level, the planning team, working with the Parks and Recreation Division, developed community specific standards specific to Rockdale County. These guidelines enable the planning team to detect where Rockdale County Parks and Recreation has a surplus or deficiency in a particular type of facility or service. While these standards provide guidance on the quantity of facilities, they should not be used indiscriminately and without understanding facility quality, location, and other factors.

To reveal the surpluses and deficits of each facility, the planning team compared the existing Rockdale County facilities to the recommended level of service as shown in **Table 6.3**.

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Table 6.3: Rockdale County Community Level of Service for Park Facilities

					2018			2028		
Community Standards for Park Facilities	NRPA Park Metrics Levels of Service* (facilities per population)	2018 Rockdale County Established Level of Service (facilities per population)	Current Number of Rockdale County Park Acres and Facilities	Current Level of Service (facilities per population)	2018 Population Estimate	Rockdale County 2018 Level of Service Facility Need	Rockdale County 2018 Facility Deficit/ Surplus	2028 Popluation Estimate	Rockdale County 2028 Level of Service Facility Need	Rockdale County 2028 Facility Deficit/ Surplus
					90,312			109,000		
Parkland Acres - total	10.1 / 1,000	10.5/1,000	1714.69	20.17/1,000		948	766		1145	570
Adaptive Use Baseball/Softball	n/a	1/80,000	1	1/90,312		1	0		1	0
Amphitheater (outdoor)	1/48,000	1/50,000	1	1/90,312		2	-1		2	-1
Baseball / Softball	1/6,500	1/6,500	29	1/3,114		14	15		17	12
Basketball, Outdoor	1 / 7,100	1/7,000	11	1/10,035		13	-2		16	-5
Boating Facilities (includes kayak launches)	n/a	1/20,000	1	1/90,312		5	-4		5	-4
Community Center	1/27,480	1/50,000	3	1/90,312		2	1		2	1
Disc Golf Course	n/a	1/100,000	0	0/90,312		1	-1		1	-1
Dog Park	1 / 41,500	1/42,500	0	0/90,312		2	-2		3	-3
Gymnasiums	1 / 27,300	1/30,000	2	1/45,156		3	-1		4	-2
Multi-purpose / Rectangular Fields (includes football, soccer, lacrosse, etc.)	1 / 8,050	1/10,000	11	1/9,031		9	2		11	0
Nature Center	1 / 99,780	1/105,000	0	0/90,312		1	-1		1	-1
Pickleball	n/a	1/40,000	2	0/90,312		2	0		3	-1
Picnic Pavilion	n/a	1/5,000	27	1/3,345		18	9		22	5
Playground	1 / 3,600	1/5,500	15	1/6,020		16	-1		20	-5
Running Track (indoor)	1/49,000	1/100,000	0	0/90,312		1	-1		1	-1
Skate Park	1/46,850	1/100,000	0	0/90,312		1	-1		1	-1
Splash Pad	n/a	1/35,000	1	1/90,312		3	-2		3	-2
Swimming Pool	1/31,710	1/50,000	1	1/90,312		2	-1		2	-1
Tennis Courts	1 / 4,540	1/4,500	24	1/3,763		20	4		24	0
Theater / Auditorium (indoor)	1 / 48,000	1/80,000	1	1/90,312		1	0		1	0
Trail System (miles)	1 mile/3,000**	1 mile/3,100	20.00	1 mile / 4,515		29	-9		35	-15
Volleyball (outdoor)	n/a	1/50,000	0	0/90,312		2	-2		2	-2

* Source: 2017 NRPA Park Metrics

**Standard developed by Lose & Associates

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Gap Analysis

A gap analysis is an assessment of the service areas related to parks and its facilities to determine if there are areas of a community that are under-served. It identifies the service areas and gaps in the overall service standards for each park category. The service area analysis begins by classifying existing parks using the park classifications as described in Table 6.1: Park Classifications with Service Criteria. All existing parks were classified based on use patterns as well as size and classification standards. Service areas for each category are provided on Figures 6.3 through 6.10, which illustrate the gap analysis for each park classification.

Figure 6.2: Mini Park Service Area

Figure 6.3: Neighborhood Park Service Area

Figure 6.4: Community Park Service Area

Figure 6.5: Regional Park Service Area

Figure 6.6: Sports Complex Service Area

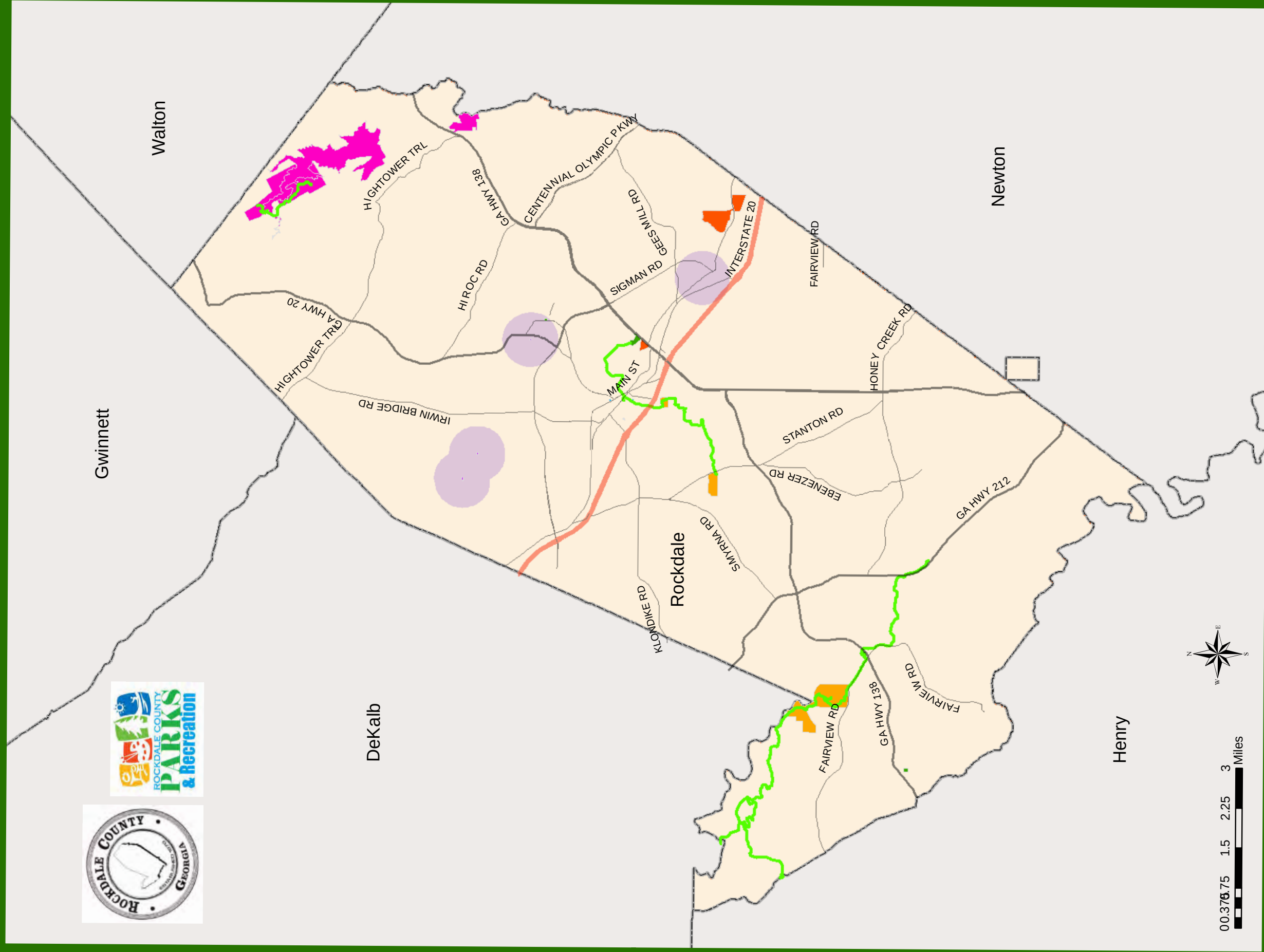
Figure 6.7: Special-Use Park Service Area

Figure 6.8: Greenways and Trails Service Area

Figure 6.9: Service Area Map All Park Classifications

The central portion of the county is the best served by Rockdale's parks. Most parks in the county are located in north Rockdale (north of I-20), however, the Johnson Park recreation Center is located in south Rockdale. This recreation center is the most heavily used facility in the parks system. The southeast portion of the county is not served by any County park. The northernmost portion of the county is served by 2 regional parks and is lacking neighborhood and community parks.

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0.375 1.5 2.25 3 Miles

Rockdale County Comprehensive Parks and Recreation Master Plan

Figure 6.2
Mini Parks
Service Area

Rockdale County Parks

Park Classification

- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Sports Complex
- Special Use Park
- Trails

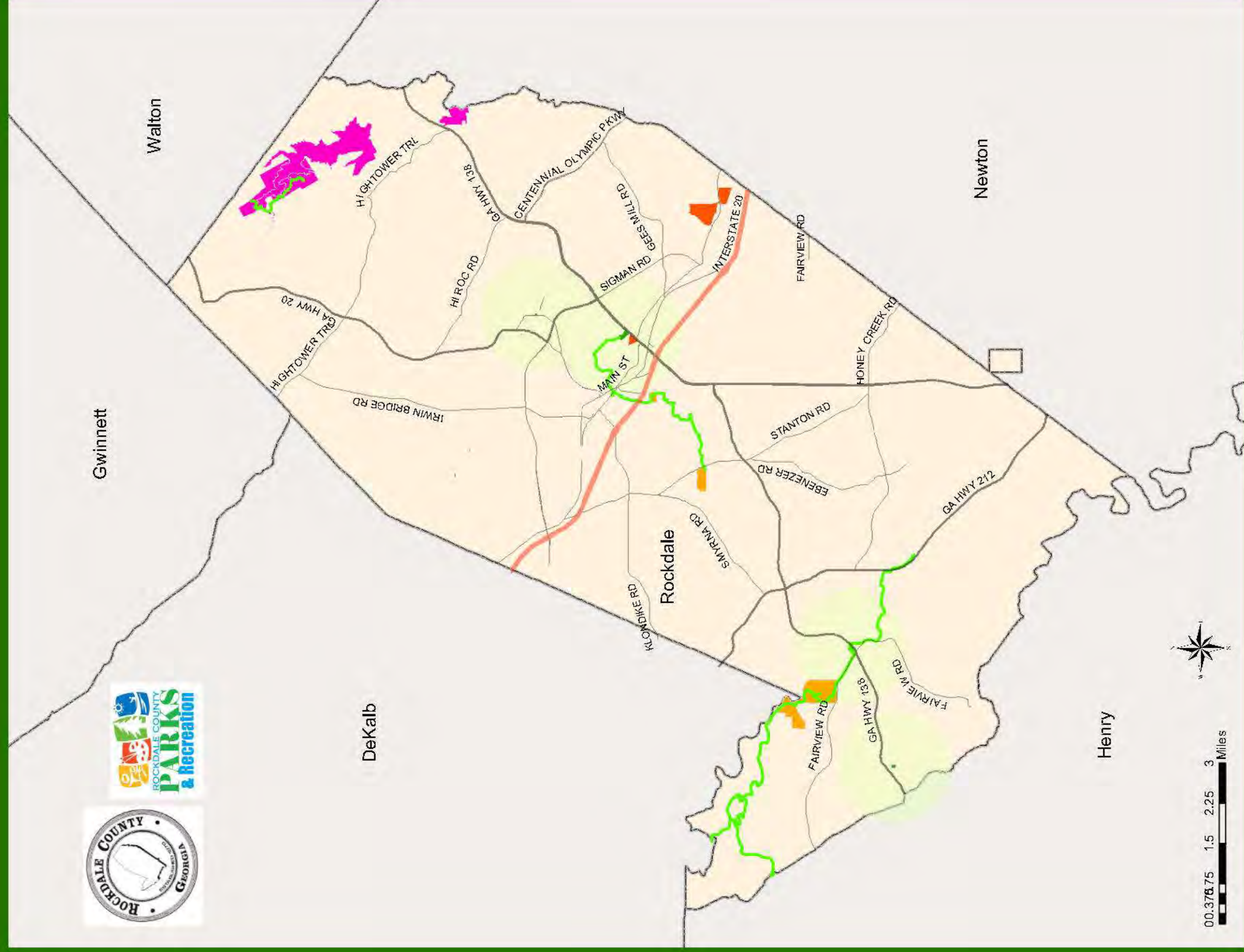
Park Service Area

- Mini Park Service Area: 1/4 mile radius

Park Service Area

- Grimes Street Park
- Lakeview Estates Park #1
- Lakeview Estates Park #2
- Shady Grove Park

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0.375 1.5 2.25 3 Miles



Rockdale County Comprehensive Parks and Recreation Master Plan

Figure 6.3
Neighborhood Parks
Service Area

Rockdale County Parks

Park Classification

- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Sports Complex
- Special Use Park
- Trails

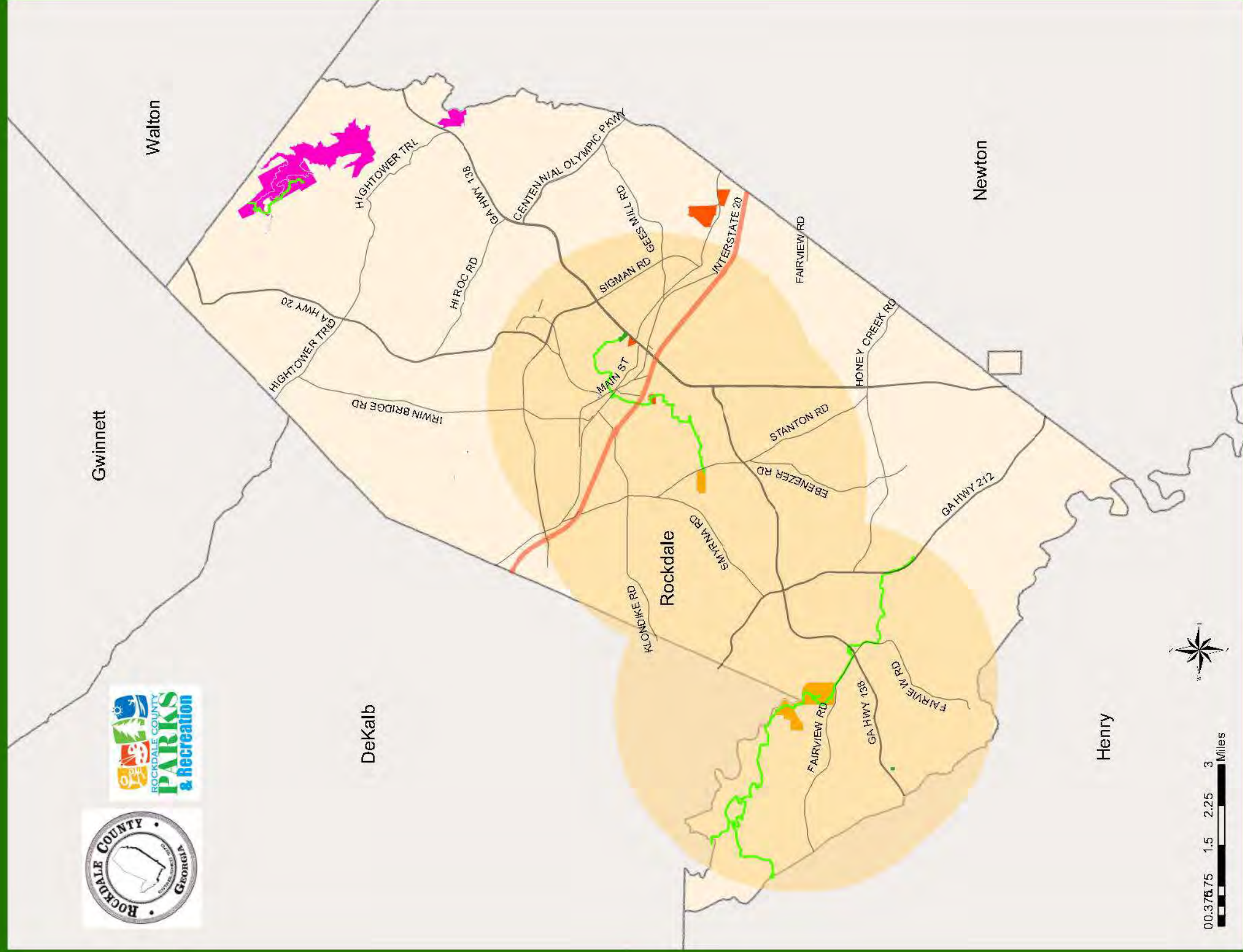
Park Service Area

- Neighborhood Park Service Area: 1/2 mile radius

Park Service Area

- Lorraine Park and Trailhead
- Milstead Park
- Pine Log Park
- Richardson Park

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Rockdale County
Comprehensive Parks and
Recreation Master Plan

Figure 6.4
Community Parks
Service Area

Rockdale County Parks

Park Classification

- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Sports Complex
- Special Use Park
- Trails

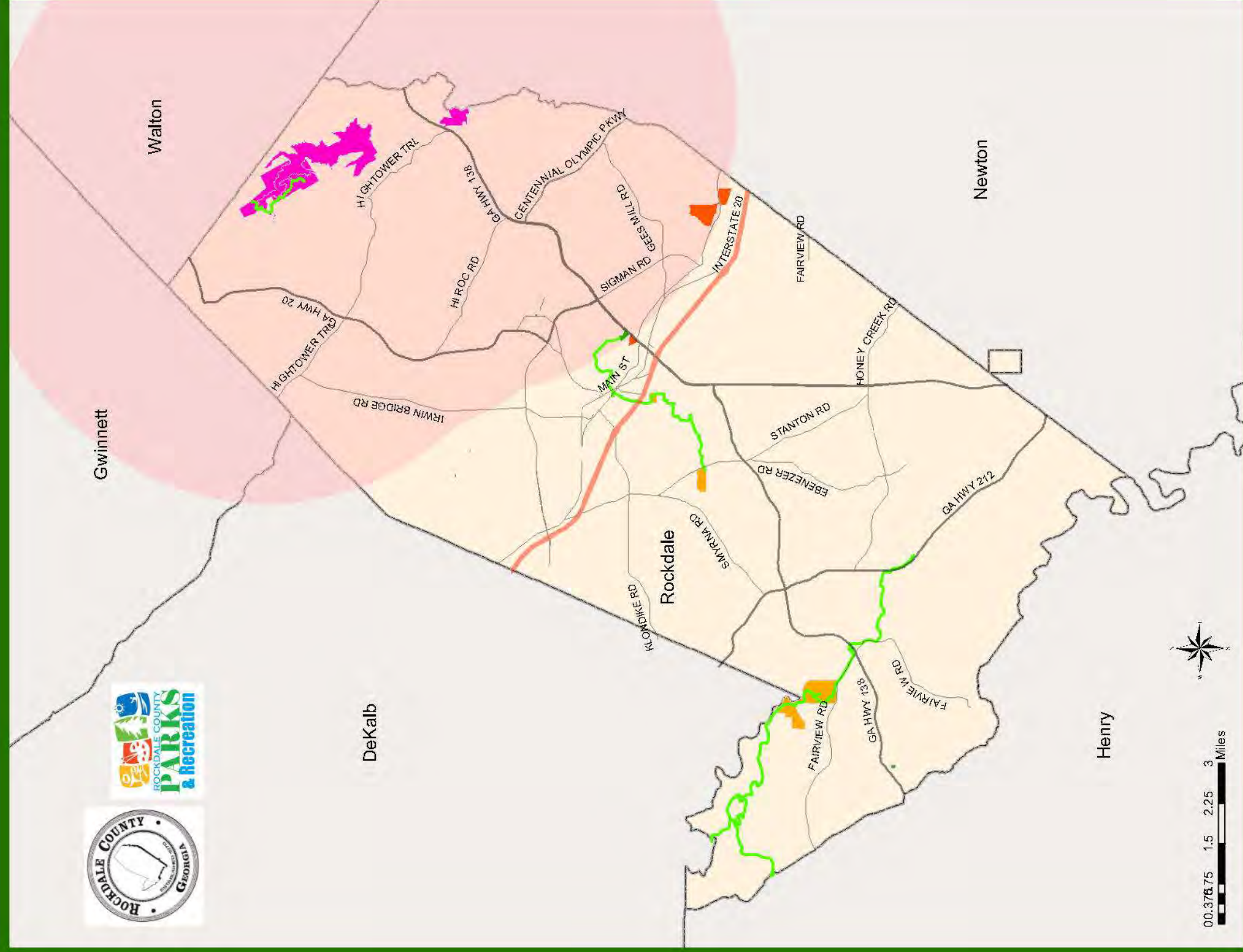
Park Service Area

- Community Park Service Area: 3 mile radius

Community Parks

- Johnson Park
- South Rockdale Community Park
- Wheeler Park

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Rockdale County
Comprehensive Parks and
Recreation Master Plan

Figure 6.5
Regional Parks
Service Area

Rockdale County Parks

Park Classification

- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Sports Complex
- Special Use Park
- Trails

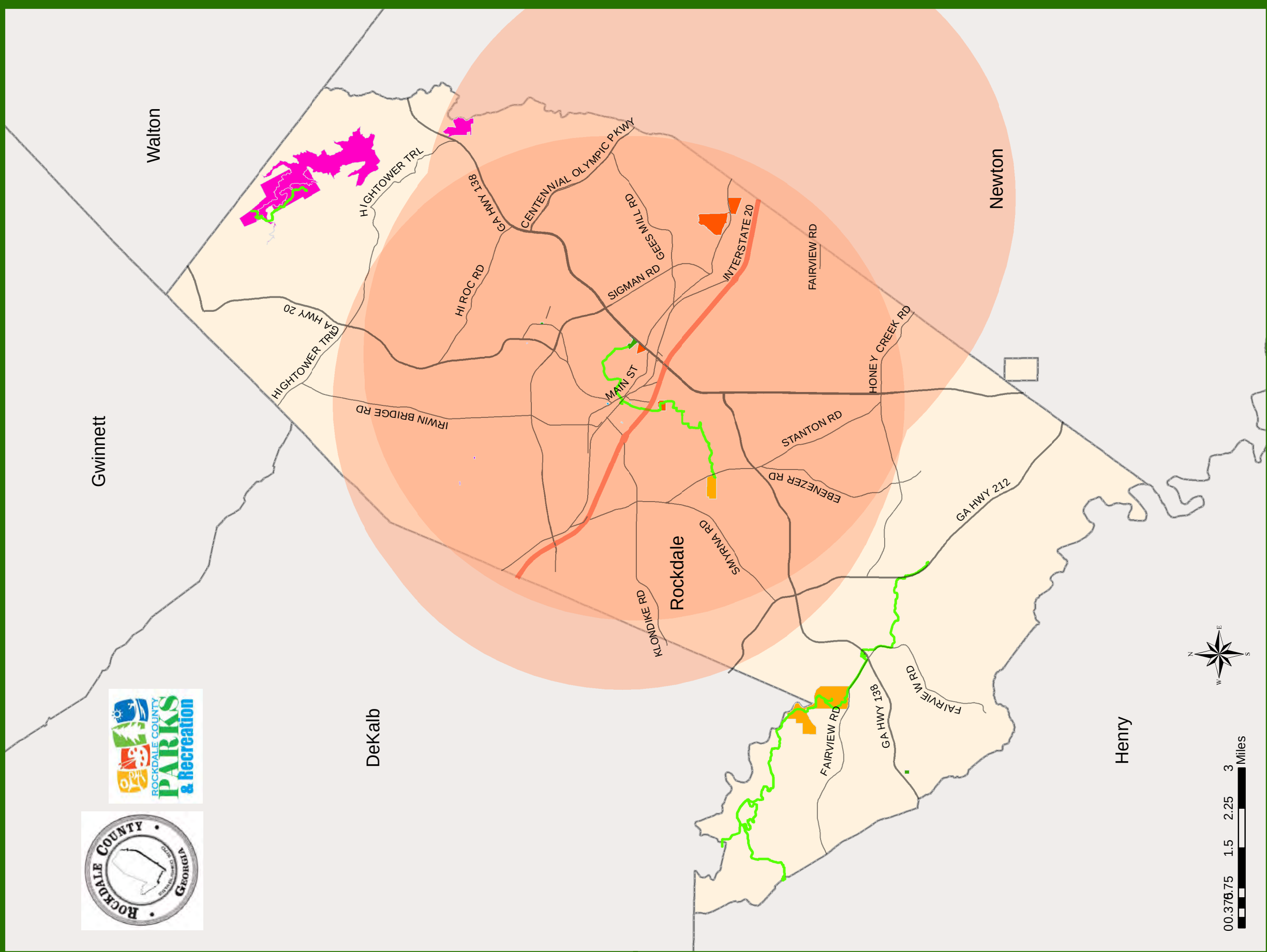
Park Service Area

- Regional Park Service Area: 5 mile radius

Regional Parks

- Black Shoals Park and Randy Poynter Lake
- Costley Mill Park

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Rockdale County
Comprehensive Parks and
Recreation Master Plan

Figure 6.6
Sports Complex
Service Area

Rockdale County Parks

Park Classification

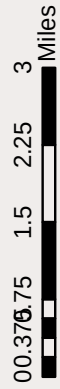
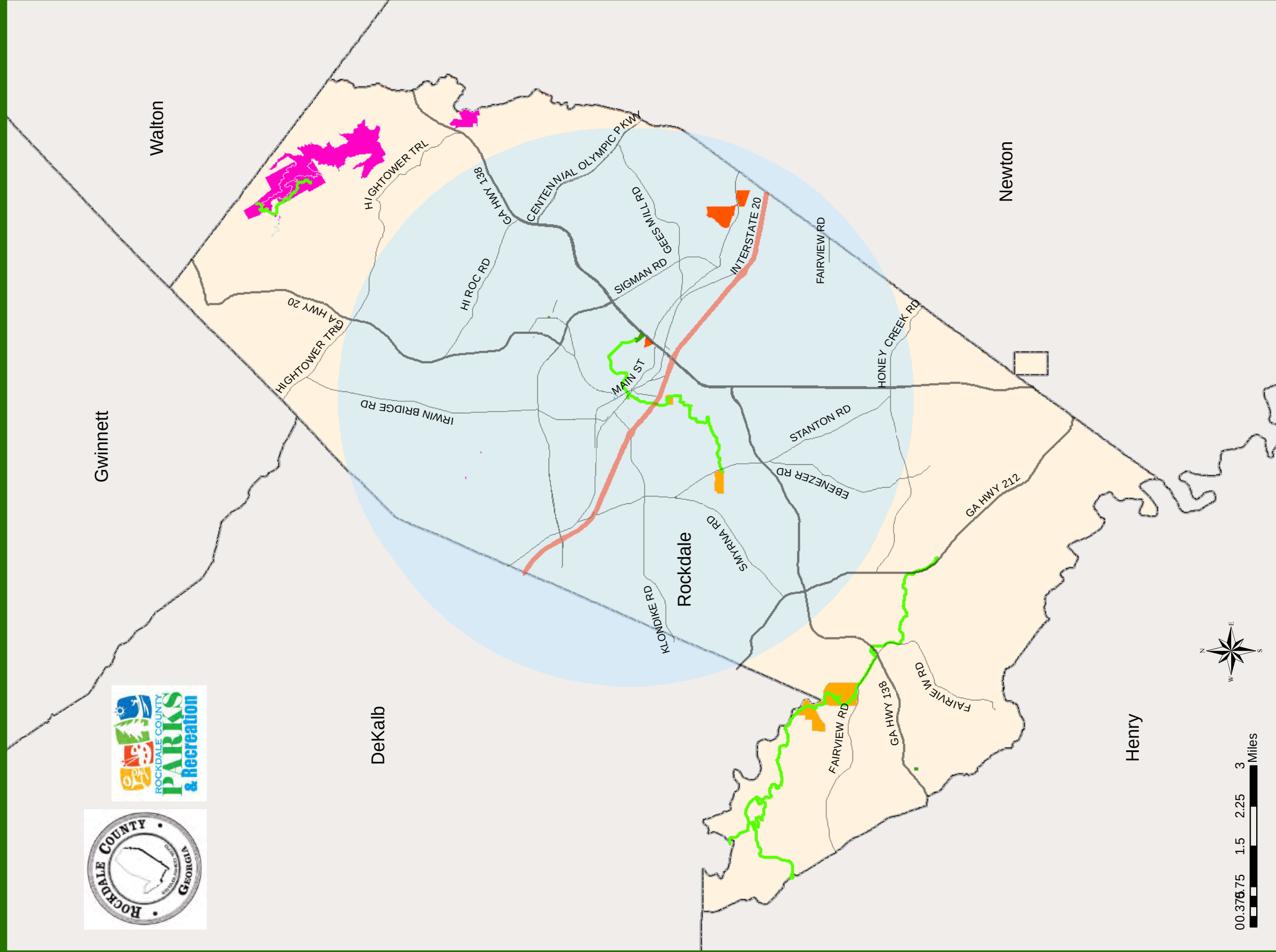
- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Sports Complex
- Special Use Park
- Trails

Park Service Area

- Sports Complex Service Area: 5 mile radius

- Park Service Area
- Earl O'Neal Sports Complex
 - Legion Fields
 - Rockdale Tennis Center

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Rockdale County Comprehensive Parks and Recreation Master Plan

Figure 6.7
Special Use Parks
Service Area

Rockdale County Parks

Park Classification

- Mini Park
- Neighborhood Park
- Community Park
- Regional Park
- Sports Complex
- Special Use Park
- Trails

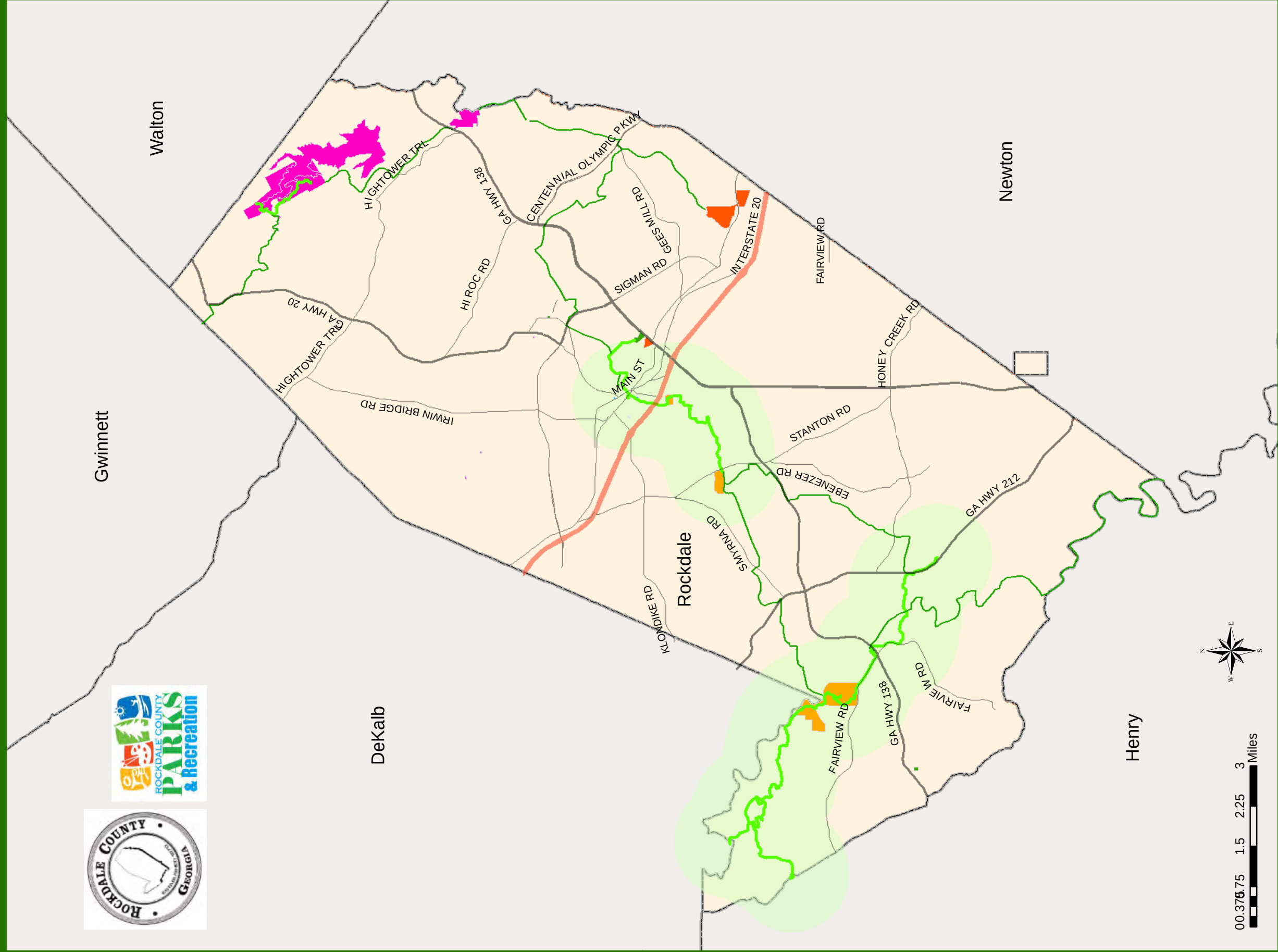
Park Service Area

- Special Use Park Service Area: 5 mile radius

Special Use Parks

- C.E. Steele Community Center
- JP Carr Gymnasium and Community Center
- Rockdale County Auditorium

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Rockdale County
Comprehensive Parks and
Recreation Master Plan

Figure 6.8
Greenways and Trails
Service Area

Rockdale County Parks

Park Service Area

Park Classification

Mini Park

Neighborhood Park

Community Park

Regional Park

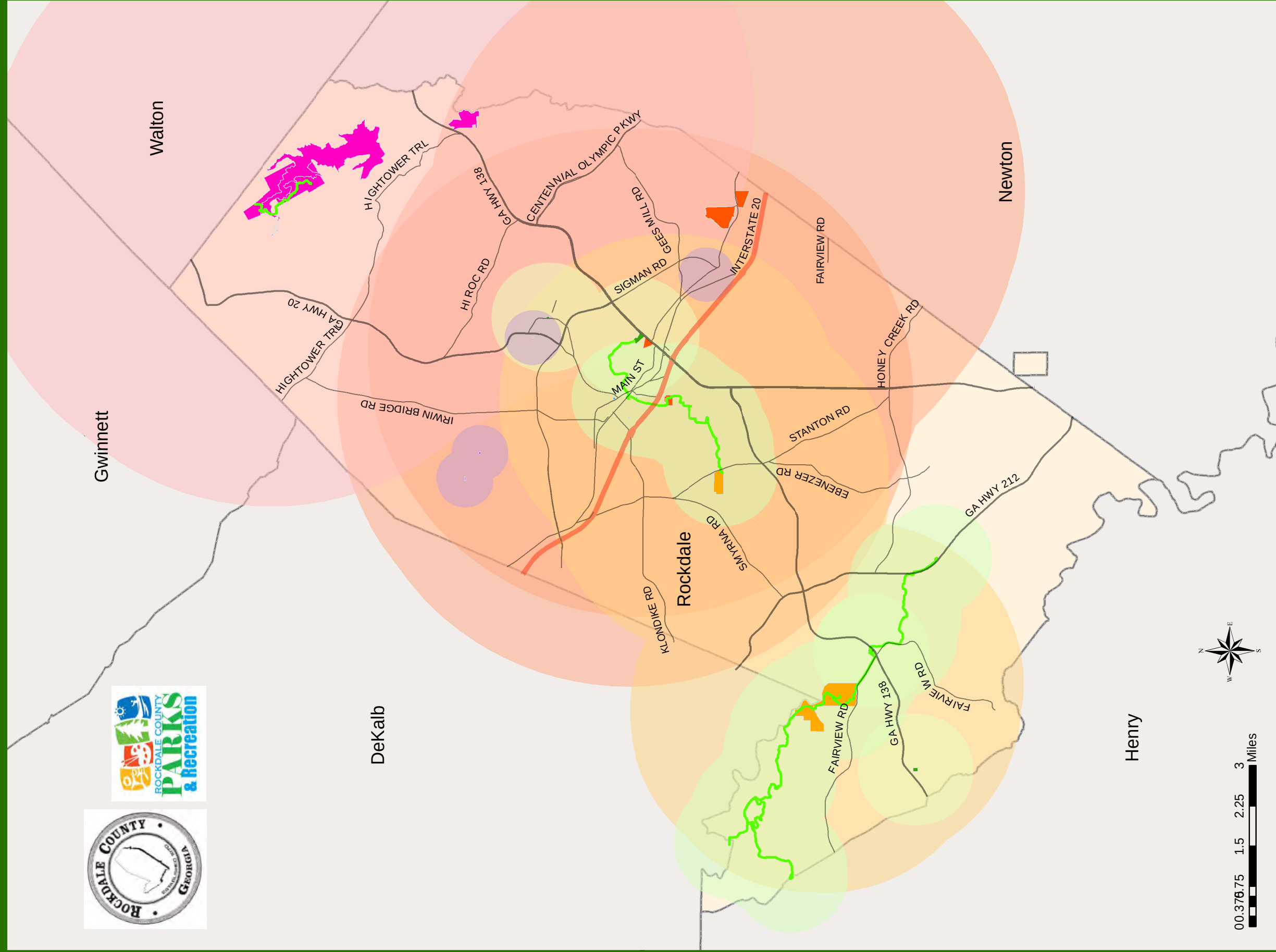
Sports Complex

Special Use Park

Trails

Greenways / Trail Service Area: 1/2 mile radius

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Rockdale County Comprehensive Parks and Recreation Master Plan

Figure 6.9
Service Area Gap Analysis
All County Parks

Rockdale County Parks

- Park Classification
- Community Park
 - Mini Park
 - Neighborhood Park
 - Regional Park
 - Special Use Park
 - Sports Complex
 - Trailhead and Trails

Park Service Area

- Community Park Service Area: 3 mile radius
- Mini Park Service Area: 1/4 mile radius
- Neighborhood Park Service Area: 1/2 mile radius
- Regional Park Service Area: 5 mile radius
- Special Use Park Service Area: 5 mile radius
- Sports Complex Service Area: 5 mile radius
- Greenways / Trail Service Area: 1/2 mile radius

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Other Community Park and Recreation Providers

In addition to parks and recreation facilities and programs, Rockdale residents have access to facilities and programs provided by other organizations. While Rockdale County is the largest provider of recreation facilities in the county, residents responded in the community survey that they utilize other facilities, including Gwinnett County, Newton County, and State of Georgia parks.

City of Conyers

The City of Conyers has eight (8) parks that it manages. Most of these parks are mini and neighborhood parks located within neighborhoods. The Georgia International Horse Park is also managed by the City of Conyers. This park, the official equestrian venue for the 1996 Olympic Games, is approximately 1,400 acres in size. Events hosted at the park include equestrian competitions, special events, festivals, concerts, and meetings in its multiple buildings, including arenas, stadium and exhibition center. The City also owns the Cherokee Run Golf Course; part of the Horse Park property.

Panola Mountain State Park

Located in the southwestern corner of Rockdale County, Panola Mountain State Park is owned and managed by the Georgia Department of Natural Resources. More than 1,600 acres in size, the park offers programs including archery, boat rentals, geocaching, orienteering, birding, and tree-climbing. Both paved and unpaved trails are located in the park, with the paved trails providing connection to Rockdale County's trail system.

The mountain is a granite outcrop, visible to park visitors. The park is part of the Arabia Mountain National Heritage Area, one of three (3) National Heritage Areas in the state of Georgia. It has been designated a National Natural Landmark.

Private and Non-Profit Providers

Private providers also provide Rockdale's residents with recreational services, including both private, non-profit, and religious providers of programs and facilities. Private providers include health and fitness clubs, a semi-private golf course, and providers of dance, gymnastics, martial arts, etc. The Rockdale Youth Soccer Association maintains a number of soccer fields and an indoor soccer facility. Programs and leagues are offered for both adult and youth. They partner with Rockdale County Parks and Recreation for use of the County's soccer facilities as well.

Non-profit and religious organizations, such as Boys and Girls Clubs and community churches, provide after school, athletic, and personal growth programs.

Rockdale County Public Schools

Rockdale County Public Schools offers athletic programming for students, which vary at the elementary, middle and high school levels. Most athletic programming offered through the schools is at the high school level. County schools have park and athletic facilities, including playgrounds, gymnasiums, tracks, ballfields, etc. While these are not readily open to residents to use, Rockdale County Parks and Recreation has partnered with Rockdale County Public Schools to use facilities for

special events, such as the Harlem Legends event that was held in spring 2018.

Trails: Greenways and Blueways

Greenway trail development is an effective method to add natural resources to a park system. A greenway is a linear trail established along a natural corridor for non-motorized uses. They can be paved or maintained as a hard surface, at variable widths, that is suitable for bicycles, strollers, and wheelchairs. They are sometimes referred to as shared-use paths, multi-use paths, and trails. Rockdale County has embraced the development of trails, working together with PATH Foundation and the City of Conyers to provide a connected trail network, connecting parks, points of interest, and the Panola Mountain Trail. The current trail system in Rockdale County includes more than 20 miles of paved trails.

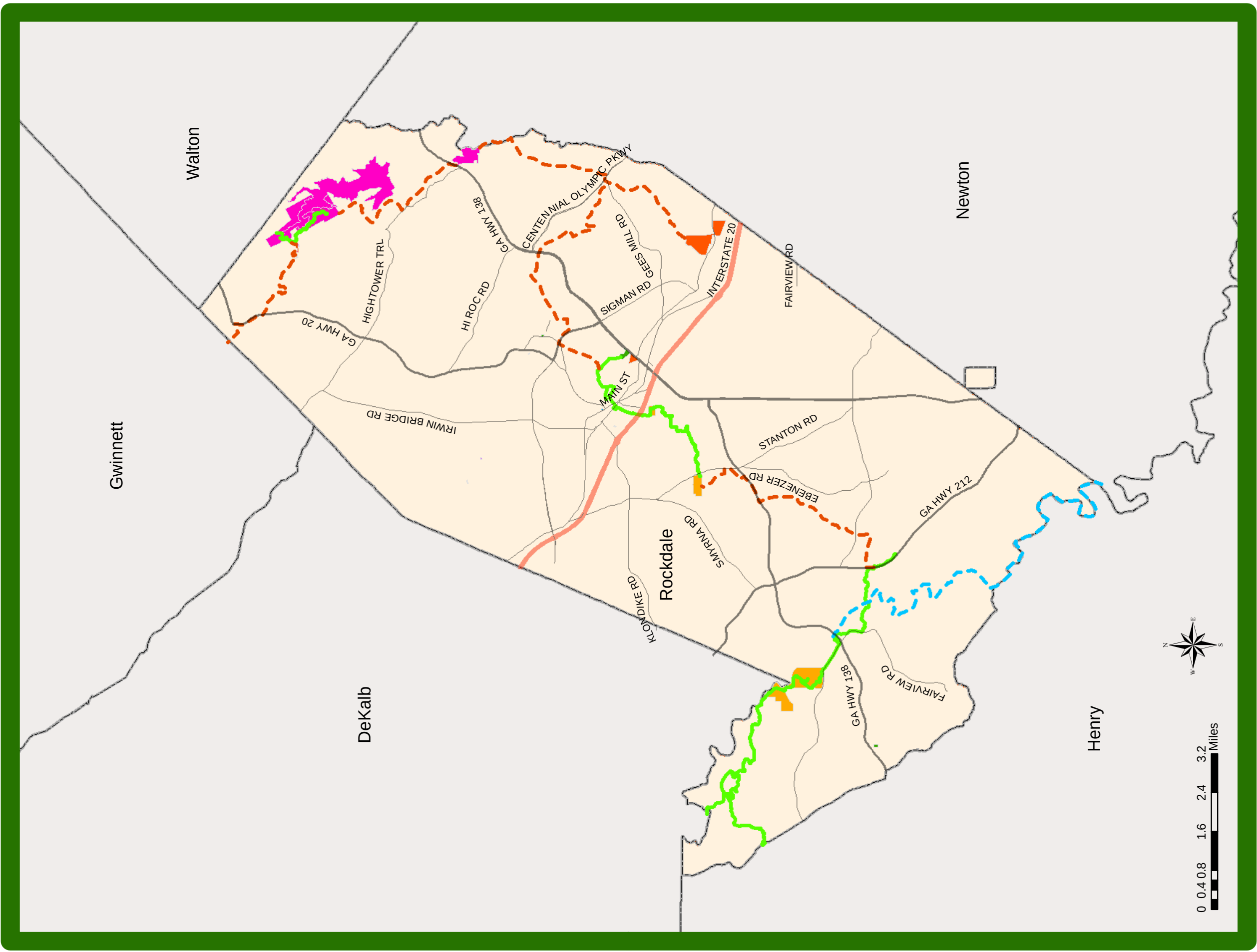
Another form of trail is a blueway. Blueways are water-based trail systems for paddlers. These systems have designated access points and they are important recreation corridors that both promote conservation and can have economic benefits as well. Utilizing Rockdale's South River, blueway connections and kayak launches are possible.

Information about the benefits of greenway and blueway trails can be found in **Appendix 4**.

Connectivity Analysis

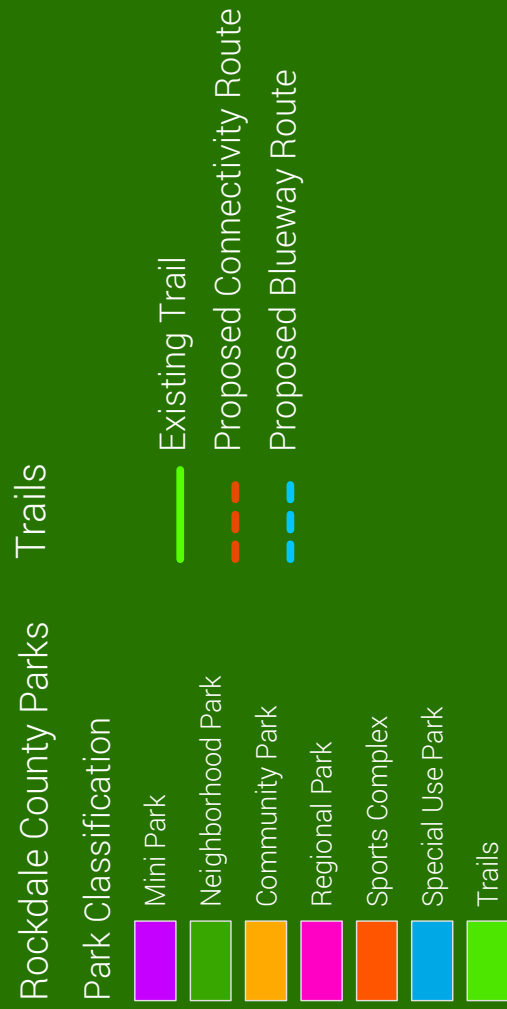
Connecting Rockdale's parks contributes to the overall recreational opportunities for residents and visitors. More than 42 miles of trails, including 8 miles of blueway, are illustrated in the following **Figure 6.10**, which illustrates existing and proposed trails in the county, identified as part of this master plan process. If constructed, these would provide additional trail connections to parks and points of interest in the county, providing additional recreational opportunities to residents. This would also offer alternative modes of transportation to places within the county and the larger region, as the regional trail system continues to expand.

Feedback received as part of the public input process of this master plan indicated that Rockdale County residents are interested in expansion of the current greenway, trail network, and increased connections to neighborhoods.



Rockdale County
Comprehensive Parks and
Recreation Master Plan

Figure 6.10
Connectivity Map



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General Park Conditions, Assessments and Recommendations

Assessments of individual parks and park facilities managed by Rockdale County Parks and Recreation were performed by planning team members who analyzed facilities for their age, functionality, and conditions. Parks were assessed for maintenance and potential for re-purposing or better usability. Identification of potential ADA accessibility issues were also noted. The assessments include information regarding the size, location, and amenities within each park and facility listed.

Parks and facilities were graded on a scale of 1-3, with 1 being the lowest and 3 the greatest. Items that received a grade of “3” are either new or require little maintenance or repairs. Those receiving a “2” are still functional, but require maintenance to ensure their use throughout the life of the master plan. Items graded as a “1” will require replacement during the span of this master plan. Once graded, all scores were averaged for an average park facility score.

Although specific needs vary between parks, several issues were found to be consistent throughout the Rockdale County parks system, including safety issues, the need for general maintenance at some facilities, ADA accessibility issues, and erosion problems.

The facility assessments also include a series of recommendations to address identified issues, as well as opportunities for further development or redevelopment of the park.

Park Assessments and Park Facility Recommendations

In addition to the recommendations discussed previously in this section, a number of improvements to existing parks, new parks, and new park facilities are recommended. These recommendations are based on information received through the public input process, the Rockdale County community standard levels of service that have been established, evaluation of the current parks and facilities, as well as consideration of the county's current and anticipated populations.

Black Shoals Park, Randy Poynter Lake, and Walk of Heroes Veterans War Memorial

Location: 3001 Black Shoals Road, Conyers, GA 30012

Size: 986 acres (including Randy Poynter Lake)

Park Classification:

	Mini Park
	Neighborhood Park
	Community Park
X	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Dock	2	Install proper guardrails on access ramp.
1	Boardwalk, dock, and pier	1	ADA boardwalk to dock is aging and will require ongoing maintenance to ensure stability and safety. Railing meets ADA guidelines, but does not meet current building codes. Gravel pavement access to boardwalk from ADA parking spaces is not ADA compliant
1	Enclosed pavilion (conference center) and storage building	3	Structures are in good (new) shape. Grilling patio with picnic table is in new condition. ADA access and parking is provided.

1	Playground	2	Playground will require continual maintenance on mulch to ensure ADA compliance. Edges of playground are restrained by edging on a steep slope that is not code compliant; safety railing is required due to the pedestrian area being within 30" horizontal of a 36" vertical grade transition.
1	Nature Trail near Haralson Mill Bridge	1	Parking is accommodated via gravel/ dirt pull-off area from Haralson Mill Road. This traffic arrangement is unsafe and creates maintenance problems. The trail is unpaved and does not connect to other park areas.
1	Botanical Garden	2	Area contains 4 benches, a gazebo, and small seat walls. Wooden benches are aging and will require upcoming replacement. ADA access and parking is provided.
1	Veterans' Park	3	The current landscaping along the entry road is sparse and there is a slight erosion problem occurring. Some landscaping along the road is in poor shape due to limited maintenance. The restroom building and water fountain are both in good condition and adequate parking is available.

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Park sign	3	
Trash	3	
Mowing	3	
Weeding	3	
Landscaping	2	Erosion occurring at entrance road to veterans' memorial

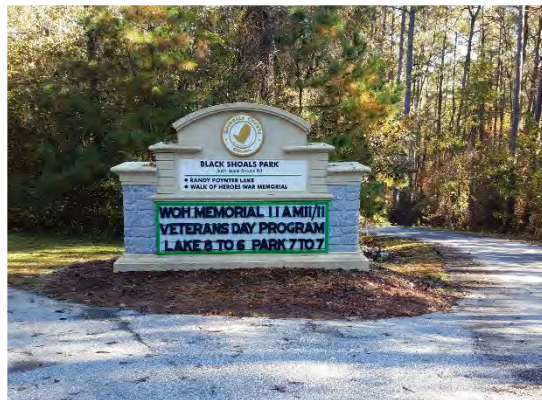
Parking Lot	3	Recently paved parking lots
Lighting	3	
Furniture	2	Wood botanical park benches will soon require replacement due to moist shady site conditions. Provide matching furnishings throughout park.
Roads	2	Gravel roads at dock need regraded/smoothed
Boardwalks	1	Railing is aging/sagging requiring replacement. Railing is ADA compliant, but does not meet current building codes
Docks/fishing piers	3	

ADA Accessibility:

Area/Facility	Comments
Veterans Memorial	Accessible
Fishing piers, dock, and ramp	Access from parking to docks not accessible from gravel to pavement/docks
Playground	Refresh mulch to maintain compliance
Botanical garden	Accessible
Nature trail	Not Accessible (not paved, no parking)

Total Conditions Score: 42/54**Average Park Facility Score:** 2.33**Other Comments and Recommendations:**

- Walk of Heroes Veterans War Memorial is connected to a non-profit organization that supports fundraising efforts. They are in the process of updating the master plan for the memorial.
- Pave gravel road at boat ramp area and provide vehicular guardrail at road edges.
- Evaluate market potential for boating/kayak/fishing rentals. If determined to be a feasible program for this location, develop facilities to support these activities.



Costley Mill Park

Location: 2455 Costley Mill Road, Conyers, GA 30013

Size: 77.48 acres

Park Classification:	
	Mini Park
	Neighborhood Park
	Community Park
X	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Historic mill foundation and associated features	3	Acceptable condition for private use. Further study required to provide safety for public use.
20	Movie set buildings/structures	2	Acceptable condition for movie sets, not acceptable/safe for public use
3	Large pavilion	3	2 structures are new, 1 structure is older but in good condition
1	Multi-purpose field	3	New backstop fence
2	Picnic shelter	3	Picnic table, fire pit w/ seating, and 2 shelters are new
1	Playground and Swing Set	3	Newly installed
1	Welcome Center	3	Recently renovated
1	Wedding House	3	Recently renovated
1	Lake Beach	2	Recently renovated
1	Banquet Hall	3	Under construction
1	Paved Walking Trails	2	Sections of trail pavement in need of repair/replacement
1	Gazebo	3	Recently renovated

2	Restroom Buildings	3	Newly installed
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Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Historic Mill & associated features	3	In good maintenance – safety hazards exist that need to be remedied
Movie set building/structures	2	Ongoing maintenance – continue to evaluate safety hazards to make acceptable for public use
Large pavilion	3	N/A
Multi-purpose field	3	N/A
Picnic shelter	3	N/A
Asphalt roads	2	Some areas cracked/weeds, covered in debris, continue ongoing maintenance
Gravel parking lot & roads	2	Weeded/not defined edges, continue ongoing maintenance
Bridges (vehicular and pedestrian)	2	Continue ongoing maintenance
Playground and Swing Set	3	N/A
Welcome Center	3	N/A
Wedding House	3	N/A
Lake Beach	2	Continue ongoing maintenance to address erosion and accessibility
Banquet Hall	3	N/A
Paved Walking Trails	2	Continue ongoing maintenance to repair/replace pavement
Restroom Buildings	3	N/A

ADA Accessibility:

Area/Facility	Comments and Recommendations
Historic mill & associated features	Not accessible
Movie set building/structures	Not accessible
Large pavilion	Accessible
Multi-purpose field	Accessible
Picnic Shelter	Accessible
Playground and Swing Set	Accessible

Welcome Center	Not accessible; Current plans include future lift
Wedding House	Accessible
Lake Beach	Accessible
Banquet Hall	Accessible
Gazebo	Accessible
Restroom Buildings	Playground- Accessible; MP Field- Not accessible

Total Conditions Score: 75/84

Average Park Facility Score: 2.68

Other Comments and Recommendations

- Overall site needs to be studied for ADA accessibility and ongoing improvements will need to continue to be implemented.
- Continue the implementation of wayfinding signage throughout the park.
- Modifications to the parking layouts and additional parking areas will be needed to accommodate users.

The following new amenities are recommended for the park:

- 2 outdoor volleyball courts.
- Natural surface walking trails.
- A nature center with classroom space; utilizing one of the existing structures.
- A second playground area is planned for the future.







De Castro Property and Trail Head

Location: Intersection of Union Church/Daniels Bridge Road

Size: 100.21 acres

Park Classification:

	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
X	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
5	Benches	3	
1	Informational sign	2	Replace missing glass in door panel
1	Trail system map	3	
2	Trash receptacle	3	
1	Bike rack	3	
1	Portable restroom	2	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Gravel parking lot	3	
Sidewalks / trail	3	

ADA Accessibility:

Area/Facility	Comments and Recommendations
Trailhead	Accessible

Parking	Accessible	
Benches/signs	Accessible	
Portable restroom	Not accessible	
Total Conditions Score:	22/24	Average Park Facility Score: 2.75

Other Comments and Recommendations:

Recommend wayfinding sign at Union Church Road to notify visitors as to the location of the trailhead.

Also recommend a restroom facility at the park.

Other than the trailhead, the remainder of this property is undeveloped and not accessible due to boundaries shared by private property owners. It is recommended that the County acquire property to access this land and develop a master plan for park development.



Earl O'Neal Park - Soccer Complex

Location: 2710 Old Covington Road, Conyers, GA 30013

Size: 141.31 acres (Soccer, Softball, and Football Complexes Combined)

Park Classification:

	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
X	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
8	Multi-purpose fields	2	(5) Lighted Fields
2	Restroom / Concessions building	3	
1	Playground	3	Mulch surfacing
1	Picnic shelter	3	
1	Maintenance facility	2	Maintenance shop, storage buildings, enclosed parking area

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Multi-purpose fields	1	Excessive field turf and pedestrian areas are worn - reseed/sod fields; provide additional pavement at pedestrian congregation areas
Restroom / concessions building	3	Repair damaged doors that do not latch, repair serving window that will not close completely

Playground	3	
Picnic Shelter	3	
Maintenance facility	2	Pave vehicular use areas
Parking lots	3	

ADA Accessibility:

Area/Facility	Comments and Recommendations
Multi-purpose fields	Not accessible, provide paved access to team bench and spectator areas
Restroom/concessions building	Accessible
Playground	Accessible
Picnic shelter	Accessible
Maintenance facility	Not accessible; provide paved ADA access from parking to building

Total Conditions Score: 28/33 **Average Park Facility Score:** 2.55

Other Comments and Recommendations:

- Generally reseed/sod open areas to prevent erosion.
- Provide shade structures over the bleachers.
- Long term, convert 2 soccer fields to accommodate non-traditional sports such as cricket.
- Evaluate the potential for land acquisition adjacent to the property that is suitable for development of a new recreation center.



Earl O'Neal Park - Softball / Football Complex

Location: 2709 Old Covington Road, Conyers, GA 30013

Size: 141.31 acres (Soccer, Softball and Football Complexes Combined)

Park Classification:

	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
X	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
8	Baseball/softball fields	3	Centralized score towers, bleachers, roofed chain-link dugouts, lighted, scoreboards
3	Restroom buildings	3	Heated
1	Concessions pavilion	3	
6	Batting cages	3	
3	Picnic shelters	3	Lighted, picnic tables, trash receptacles
2	Football fields	3	Grandstand seating, bleachers, lighting, natural turf, score tower, scoreboards
1	Football concession/restroom/ score tower building	2	
1	Playground	3	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Baseball softball fields	3	Regrade infields to minimize ponding/drainage issues, paint score tower fascia
Restroom Buildings	3	Repair broken water fountain, repair broken ceiling light
Concessions pavilion	3	
Batting cages	3	
Picnic Shelters	3	
Football fields	3	Replace goal post padding, paint goal posts
Football concession/restroom/score tower building	3	Replace broken lamp in men's restroom
Playground	3	
Area between fields	1	Reseed worn areas, regrade to minimize ponding, add additional sidewalk/pavement to frequent pedestrian paths/gathering areas, widen main sidewalk to minimize vehicle rutting, replace storm drain inlets in pedestrian pavement with ADA compliant grates, provide permanent fencing solution at football fields to replace temporary fence.
Parking	2	Pavement nearing end of life
Open areas	1	Reseed worn areas; provide additional pedestrian pavement

ADA Accessibility:

Area/Facility	Comments and Recommendations
Baseball/softball fields	Not accessible, provide pavement to fields, spectator areas and dugouts; replace non-ADA compliant storm grates
Restroom buildings	Accessible
Concessions pavilion	Accessible
Batting cages	Accessible
Picnic shelters	Accessible
Football fields	Accessible
Football concession/restroom/score tower	Accessible, replace non-ADA compliant storm grates

Playground	Not accessible, provide paved access
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Total Conditions Score: 51/57 **Average Park Facility Score:** 2.68

Other Comments and Recommendations:

- Add additional pavement in heavily used pedestrian areas.
- Consider new paved path alignment through baseball/softball complex to minimize vehicles crossing unpaved areas when going around score towers.
- Generally reseed/sod common areas to prevent erosion.
- Provide shade structures over the bleachers.



Grimes Street Park

Location: 1792 Grimes Street NW, Conyers, GA 30012

Size: 0.16 acres

Park Classification:

X	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Basketball half-court	3	
1	Playground	2	Lighted

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Basketball half-court	3	
Playground	3	

ADA Accessibility:

Area/Facility	Comments and Recommendations
Basketball half-court	Accessible
Playground	Accessible

Total Conditions Score: 11/12 **Average Park Facility Score:** 2.75

Other Comments and Recommendations:

- Provide site furnishings to match system-wide standard.
- Provide park sign and benches.
- Add a small pavilion and grill to the park.
- Provide fencing around the playground, adjacent to the street, for safety.



Johnson Park and Recreation Center

Location: 1781 Ebenezer Road, Conyers, GA 30094

Size: 51.75 acres

Park Classification:

	Mini Park
	Neighborhood Park
X	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Trail head area	3	Benches, trash receptacle, bike racks, information sign
1	Picnic pavilion	3	Grill
4	Tennis courts	3	Lighted, picnic tables, bleachers
1	Multi-purpose trail	2	Exercise stations
1	Playground	2	Covered shade structure, rubberized surface, benches, picnic table
1	Picnic area	2	Covered benches, 2 picnic tables, weathered tables
4	Baseball fields	3	Concessions/restroom building with scoring level, covered dugouts, scoreboards, picnic area, bleachers, lighted
1	Community Center	3	Meeting rooms, gymnasium – floor recently resurfaced, swimming pool, weight room
2	Gazebos	2	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Trail head area	3	
Picnic pavilion	3	
Tennis Courts	3	
Multi-purpose trail	2	Some fitness stations require maintenance
Playground	2	Rubberized surface cracking/peeling in heavy use areas, tear in fabric shade structure, lawn worn/eroding around benches
Picnic area	3	
Baseball fields	2	Reseed lawn in common areas, add fill in settled areas that create trip hazards at pavement edges and manholes, add pavement in heavy-use pedestrian areas, dugout fencing is bent
Parking lot	3	
Gazebos	2	Provide paved connection to trail

ADA Accessibility:

Area/Facility	Comments and Recommendations
Trail head area	Accessible
Picnic pavilion	Accessible
Tennis courts	Accessible
Multi-purpose trail	Accessible
Playground	Accessible, picnic table/bench not accessible – add paved path and concrete pad
Picnic area	Accessible
Baseball fields	Not accessible – provide pavement to bleachers, dugouts
Community Center	Add handicap entrance to front doors. Lift in swimming pool. Ensure accessible height at front desk
Gazebos	Not accessible- provide paved connection to trail
Total Conditions Score:	46/54 Average Park Facility Score: 2.56

Other Comments and Recommendations:

- Reseed/add pavement at heavily worn pedestrian areas to prevent erosion.
- A new gymnasium with indoor walking track, additional meeting rooms and offices, as well as a natatorium addition have been proposed and planned for facility expansion at the recreation center.
- Add a dog park at the park.
- Add 2 tennis courts at the park and stripe for pickleball.
- Provide shade structures over the bleachers.





J.P. Carr Community Center and Gymnasium

Location: 986 Hardin Street, Conyers, GA 30012

Size: 9.20 acres

Park Classification:

Mini Park

Neighborhood Park

Community Park

Regional Park

Sports Complex

Natural Resource Area/ Preserve

Greenway/Trail

School Park

X Special Use Park: Gymnasium and Community Center

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
2	Outdoor basketball courts	2	Pavement cracking
1	Picnic shelter	3	
1	Gymnasium	3	
1	Community center	3	Meeting room space, stage, kitchen

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Basketball courts	2	Reseal asphalt
Picnic shelter	3	
Parking lot	2	Pavement beginning to crack; needs resealed

ADA Accessibility:

Area/Facility	Comments and Recommendations
Basketball courts	Accessible
Picnic shelter	Accessible
Community Center	Accessible, New lift installed at stage
Total Conditions Score:	18/21 Average Park Facility Score: 2.57



Lakeview Estates Park #1

Location: 2500 Lake Rockaway Road, Conyers, GA 30012

Size: 2.33 acres

Park Classification:	
X	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Playground	3	Good condition - appears to be newer structure; mulch surface was uneven with some rutting
1	Swing set	1	Old structure, support posts rusting, paint flaking on top post. Mulch surface under swings is rutted and holding water
1	Basketball court - full court	2	Goals in decent condition. Pavement was cracking with weeds growing through; striping was faded, but present.
1	Basketball court - half court	1	Goal is low and leaning; backboard is rusting. Pavement is cracked with weeds growing through, no striping present.

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Site lighting	1	Light poles are present around the park perimeter; however, most lights are broken and do not appear functional. Recommend replacing lights and making fully operational.
Benches	2	Most benches are metal and decorative located around the site. 1 bench is wood and in poor condition; should be removed. Metal benches should be repainted
Picnic table	1	1 picnic table present, wooden and falling apart. Remove and replace with new picnic table on concrete pad.
Trash receptacles	1	Several plastic, rolling trash bins are present around the park site. All are chained to something. Replace with standard furnishings
Site	1	Grass is thin or missing in areas around the property, some low spots holding water. Slope along Frontier Dr. is washing out.
Park signage	1	No signage at entries to park; park rules sign is located interior to the park, with outdated logos.
Bike parking	1	2 'U' racks on concrete pad; erosion issues around pad. Pad is not connected to pavement at street or along the walk inside the park.
Fencing	1	Fencing along perimeter of park shared with church is in very poor condition. The fabric is loose and supports are missing in several areas. Repair or replace as necessary.

ADA Accessibility:

Area/Facility	Comments and Recommendations
Playground and swing set	Accessible path through park connects to plastic ramps at both the playground and swing set areas, both are accessible. Mulch level needs to be a proper height to provide smoother transition into and out of play areas onto the ramps.
Basketball courts	Accessible via path from Lake Rockaway Road.

Accessible path

No sidewalks present along either road frontage. No parking areas designated along either road frontage. Recommend providing some parking and a defined accessible path near park entry along Lake Rockaway Road.

Total Conditions Score:

16/36

Average Park Facility Score: 1.3**Other Comments and Recommendations:**

- Park is hard to find from any of the nearby major roads; there is no signage to direct to the park. A church is using the eastern portion of the property, with a parking lot.
- The parking lot could be used for the park; however, it is not connected via pedestrian path to the park and topography would make ADA access from this parking facility difficult.
- No residential property located adjacent to the park (appears there are some empty lots).
- Possible opportunity for lake access on the opposite side of the church property.





Lakeview Estates Park #2

Location: 50 Skyline Drive, Conyers, GA 30012

Size: 0.53 acres

Park Classification:

X	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Playground	2	
1	Picnic table	1	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Playground	2	Refresh mulch; replace sidewalk
Picnic table	1	Reseed area, provide concrete pad, and sidewalk connection

ADA Accessibility:

Area/Facility	Comments and Recommendations
Playground	Sidewalk is settling and cracking, will require replacement to comply with ADA, sidewalk ends at playground edging – provide access ramp.
Picnic table	Not accessible
Total Conditions Score:	6/12 Average Park Facility Score: 1.5

Other Comments and Recommendations:

- Small park is heavily worn; appears to have heavy usage.
- Refresh mulch in playground.
- Reseed lawn areas.
- Replace concrete sidewalks.
- Add concrete pad and sidewalk connection at picnic table.
- Replace picnic table and trash cans with park system standard.



Legion Fields

Location: 1260 South Main Street, Conyers, GA 30012

Size: 36.86 acres

Park Classification:

	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
X	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
17	Batting Cages	1	General disrepair
1	Field 1 Restroom/concession building	1	Roofing damage; fascia has water damage/needs paint; damaged serving window door
1	Field 16 Concession/storage building	1	Exterior paneling and serving counter showing signs of moisture damage. Appears decommissioned to storage use only.
1	Large pavilion at miracle field	2	Needs repainting, roof nearing replacement; exterior electrical outlet covers missing
1	Large pavilion	3	New

15	Softball/baseball fields	1	Hazardous grade change between turf/soil areas, ponding, gates, and fence fabric worn/detached/rusting, score towers not code compliant - missing handrail at stairs, uneven riser heights, electrical boxes with exposed wiring (no protective coverings/locks), dugouts/score-towers need paint, dugout benches detached from wall, scoreboards not functional or have exposed wiring, leaning score tower, and unstable dugout roof supports
1	Miracle Field	2	Ponding in front of 3 rd base dugout, exposed wiring at electrical outlets/panels.
3	Picnic shelters	2	Needs paint/sealant
1	Playground	3	Freshen mulch

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Batting Cages	1	Weeds, loose netting/fence fabric, trash
Field 1 Restroom/Concessions	1	Re-roof, paint, repair damaged rolling door, replace damaged fascia
Field 16 Restroom/Concessions	1	Repaint, remove serving counter and seal window
Large pavilion at miracle field	2	Repaint, roof replacement upcoming, repair damaged electrical outlets / provide exterior protection per code requirements
Large pavilion	3	
Softball / Baseball fields	1	Regrade fields, repair / paint fences, provide code compliant stair and railing to score towers, repair damaged electrical outlets / provide exterior protection per code requirements, replace non-functioning scoreboards and provide protection to exposed wiring, replace unsafe team benches in dugouts, replace score-tower and dugout with leaning support structures, re-sod worn fields, and provide paved ADA access to dugouts and seating areas
Miracle field	2	Level and resurface ponding area near third base

Picnic shelters	2	Paint/seal exposed wood
Playground	3	Refresh and level mulch, provide paved ADA access
Parking lots	1	Pavement at end of life; resurface
Sidewalks	2	Drainage flow along sidewalks – divert drainage to prevent sedimentation. Replace storm drainage grates in sidewalks with ADA compliant grates
Field/Parking lot lighting	3	Good condition

ADA Accessibility:

Area/Facility	Comments and Recommendations
Batting cages	Not all accessible
Field 1 restrooms/concessions	Accessible
Field 16 storage/concessions	Not accessible
Large pavilion at miracle field	Accessible
Large pavilion	Accessible
Softball/baseball fields	Not all areas accessible
Miracle field	Accessible
Picnic shelters	Accessible
Playground	Not accessible

Total Conditions Score: 38/63 **Average Park Facility Score:** 1.81

Other Comments and Recommendations:

- Provide ADA access to all amenities.
- Repair exposed wiring and electrical boxes.
- Regrade fields to eliminate grade change safety hazard between soil/turf areas.
- Perform work to make score-towers and access stairs code compliant.
- Replace site furnishings with a system-wide standard to ease maintenance and parts availability.
- Rockdale County currently has a surplus of baseball/softball fields, according to the established level of service. However, the County has recently taken over the youth baseball programming. Before any decisions are made to re-purpose any baseball or softball fields, the county should determine if there is growth in program participation after a period of time of 3 to 5 years, as a result of their actions to run the youth program.





Lorraine Park & Trail Head

Location: 3465 Highway 138 SE, Stockbridge, GA 30281

Size: 4.37 acres

Park Classification:

	Mini Park
X	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Grilling / picnic area	3	
1	Multi-purpose trail	3	
2	River overlooks	3	
1	Portable restroom	2	
1	Trail head area	3	Benches, info and directional signs, bike rack, trash receptacles

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Grilling / picnic area	3	
Multi-purpose trail	3	
River overlooks	3	
Trail head area	3	
Portable restroom	2	
Parking lot	3	

ADA Accessibility:

Area/Facility	Comments and Recommendations
Grilling / picnic area	Not accessible – add concrete pad at picnic table and grill
Multi-purpose trail	Accessible
River overlooks	Accessible
Portable restroom	Not accessible
Trail head area	Accessible
Total Conditions Score:	31/33
Average Park Facility Score: 2.82	

- Provide additional amenities at this park, including a playground, restroom building, pavilion, benches, and picnic tables.



Milstead Park

Location: 1665 Main Street NE, Conyers, GA 30012

Size: 0.62 acres

Park Classification:

	Mini Park
X	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Picnic shelter	3	
1	Playground	2	
1	Splash pad	2	Not running at time of visit. Shut down for the season.
1	Open play field	3	
1	Walking loop	3	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Picnic shelter	3	New
Playground	2	Refill and level mulch
Open play field	3	
Walking loop	3	

ADA Accessibility:

Area/Facility	Comments and Recommendations
Picnic shelter	Accessible
Playground	Accessible
Open play field	N/A
Walking loop	Accessible

Total Conditions Score: 24/27**Average Park Facility Score:** 2.67**Other Comments and Recommendations:**

- Place picnic tables in ADA accessible area.
- Provide ADA seating at benches.
- Add restrooms and changing room at this park for park visitors.
- Add parking at this park for park visitors. Land acquisition will be necessary.
- Install shade structures or shade trees to provide shade for visitors.



Pine Log Park

Location: 1451 Pine Log Road, Conyers, GA 30012

Size: 14 acres

Park Classification:

	Mini Park
X	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
4	Tennis courts	1	Deteriorated court surface
3	Junior tennis courts	2	Deteriorated court surface
2	Picnic shelters	3	
1	Pavilion	3	Adjacent grilling area
2	Restroom buildings	2	
2	Basketball courts	3	
2	Basketball half-courts	2	Deteriorated court surface
	Multi-purpose trail	3	
1	Nature trail	1	Abandoned
1	Playgrounds	2	Typical wear and tear
1	Picnic area	3	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Tennis courts	1	Surface is peeling, asphalt is cracked and ponding.

Junior tennis courts	1	Surface is peeling, asphalt is cracked and ponding.
Picnic shelters	3	
Pavilion	3	
Restroom buildings	2	Broken water fountain and stall door at large restroom building
Basketball courts	3	
Basketball half-courts	2	Surface is severely worn
Multi-purpose trail	3	
Nature trail	1	Bridge is in hazardous condition; trail is overgrown
Playgrounds	2	Equipment showing wear, mulch settling away from equipment & ADA entrance ramps; reseed lawn in worn/eroded areas
Parking lots	2	Pavement nearing end of life
Pedestrian bridges	1	Wooden bridges at end of life; require replacement

ADA Accessibility:

Area/Facility	Comments and Recommendations
Tennis courts	1 court cluster accessible, 1 court cluster not accessible
Junior tennis courts	Accessible
Picnic shelters	1 shelter accessible, 1 not accessible (post in center of walkway)
Pavilion	Accessible
Restroom buildings	Accessible
Basketball courts	Courts Accessible, Spectator seating not Accessible
Basketball half-courts	Accessible
Multi-purpose trail	Accessible
Nature trail	Not Accessible
Playgrounds	Accessible (needs mulch fill to flush with ADA ramp)
Picnic area	Not Accessible
Parking lots	Accessible

Total Conditions Score: 49/69**Average Park Facility Score:** 2.13

Other Comments and Recommendations:

- Safety hazards throughout park should be addressed immediately.
- Replace benches, tables, and chairs with park system standard. Many site furnishings requiring replacement.
- Resurface junior tennis courts and convert to basketball courts.
- Reseed worn lawn areas and areas of erosion. Provide paved paths and concrete pads to areas of heavy use.
- Develop dog park facility to serve surrounding communities.



Richardson Park

Location: 3779 Union Church Road, Stockbridge, GA 30281

Size: 4 acres

Park Classification:	
	Mini Park
X	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
2	Tennis Courts	3	Lighted
1	Restroom building	3	
1	Picnic shelter	3	
1	Playground	3	
1	Multi-purpose field	2	Backstop fence, chain link dugouts

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Tennis courts	2	Pavement cracked with weeds
Restroom building	3	
Picnic shelter	3	
Playground	2	Level and add mulch
Multi-purpose field	2	Level rutted areas at home plate and pitching plate. Add flush mount, permanent bases.
Parking lot	2	Pavement cracking

ADA Accessibility:

Area/Facility	Comments and Recommendations
Tennis courts	Accessible
Restroom building	Accessible
Picnic shelter	Accessible
Playground	Accessible
Multi-purpose field	Not accessible – add paved walk to backstop and dugouts
Parking lot	No designated ADA spaces

Total Conditions Score: 28/33**Average Park Facility Score:** 2.55**Other Comments and Recommendations:**

- Regrade infield area at backstop wall.
- Develop dog park facility to serve surrounding communities.



Rockdale Tennis Center

Location: 1370 Parker Road, Conyers, GA 30094

Size: 8.5 acres

Park Classification:

	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
X	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
12	Tennis courts- Main Complex	3	Lighted; spectator seating
2	Tennis courts- Outdoor Complex	1	Cracks in surface
1	Pro-shop, restrooms, concessions building	3	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Tennis courts- Main Complex	3	
Tennis courts- Outside Complex	1	Cracks in surface; resurface
Pro-shop, restrooms, concessions building	3	
Parking lot	2	Resurface within 10 years

ADA Accessibility:

Area/Facility	Comments and Recommendations
Tennis courts	Accessible
Pro-shop, restrooms, concessions building	Accessible

Total Conditions Score: 16/21 **Average Park Facility Score:** 2.29

Other Comments and Recommendations:

- Resurface the tennis courts outside of the main complex and stripe for pickleball courts.



Shady Grove Park

Location: 2100 Old Covington Road, Conyers, GA 30013

Size: 1.62 acres

Park Classification:

X	Mini Park
	Neighborhood Park
	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Basketball court	3	Recently resurfaced; new goals
1	Basketball partial-court	3	Recently resurfaced; new goal
1	Playground	1	No ADA access; damaged equip.
1	Grilling/Picnic area	1	No ADA access

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Park sign	3	
Trash	3	
Mowing	3	
Weeding	3	
Landscaping	2	Wear around picnic tables
Furniture	3	
Playground equipment	1	Broken/torn swing set seats
Fencing	1	Damaged fence along highway

ADA Accessibility:

Area/Facility	Comments and Recommendations
Playground	Not accessible
Picnic/Grilling area	Not accessible
Basketball courts	Not accessible

Total Conditions Score:

27/36

Average Park Facility Score: 2.25**Other Comments and Recommendations:**

- General lack of ADA access. Add paved connections between park amenities from the street.
- Add ADA parking spaces with connections to amenities.
- Provide pavement under picnic tables to aid in maintenance.



South Rockdale Community Park

Location: 3909 East Fairview Road, Stockbridge, GA 30281

Size: 175.80 acres

Park Classification:

	Mini Park
	Neighborhood Park
X	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Horse trail	1	Trail not-defined/overgrown
1	Pavilion	3	Restrooms (heated)/ lighting/ grill pit
3	Picnic cabanas	2	Picnic table/ fire pit. Cabanas not identified; not oriented for security (open side facing away from public area); no access
1	Playground	3	
1	Trail head area	3	Benches/ info & directional signs/ trash receptacle/ bike rack
1	Picnic/grilling area	3	2 picnic tables/ grill

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Horse trail	1	Trail not defined/overgrown
Pavilion	3	Seal/paint underside of roof
Picnic cabanas	2	Access path overgrown; surrounded by debris

Playground	3	Benches, rubberized ADA access, sparse lawn/erosion around benches
Trail head area	3	
Picnic/grilling area	2	Sparse lawn
Parking lot	3	
Gravel horse trailer parking	3	

ADA Accessibility:

Area/Facility	Comments and Recommendations
Horse trail	Not accessible
Pavilion	Accessible
Picnic cabanas	Not accessible – add paved access
Playground	Accessible
Trail head area	Accessible
Picnic/grilling area	Not accessible

Total Conditions Score: 35/42 **Average Park Facility Score:** 2.5

Other Comments and Recommendations:

- Relocate cabanas to public view for security; add access path/clear debris.
- The County is currently planning for a mountain bike trail for this park.
- A master plan for this park should be developed to provide additional amenities and facilities to better utilize the existing acreage and to provide park facilities to residents in this part of the county. Some facilities could include, at a minimum:
 - Disc golf course
 - Outdoor volleyball courts
 - An adventure play area may be appropriate in this park, utilizing the natural areas.



Wheeler Park

Location: 1350 Parker Road, Conyers, GA 30094

Size: 37 acres

Park Classification:	
	Mini Park
	Neighborhood Park
X	Community Park
	Regional Park
	Sports Complex
	Natural Resource Area/ Preserve
	Greenway/Trail
	School Park
	Special Use Park:

Conditions Scale: 1 – Poor 2 – Fair 3 – Good N/A=Not Applicable

Amenities and Facilities: (ex. ballfields, playgrounds, buildings, tennis courts, etc.)

Qty.	Amenity/Facility	Condition (1-3)	Comments and Recommendations
1	Picnic shelter / restrooms	3	Grilling pit
1	Playground	3	
1	Walking trail	3	

Site Maintenance: (ex. signage, trash cans, lighting, mowing, weeding, etc.)

Area/Facility	Condition (1-3)	Comments and Recommendations
Picnic shelter / restrooms	3	
Playground	3	
Walking trail	3	
Parking lot	2	Resurface within 10 years

ADA Accessibility:

Area/Facility	Comments and Recommendations
Picnic shelter / restroom	Accessible
Playground	Accessible, provide paved ADA access to bench seating
Walking trail	Accessible
Total Conditions Score:	20/21 Average Park Facility Score: 2.85

Other Comments and Recommendations:

- Replace trash receptacles with system-wide standard.
- Provide pavilion at rear of Parker Road facility for farmer's market. The large parking lot can accommodate parking for the market. The pavilion should include electricity and water. A restroom building is recommended. Signage will be needed. The pavilion should also be positioned and developed to accommodate event planning for special events hosted by the County, such as movie nights, concerts, etc.



New Park Recommendations

New Community and Neighborhood Parks

A minimum of two (2) new parks are needed to serve residents in the southeast portion of Rockdale County. As evidenced by the gap analysis map, **Figure 6.9**, this part of the county is not currently served by any Rockdale County park. A new community park and a new neighborhood park will provide service to residents in this portion of the county. These parks should incorporate the following amenities. Construction of these facilities will help alleviate the current and future facility level of service deficits that have been established.

- Outdoor basketball courts
- Multi-purpose fields
- Playgrounds
- Pavilions
- Splash pad
- Tennis courts

Downtown Park

A new downtown park has been contemplated for use as an amphitheater. When asked in the community input survey about this as a possibility, there was support for an amphitheater and special event space, among other suggestions that are recommended to be addressed elsewhere in the parks system.

C.E. Steele Community Center

Convert the building to a teen center and construct a skate park. Utilization of the adjacent county-owned parcel that is currently vacant will be necessary for these improvements.

Rockdale County Auditorium

The County is in the process of making improvements to this facility, with completion anticipated in 2019. Interior modifications to the auditorium will include bolstering the steel floor, providing flex seating, upgrading the A/V systems, painting, flooring, and window replacements. It is anticipated that these improvements will allow the county to attract increased and diverse programming for the facility.

Design, Safety, and Accessibility Standards

Many of the issues noted in the facility assessments are commonly found in most parks around the country, including:

- Landscape material and maintenance standards
- Facility design standards
- Accessibility issues
- Park security standards
- Playground safety standards

Landscape Material and Maintenance Standards

Developing standards for landscape materials and maintenance give direction to maintenance crews for expectations. Well-maintained landscaping at park entrances gives the community the feeling that a park is a welcoming place. Strategic plantings can provide intentional screening, direct visitors to provide pedestrian traffic control, or can buffer sound.

Rockdale County's parks were lacking in unified or maintained landscaping at park or building entrances. Many landscape beds were neglected, lacking in seasonal color, and in need of weed control. It is recommended that landscape material and maintenance standards be developed and implemented and that any landscaping installed be maintained. Outsourcing these responsibilities may be one avenue to explore, especially for seasonal plantings and shrub trimming.

Facility Design Standards

Facility design standards create an overall unified look that can be achieved through standard site furnishings and architectural materials. A standard building and site furnishings palette would create a consistent look and ease maintenance coordination. A unified site furnishings package, including commercial-grade trash receptacles, tables and benches, standardized fencing materials, water fountains, street and security light fixtures, and other common site equipment should be established. The basis for creating a strong park facility image is the utilization of design guidelines and standards that allow a visitor to identify a park immediately by the elements that are present there.

American with Disabilities Act (ADA)

The ADA is a civil rights law that prohibits discrimination on the basis of disability. On September 15, 2010, the ADA Guidelines revisions to the July 23, 2004 (ADAAG 2004) were signed into law and now require compliance by all Title II (Public) and Title III (Public Accommodations and Commercial) entities. These 2010 ADA Standards for Accessible Design include all recreation facilities and their amenities, including bathrooms, picnic tables, bleachers, dugouts, and swimming pools. The new standards offer more governance and specifics than the previous standards, but still leave some room for interpretation for some park facilities; however, they are specific in their requirements for all playgrounds, hard courts, pathways, spectator areas, fishing piers, water play features, restrooms, and programming spaces to be accessible. The guidelines provide specifics on maximum vertical and horizontal slopes that can be used along access routes if they are to be compliant.

It is important that a more detailed analysis be conducted of each park in order to formulate a transition plan to address these issues. The transition plan should look at how updates in the parks will impact programming in each park. In terms of prioritizing these updates,

renovations that maximize program access should have a higher priority than renovations that will have less impact to program access. The goal would be over time to illuminate all access and ADA issues and provide all residents good access to all programs and facilities.

Park Security Standards

Recent advances in technology and communications have made the implementation of active security measures more readily available for park systems across the nation. Active security features, such as emergency call boxes, cameras and license plate readers supplement traditional passive security measures, such as lighting, effective facility design, and maintenance, to enable park providers to enact more comprehensive security standards within their system. Recent research indicates that effective planning and implementation of these security features can result in a deterrence of undesired activities and park visitors generally report an improved sense of safety.

The department should develop security standards for implementation in both existing and future parks. Installation of security cameras at all current park facilities should be considered following the development of a prioritization program to identify facilities with greater needs for active security features. Additional security features should also be evaluated for implementation in the future.

Playground Safety Standards

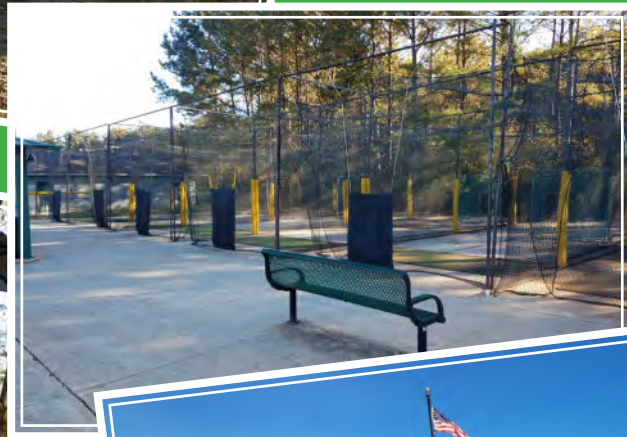
Another prominent issue within some park systems is the non-compliance of playground equipment with safety standards by organizations such as U.S. Consumer Product Safety Commission (CPSC) and the International Play Equipment Manufacturers' Association (IPEMA). The standards proposed by these organizations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

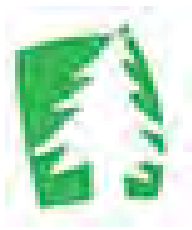
Playground surface redressing does occur at the county's playgrounds, yet some playgrounds were found to need additional redressing at the time of the site visits. As playgrounds are added to the system and older equipment is updated, the planning team recommends using poured-in-place rubber surfacing. While it has a high initial cost, it has a lower maintenance cost and eliminates the need for annual material costs required with a wood chip surface.

A Playground Safety Checklist is in place for Parks Maintenance to utilize. The Department should insure that the checklist is completed and placed on file on a regular basis and that any safety issues are addressed in a timely manner. Additionally, scheduled playground safety inspections should be added to the playground standard operating procedures for Parks Maintenance. While raking and smoothing of the mulched areas are included, no other reference to playground safety inspections are provided on the SOP.

Playground Safety Inspector Certification is addressed in **Section 5: Staffing and Operations**.

Budget Review





Budget Review

This section of the study documents Rockdale County's funding for Parks and Recreation, provides benchmark comparisons, evaluates revenue generation, offers alternative funding sources, and makes policy recommendations. Resources include the fiscal year 2017 benchmark community budgets and the 2017 NRPA Park Metrics Agency Performance Report. The 2017 NRPA Agency Performance benchmarks provides national data on spending levels as well as funding sources for parks and recreation agencies.

Parks and Recreation Operations Budget Expenditures

Figure 6.1 below shows Rockdale County's Parks and Recreation 2017 actual operations budget.

Figure 6.1: Rockdale County Parks and Recreation 2017 Budget (Actual)

	Personnel	Operating	Total
Recreation / Administration	\$607,034	\$595,659	\$1,202,693
Parks Maintenance	\$697,275	\$281,900	\$979,175
Total 2017 Budget			\$2,181,868

Benchmark Comparisons

Benchmarking serves as a guide to assess an agency's investment in parks and recreation. But unlike police and fire where services are more standardized, benchmarking parks and recreation services is more complex due to the differences in community approaches to parks and recreation. The type, scope, and number of recreation amenities, the number of parks and park acreage, and programming levels differ from agency to agency. Benchmarking should be used to give communities a general idea of how they stack up compared to peer communities and national medians.

Budget Distribution

Rockdale County's Recreation/Administration Division represents 57% and the Parks Maintenance Division represents 43% of the total operating budget. The budget distribution reflects the national median distribution as Rockdale County's recreation division includes administration.

Figure 6.2: Rockdale County Parks and Recreation Budget Distribution by Division

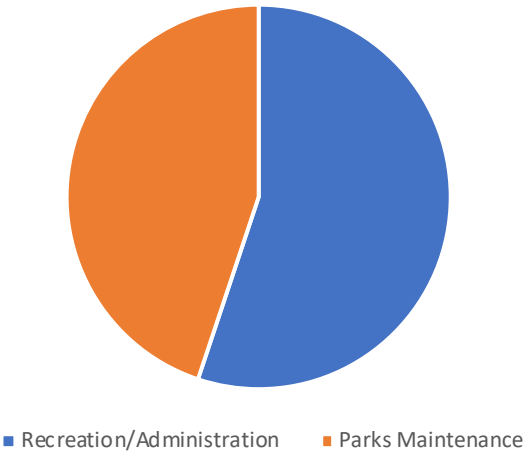
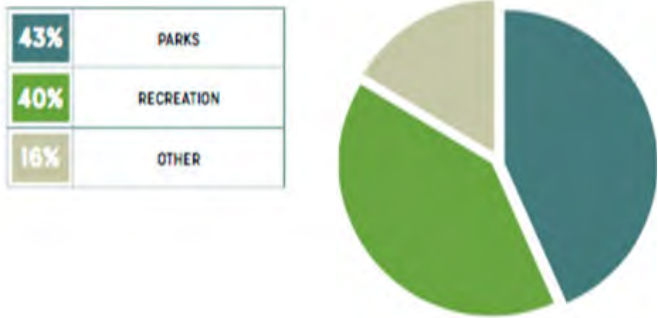


Figure 6.3: NRPA Park Metrics Agency Performance Report



Rockdale County's personnel services represents 61% of the operations budget compared to the national median of 55%. **Section 5: Staffing and Operations** of this report documented the need for increased staffing levels for Parks and Recreation to 1) increase and improve programming, 2) address deferred parks maintenance, and 3) implement operational best practices. An increase in personnel spending will also require increased operating funding.

Figure 6.4: Rockdale County Parks and Recreation Budget Distribution - Personnel vs. Operating

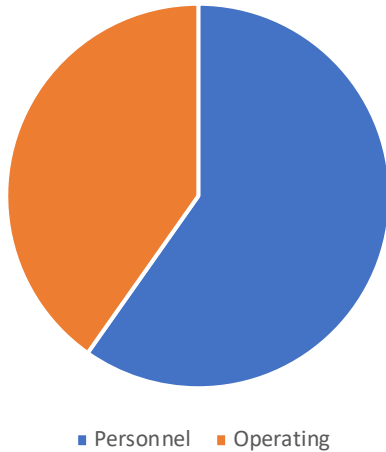
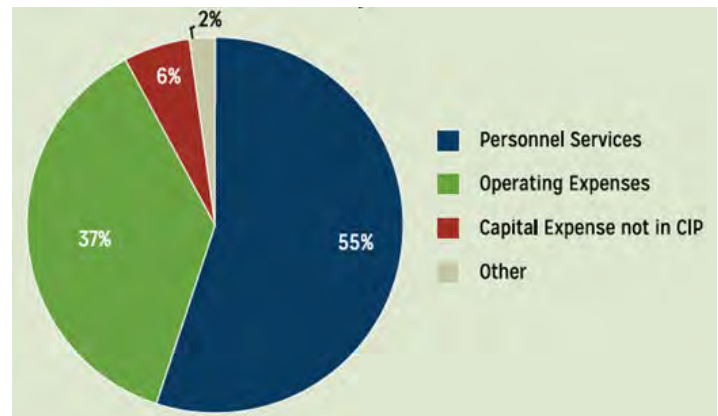


Figure 6.5: NRPA Park Metrics Budget Distribution



Percent of General Fund

Parks and Recreation budget expenditures as a percent of the general fund is a standard benchmark statistic. **Figure 6.6** below compares the Fiscal Year 2017 (FY 2017) operating budget for Rockdale County Parks and Recreation with the funding levels of the benchmark communities. Rockdale County's spending for parks and recreation as a percentage of general fund expenditures falls below that of the other benchmark communities but is very closely aligned with Henry County and Newton County. Rockdale County's spending for parks and recreation as a percentage of the general fund has fallen from its 2005 level of 5.57% as reported in the 2006 Parks and Recreation Comprehensive Master Plan.

Figure 6.6: Parks Expenditures Compared with General Fund Expenditures

Community	Parks & Recreation Budget	General Fund	Percentage
City of Roswell, GA*	\$15,926,858	\$66,429,954	15.81%
Cobb County, GA	\$22,740,822	\$364,572,057	6.24%
Newton County, GA	\$1,865,876	\$48,992,175	3.81%
Henry County, GA**	\$5,178,000	\$143,171,538	3.62%
Rockdale County	\$2,181,868	\$64,958,063	3.36%

**NRPA's
2016 America's
Engagement
with Parks
Survey findings:**

90% of Americans agree that parks and recreation are important to local government services (comparable to police/fire, schools, and transportation).

*The City of Roswell's department budget includes \$10,679,060 in the general fund plus \$5,247,798 in an enterprise fund for Participant Recreation. The enterprise fund includes offsetting revenues. The enterprise fund expenditures reflect cost allocations for revenue generating activities. These activities are general recreation activities that are more typically included in the general fund budget. The Participant Recreation enterprise fund amounts are added to the department budget and to the General Fund budget to reflect the full budget allocation.

**Henry County's department includes \$4,566,680 in the general fund and a proprietary fund of \$611,320 in expenses for golf course operations. The golf course generates revenue to cover 85% of its operating costs. The golf course proprietary funding is added to the department budget and the general fund to reflect the full budget for parks and recreation activities.

Per Capita - Operations Budget

The per capita expense for parks and recreation is another standard benchmark statistic for comparing and analyzing the level of a community's investment in parks and recreation. NRPA 2017 Park Metrics Agency Performance Report indicates that the typical parks and recreation department spends \$77.32 per capita. NRPA's Agency Performance Report also reports per capita spending by the jurisdiction population and the jurisdiction's density, increasing its benchmark relevancy. **Figure 6.7** shows per capita expenditures for the benchmark communities along with each community's benchmark standard based on the community's population and density. The population benchmarks are inversely related to per capita spending levels while the density benchmarks rise with per capita spending levels.

Rockdale County's per capita operations budget spending for parks and recreation falls below that of Roswell and Cobb County but ahead of Henry County and Newton County. Rockdale County's spending levels fall \$61.84 per capita behind the median benchmark for similar population sizes and \$48.47 per capita behind the median benchmark based on comparable population densities. The City of Roswell is the only benchmark community that meets, and actually exceeds the national benchmarks. The 2006 Parks and Recreation Comprehensive Plan reported \$32.68 per capita spending, a decline in spending of \$8.52 per capita compared to 2005.

Figure 6.7: Per Capita Operations Expenditures

Community	Population	Per Capita Spending (Operations Budget)	NRPA Park Metrics Data Benchmark (based on jurisdiction median population)*	NRPA Park Metrics Data Benchmark (based on jurisdiction median population density)**
City of Roswell, GA	94,786	\$168.03	\$86.00	\$82.02
Cobb County, GA	755,754	\$30.09	\$42.78	\$82.02
Rockdale County	90,312	\$24.16	\$86.00	\$72.63
Henry County, GA	225,813	\$22.93	\$69.00	\$72.63
Newton County, GA	108,078	\$17.26	\$86.00	34.46

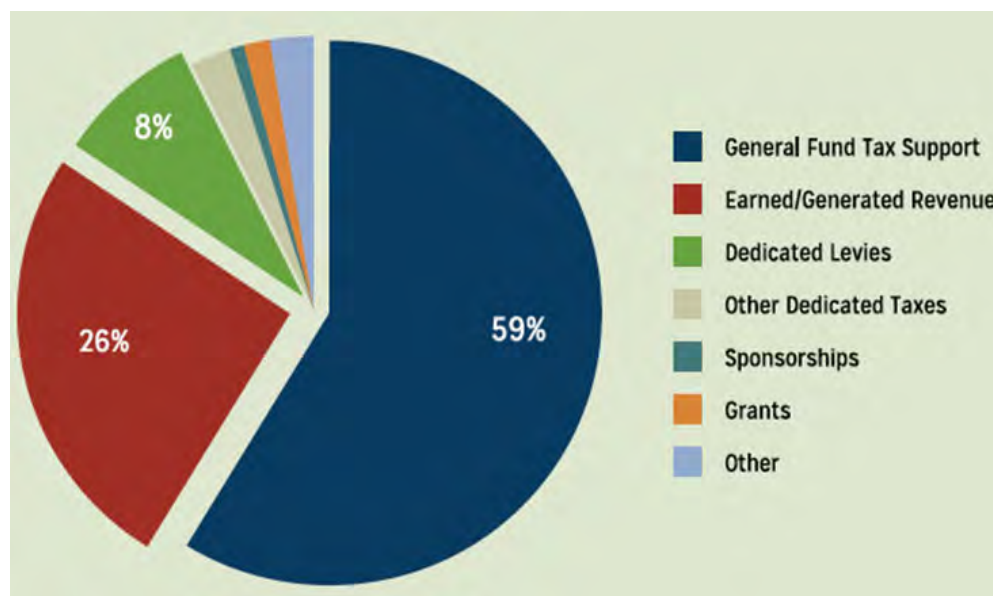
*NRPA Park Metrics median population benchmarks: \$86 for populations 50,000 to 150,000; \$69 for populations 200,000 to 300,00; \$42.78 for populations of 250,000 and greater.

Densities, populations per square mile, are reported in **Section 1: Introduction, of this report. NRPA Park Metrics median population density benchmarks: \$34.46 for densities less than 500; \$72.63 for densities of 500 to 1,000; \$82.02 for densities of 1,501 to 2,500.

Revenues

The typical parks and recreation department relies on the general fund for three-fifths of operating expenditures (NRPA 2017 Park Metrics). Non-tax revenue sources support the bottom line, reducing the actual per capita citizen cost of providing parks and recreation services. It is general practice that revenues fall into the general fund and are not reflected directly in the parks and recreation budget. The City of Roswell is an exception in that an enterprise fund accounts for revenues and the corresponding expenditures. Newton County's Recreation Commission manages the expenditure budget provided by the County Commissioners and keeps the generated revenue. In any case, the generation of revenue through program fees, facility rentals, concessions, sponsorships, and other services is critical to the sustainability of parks and recreation departments.

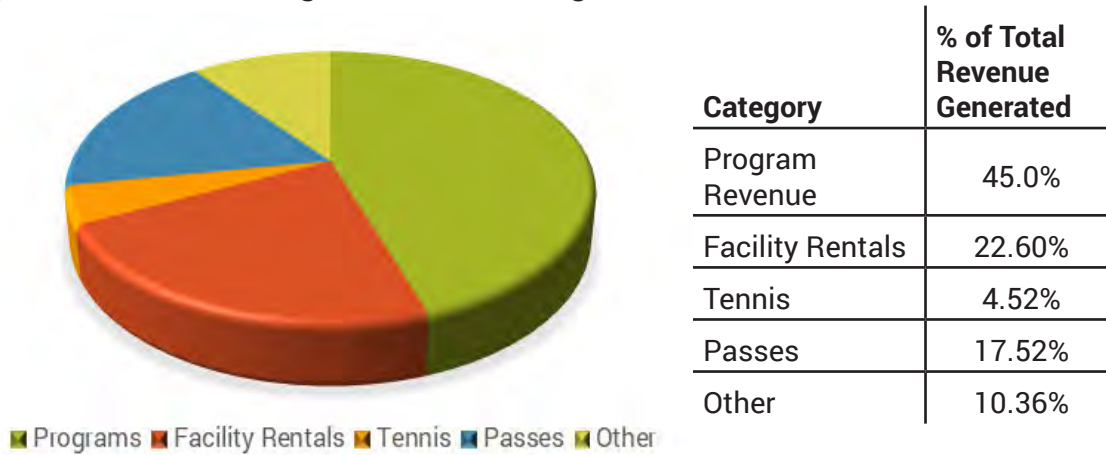
Figure 6.8: 2017 NRPA Park Metrics Source of Operating Expenditures



Rockdale County Parks and Recreation generated \$687,355.17 in revenues in 2017.

Figure 6.9 shows the revenue categories with percentages of the total.

Figure 6.9: Revenue Categories with Percentage of Total Revenues



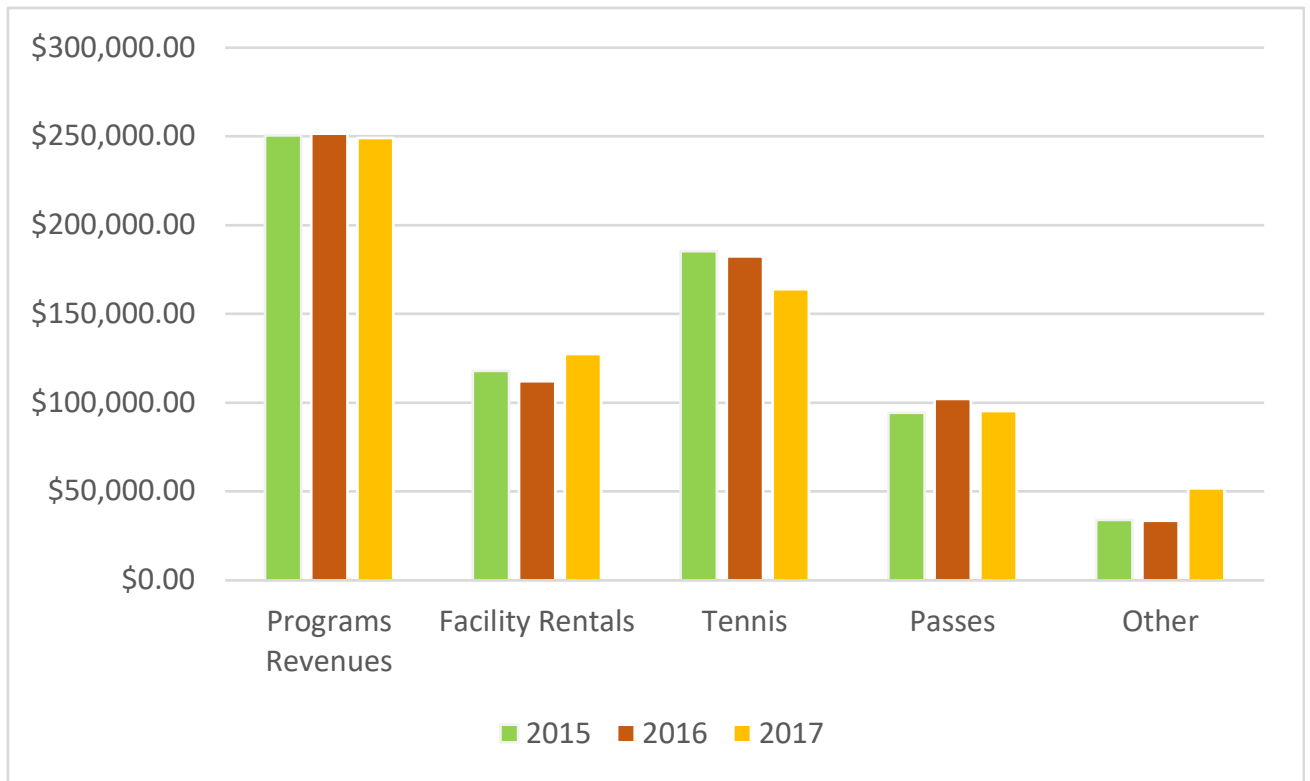
The county has seen a very modest increase in revenue in the past three years. Decline in program revenue and tennis revenue have been offset with increased revenue for facility rentals and other sources, primarily filming. Athletic programs were the only program area with an increase in program revenue over the three years. Facility rental revenue at Black Shoals Park showed the largest increase. J.P. Carr Gym and Community Center, Rockdale Auditorium, and Parker Road had overall declining revenues over the three year period, but the 2017 revenues outpaced the 2016 numbers. The detailed three year revenue history is provided in **Appendix 6**.

Figure 6.10: Rockdale County Parks and Recreation 3 year revenue summary

Category	2017	2016	2015	% Change
Programs Revenues	\$249,169.11	\$251,506.31	\$250,423.70	-0.50%
Facility Rentals	\$127,439.59	\$111,986.24	\$117,794.47	7.57%
Tennis	\$163,783.89	\$182,369.80	\$185,334.19	-13.16%
Passes	\$95,150.77	\$102,028.96	\$94,244.04	0.95%
Other	\$51,811.81	\$33,528.12	\$33,869.76	34.63%
TOTAL	\$687,355.17	\$681,419.43	\$681,666.16	0.83%

**NRPA's
2016 America's
Engagement
with Parks
Survey findings:**

75% of Americans support increased funding for local parks and recreation.

Figure 6.11: Rockdale County Parks and Recreation 3 year Revenue Chart

Benchmark Comparisons

The revenue recovery rate (revenues to operations expenditures) and revenue generated per capita are standard statistical benchmark for parks and recreation. The median revenue to operations expenditures (revenue recovery rate) nationwide is 29.1%. The median revenue recovery rate (per NRPA Park Metrics) for populations of 50,000 to 150,000 is 27.4%. Rockdale County's revenue recovery rate falls near the top of the benchmark communities. The national median revenues generated per capita is \$19.04. For communities with population densities comparable to Rockdale County, the national median per capita revenue generated is \$16.01. While Rockdale County's revenue recovery rate approaches the national benchmark, the revenue generated per capita falls \$8.40 below the national benchmark.

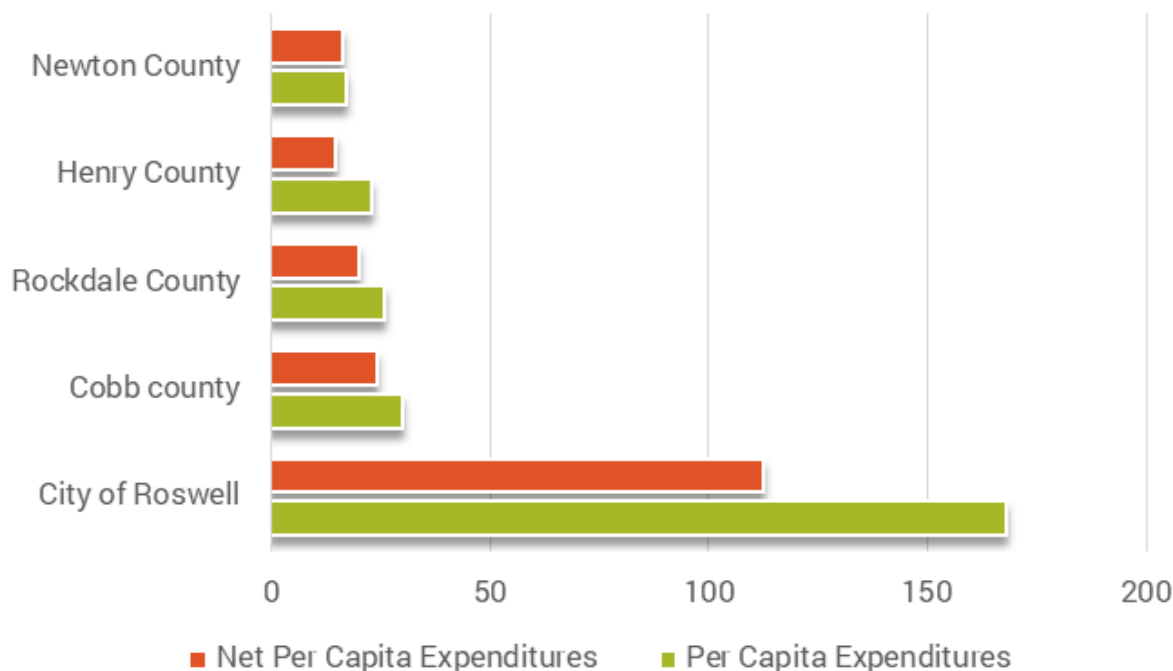
Figure 6.12: Revenue Recovery Rate and Revenue Generated per Capita

Community	Revenue Generated	Revenue Recovery Rate	Revenue Generated per Capita
City of Roswell, GA	\$5,252,557	32.98%	\$55.41
Henry County, GA	\$1,237,810	27.11%	\$5.48
Rockdale County	\$687,355	31.50%	\$7.61
Cobb County, GA	\$4,550,400	20.01%	\$6.02
Newton County, GA*	\$80,000	4.29%	\$0.74

*The Recreation Commission Interim Director estimated the revenues between \$70,000 and \$90,000. The midpoint is used for the analysis.

Figure 6.13 illustrates the reductions in per capita costs as a result of revenue generated from non-tax sources. Increased revenue generation is a strategy for funding, needed staffing, and operations spending levels

Figure 6.13: Per Capita Costs After Revenue Recovery Comparison



Revenue Policy

Rockdale County Parks and Recreation does not have a revenue policy to guide pricing for recreation programs, facility rentals, and other services. A fees and charges plan will be especially important as the county implements the recommendations of this plan to expand and diversify program opportunities and develop new and updated facilities and park amenities. A Comprehensive Revenue Policy is a fundamental CAPRA standard. The best practices for the development of a revenue policy are listed below:

NRPA's 2016 America's Engagement with Parks Survey findings:

70% of Americans say they are more likely to vote for local politicians who make parks and recreation a priority.

- Establishes a philosophical basis for service charges
- Defines tiered service levels which consider
 - the population served
 - the level of individual or group benefit or exclusivity of use
 - expertise required to provide the service
- Based on the cost of providing the service
 - indirect costs
 - direct costs
- Sets the revenue recovery rate/range for each tiered service level
- Considers market rates for competing services
- Determines differentials in non-resident rates and peak vs non-peak demand rates
- Sets policy and processes for cancellations and the handling of refunds
- Allows for flexibility to support pilot programs and initiatives
- Provides for fee reductions, payment schedules, or fee waivers for the financially disadvantaged

The typical considerations for a four-tiered based revenue policy are included below as a guide.

- Tier-one programs are provided to the public at no or low cost and are not required to produce revenue to cover the full cost of their basic services. These are the basic programs that the community feels should be provided. Examples include: community events, open gyms, youth and senior group activities, and activities that bring families to the park (e.g. outdoor movies or summer concerts). These programs normally cover 0-25% of their cost.
- Tier-two programs are typically expected to cover 25-50% of their cost. These programs are also part of the core programs and facilities that provide basic services to the community. Programs that some communities place in this category are: group classes geared at seniors and youth, dances, special holiday programs, and family programs or special events. While operating these activities involves more staff time, they are not specialized activities that require a higher degree of organization and highly-skilled staff members to execute.
- Tier-three programs may cover 50-75% of their cost and are reserved for expanded programs, reaching beyond the basic services the department supplies to the community. These include: some youth sports programs and camps, classes that require more one-on-one time with the instructor (such as painting and pottery), youth field trips, senior wellness programs, water aerobics, swim teams, adult programs, and other special programs that serve specific user groups and

demographics in the community.

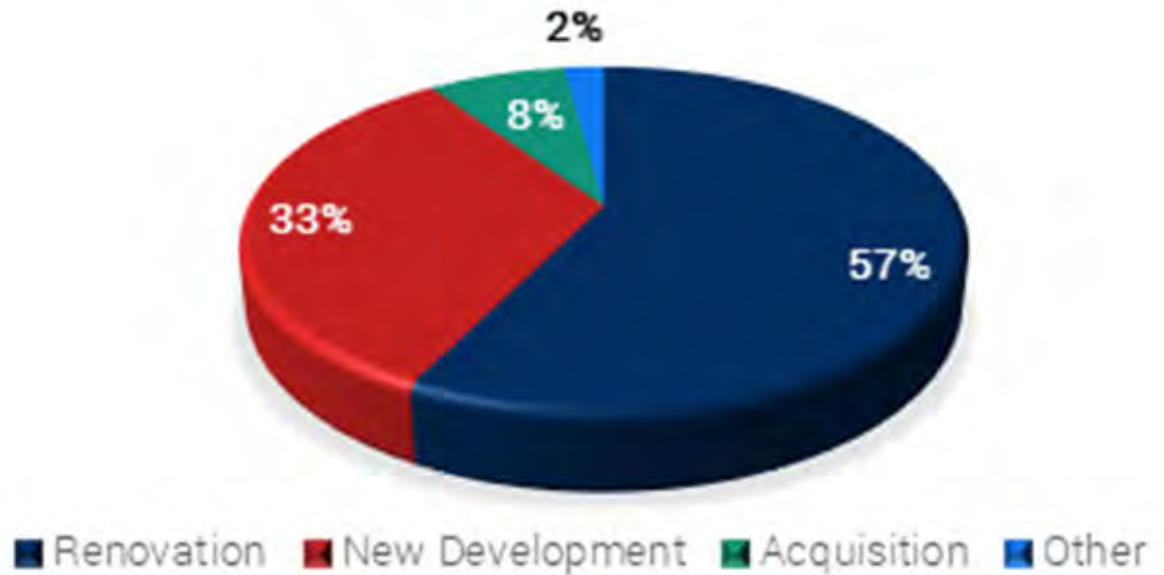
- Tier four is for revenue centers and these are facilities and programs that should cover 75-100% of their cost. Programs that fall into this category include all wellness and fitness training classes for adults, specialized trips and travel programs, all adult sports programs, and all field, pool and shelter rentals. Other programs in this group include: dance classes, music classes of all types, any program with a special permit (or where alcohol is served), and any type of one-on-one sports or fitness training. For example, a rental of the gym would fall into this category, as would the rental of ballfield(s) by a group hosting a tournament.

Each community is unique and requires a revenue policy that supports its vision, mission, values, and goals. The development of a Revenue Policy is a high priority for Rockdale County Parks and Recreation.

Capital Improvement Budget/Plan

Investment in capital improvements is necessary to replace, modernize or renovate facilities, develop new facilities, and acquire property for future parkland. The 2018 NRPA Agency Performance Report reveals that 57% of funds for parks and recreation capital projects go to renovation projects and 33% to new development.

Figure 6.14: NRPA Agency Performance Report: Capital Budgets Distribution



SPLOST (Special Purpose Local Option Sales Tax)

Rockdale County has relied on Special Purpose Local Option Sales Tax (SPLOST) proceeds as a primary funding source for capital improvements. **Figure 6.15** provides a history of SPLOST funding. The current capital project list includes proposed funding allocations through Fiscal Year 2023 (FY2023) with SPLOST funds as the primary revenue source supplemented with general fund dollars. It is anticipated that SPLOST will be put before the voters again in 2022.

Figure 6.15: Rockdale County SPLOST Funding and Percentage of SPLOST for Parks and Recreation

Year	SPLOST funding issue for Parks and Recreation (original estimate)	Total County SPLOST funding issue (original estimate)	% of Total for Parks and Recreation
1996	\$2,500,000	\$35,000,000	7.14%
1999	---	\$68,000,000	0%
2004	\$4,487,351	\$99,625,419	4.50%
2010	\$5,000,000	\$74,250,000	6.73%
2017	\$4,950,000*	\$64,610,880	7.66%

*Amount of funding indicated also includes Senior Center and Animal Shelter

Funding the capital development recommendations of this comprehensive master plan project will require careful planning with multiple funding sources. The estimated costs and project list is found in **Section 8: Opinion of Probable Cost and Spending Plan**. It is recommended that a 10 year Capital Improvement Plan for Parks and Recreation be developed to implement the plan.

Impact Fees

The purpose of impact fees is to ensure that there are adequate public facilities available to serve new growth and development (per The Georgia Development Impact Fee Act, 1990). Parks, open space, recreation areas, and related facilities are one of seven categories allowable for impact fee assessments.

Rockdale County utilizes assessed impact fees based on Development Fee Impact Act (DIFA) as a funding source for parks and recreation capital development. A draft plan currently under county review for capital improvements estimates 40% funding through impact fees and 60% SPLOST funding.

Section 6: Parks and Facilities of this plan establishes new levels of service (LOS) for parks and facilities. The LOS serves as the basis for impact fee policy development. The assessment of impact fees will continue to be an important capital funding source to fund the recommendations of this plan as a way to serve new residents as development occurs.

Additional Funding Sources

It is in Rockdale County's best interest to explore all funding opportunities and strategies available in order to generate funds. A variety of funding alternatives exist to generate additional operating funds. A discussion of capital funding alternatives is found in **Section 8: Opinion of Probable Cost and Spending Plan**.

User Fees

User fees assessed by parks and recreation agencies vary widely across the country. Fees can be charged for facility maintenance, added to program registrations or required for park access on a daily or annual basis. Other user fees include memberships to special facilities and fees charged for instructional programs. The combination of these fees can generate major revenue for the County. Program user fees are a collection of entry fees and program registrations. The funds collected are primarily used to offset the operating costs required to provide services to Rockdale County citizens. User fees should be assessed and monitored going forward so that overall revenue goals are met.

Non-Resident Fees

Rockdale County Parks and Recreation does currently have a non-resident fee within its fee structure. These fees are assessed to facility and program users who do not reside within the County boundaries. An example would be charging a non-resident fee to participate in a camp or other activity. Residents pay a set fee and non-residents pay a higher fee. As part of the revenue policy, the County should evaluate these non-resident fees to insure they are assessed for each facility and program. Once established, the fee should be reassessed periodically.

Hotel/Motel Tax

Rockdale County has levied a 5% lodging tax as allowed by O.C.G.A. 48-13-51. The use of lodging taxes collected is restricted to expenditures for the promotion of tourism and convention trade within the County. During 2017, the County collected \$53,315 in Hotel/Motel Tax revenue. These funds will be important for promoting increased tourism efforts. There may be some advantages to pooling resources with the City of Conyers for a unified strategic approach.

Sponsorships and Naming Rights

Developing a sponsorship program where area businesses and individuals sponsor facilities and programs can help offset expenditures. As the county expands facilities, soliciting sponsorships for these facilities can provide additional revenues. Using best practices from other communities is recommended as this program is developed, including goals and objectives.

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

San Diego County, CA has developed a naming rights program with naming opportunities for park amenities such as ballfields, playgrounds, community gardens,

and trails. Pricing for naming rights in San Diego County begin at \$1,000, but increase to as much as \$200,000 depending on the facility location, use, visibility, and other factors. A copy of their program book is provided as a reference in **Appendix 7**.

Parks Access Fee

Some communities across the country assess their citizens with an annual park access fee. Butler County Metro Parks System in Ohio charges an annual access fee and uses parking stickers on resident cars to insure the fees have been paid. This type of fee would be a good alternative for non-residents who would rather pay one standard fee, rather than a non-resident fee for every program or activity they choose.

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

Dedicated Millage

A dedicated millage could be earmarked for repayment of a county bond program that includes park projects. By dedicating a millage for recreation, the County could create a dedicated funding source and know year to year what funds would be available for Parks and Recreation.

Parks and Recreation Foundation

Many communities work with parks and recreation foundations to support parks and recreation departments through fundraising, providing awareness of parks and recreation needs, cultivating relationships in the community, and providing monetary support to further develop parks and recreation opportunities for individuals of their community.

Partnerships and Friends of Parks Organizations

Partnership organizations, such as athletic associations and park friend groups, assist in fund raising for capital projects. Friends of Parks are a form of partnership where individuals are engaged in supporting a particular park. Many times these groups are able to contribute financially, through volunteer hours and work days to assist with park enhancements. These groups can also leverage private funding for improvements and programming that may be more difficult to leverage as a governmental organization.

“Buy-A-Foot” Programs

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

Key Issues and Recommendations

Implement a phased approach to increase per capita spending for staffing and operations more in line with national benchmarks for similar communities in terms of population and population densities. Establish annual targets.

Develop a Revenue Policy based on the cost of service with a tiered service level system and a phased approach to move toward a more self-sustaining system. Track revenues as a percentage of the operating expenditures and as per capita revenue generation.

Develop a Sponsorship Policy and Procedure. Establish goals, rules, and guidelines for implementing sponsorship practices in keeping with best practice standards.

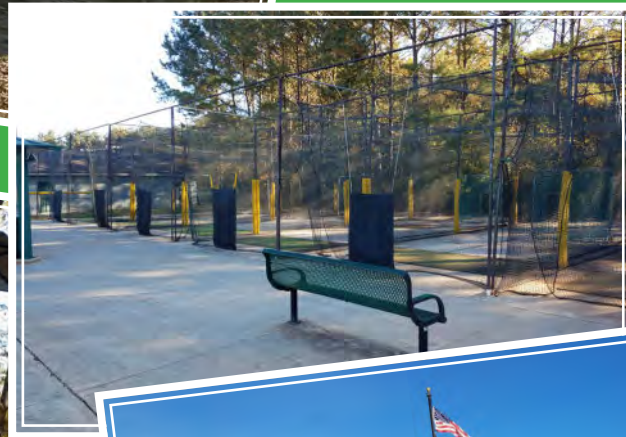
Take steps to increase programming and rentals at recreation facilities and in parks. A marketing program to highlight and promote the County facilities should be developed.

Explore opportunities for alternative funding to decrease dependence on the general fund.

Adopt a new level of service (LOS) based on the analysis of this plan as the basis for impact fee calculations.

This study identifies capital development costs for renovating parks and facilities, building greenways, and building new facilities. Develop a 10 year Capital Improvement Plan to fund the plan.

Opinion of Probable Cost and Spending Plan





Opinion of Probable Cost and Spending Plan

In the development of the Rockdale County Comprehensive Parks and Recreation Master Plan, a ten-year spending plan was created. The spending plan identifies costs for recommended improvements to existing and proposed parks and facilities, as outlined in **Section 6: Parks and Facilities**. An opinion of probable costs is provided in **Appendix 8** for existing and recommended park facilities. The costs are based on current construction costs, therefore cost escalation will likely occur during the plan's life.

The spending plan highlights the safety and ADA items that were identified during the facility site visits and discussed in the facility assessments. Those items are generally identified for potential spending in the first 2 years of the spending plan, as well as several maintenance issues. Other expenditures are distributed over the course of the remaining years.

The following provides a summary of the total costs identified in the spending plan:

Existing park renovations and improvements	\$35,388,000
New park facility and greenway development	\$50,500,000

The total identified need is more than \$85,000,000.00 in deferred maintenance, facility expansion and new facility costs, which would require dedicated funding of approximately \$8,588,800.00 on an annual basis over the 10-year planning period of this master plan. This would amount to additional per household spending of \$252.50 annually (approximately \$21 monthly per household), which exceeds the amount that survey respondents indicated they would be willing to spend monthly for parks and recreation services.

An average of approximately \$5 per month per household is anticipated, based on feedback from participants of the community survey. This amount would generate approximately \$1,997,000 annually, with increases, as the numbers of housing units in Rockdale County grow. Costs for new parks and facilities will exceed the \$1,997,000 annual amount and will require other funding in order to become a reality, or will require phasing over multiple years. At this level of funding, several projects will need to be deferred until beyond the 10-year time frame of this mater plan.

Table 8.1: Rockdale County 10-year Spending Plan identifies projects over the next 10 years for potential funding. Those projects in Tier 1 address safety, maintenance, and ADA Accessibility in the parks, as well as some projects identified by the County for immediate implementation (restroom buildings, playground, and a mountain biking trail). Projects in Tier 2 begin to implement new facilities in existing parks, and additions to the county's trails network. Tier 3 projects include improvements to South Rockdale Community Park, new parks, and a new aquatics center at Earl O'Neal Park.

A desire for improved and increased recreational opportunities for Rockdale County's residents was expressed during the public outreach efforts of this master plan. Improving Rockdale County's parks and recreation system will require additional funding levels.

To meet the expressed goals, a combination of funding resources is necessary, which includes increasing revenues, continuing to utilize special taxes, and securing grants and private funding. The combination of these funding sources would increase the ability to make identified improvements.

Current Funding

Primary capital funding is generated through the SPLOST (Special Purpose Local Option Sales Tax). Current SPLOST funding of \$3.5 million has been allocated for Parks and Recreation projects in this current SPLOST.

County voters approved the current SPLOST in 2016, with funding beginning in April 2017, with an expiration date of March 31, 2023. Future SPLOST funding is dependent on voter approval. The next SPLOST could be presented to Rockdale County residents for consideration in 2022. Rockdale County will need to explore other funding methods to increase capital funding if the goal of improving the overall quality and quantity of the park facilities is to be met.

Capital Development Funding

A number of funding options are available that the county should explore and consider for increasing funding to support capital improvements of parks and recreation facilities. **Section 7: Budget** outlined various methods of alternative funding sources, primarily for operations and programming. Historically, the main sources of capital funding for parks and recreation agencies in the state of Georgia are:

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

The community input survey showed that Rockdale County residents are most supportive of SPLOST funding and funding with grants. The less preferred forms of capital funding were impact fees and dedicated millage, based on survey results.

General Obligation Bonds

The use of a bond program would be a viable option to initiate a major capital program for parks and recreation facilities. The County could do a bond letting to fund a portion of the capital projects outlined in this master plan. The bond would be paid back over a 20 or 25-year period and would allow the County to begin to meet the facility needs of the community. Other communities in the Atlanta region have used this funding tool to fund recreation facility improvements.

Dedicated Millage

While a less popular form of funding to Rockdale County's residents, according to the community input survey, a dedicated millage creates a dedicated funding source for capital improvements.

Regulatory Funding or Development Sources, Parkland, and Greenway Easement Dedication

The employment of regulatory means to aid the development of parks and greenways is used by many county governments across the country. In the case of parks, land set aside, or a fee in lieu of land set aside, are common and would provide either needed parkland or funds for acquisition of park land.

Rockdale County currently utilizes park impact fees for new development, based upon recommendations for park and facility improvements of the 2006 parks master plan.

Many communities use mandatory parkland or greenway dedication as part of land development procedures to acquire land for extensions of greenway and trails networks and to have available lands for park development. There are currently no provisions for mandatory dedications for parks and recreation in Rockdale County.

Grants

Grant programs available for parks and recreation improvements are available through various state and federal agencies. Many state agency grants allocate federal dollars for projects such as transportation enhancement grants, trails and greenways, and park improvements. Grants are also available through non-profit and not-for-profit agencies, as well as some businesses and corporations.

Because grants are typically highly competitive, any pursuit to acquire grant funding should begin with an understanding of the grant requirements, including matching fund requirements, understanding what the grant will and will not cover, the timeframe for completion, and what obligations may be required in the future, such as deed restrictions, maintenance, and reporting.

Capital Fundraising and Corporate Grants

Private dollars can also be sought for capital projects, including fundraising efforts and corporate grants. The information below demonstrates several examples.

Fundraising

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

In most communities, a recreation and parks advisory board plays an active role in fundraising for their department. Advisory board members can be more proactive by initiating a variety of fundraising tasks, such as collaborating with current and any future "Friends of Parks" groups to promote sponsorship of programs, seeking in-kind donations, hosting special events (e.g., golf tournaments, fundraiser dinners, events to honor volunteers, silent auctions, and themed socials), and soliciting charitable donations of money and lands.

Corporate Partner Grant Programs

Many corporations around the country offer grants to contribute to parks, recreation, and cultural programming. Companies such as LL Bean, Purina and KEEN have a history of such grant programming. Below are just two examples, but many others are available.

The KEEN Effect: KEEN Footwear Company has launched a program to help fund projects designed to get people outside and responsibly enjoy the outdoors. The program supports projects and initiatives that result in an increase of responsible outdoor participation as a way to work towards building a strong community.

PetSafe Bark for your Park: This grant program selects 13 communities annually to build new off-leash dog parks, maintain, and upgrade existing parks. Applications are competitive and accepted on an annual basis.

KaBOOM! Playground Grants: KaBOOM! is the national non-profit dedicated to bringing balanced and active play into the daily lives of all kids, particularly those growing up in poverty in America. KaBOOM!, partnering with for-profit organizations and communities, provides grant opportunities for playground and play areas.

Figure 8.1: Rockdale County 10-Year Spending Plan

	TIER 1		TIER 2			TIER 3						
EXISTING PARK RENOVATIONS	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	Future	TOTAL
Black Shoals Park and Randy Poynter Lake		\$410,000										\$410,000
CE Steele Community Center			\$1,675,000		\$1,675,000							\$3,350,000
Costley Mill Park	\$1,125,000											\$1,125,000
DeCastro Property and Trailhead	\$78,000											\$78,000
Earl O'Neal Sports Complex		\$2,465,000								\$18,740,000		\$21,205,000
Grimes Street Park			\$10,000				\$155,000					\$165,000
JP Carr Community Center and Gymnasium					\$65,000							\$65,000
Johnson Park and Recreation Center		\$50,000	\$75,000					\$1,030,000				\$1,155,000
Lakeview Estates Park #1	\$10,000		\$95,000									\$105,000
Lakeview Estates Park #2	\$10,000				\$40,000							\$50,000
Legion Fields	\$80,000										\$2,940,000	\$3,020,000
Lorraine Park and Trailhead	\$565,000											\$565,000
Milstead Park		\$315,000										\$315,000
Pine Log Park	\$630,000											\$630,000
Richardson Park		\$120,000	\$380,000									\$500,000
Rockdale County Auditorium*		\$60,000										\$60,000
Rockdale Tennis Center	\$50,000						\$215,000					\$265,000
Shady Grove Park											\$60,000	\$60,000
South Rockdale Community Park	\$230,000						\$655,000					\$885,000
Wheeler Park	\$45,000						\$1,335,000					\$1,380,000
EXISTING PARK RENOVATIONS TOTAL	\$2,823,000	\$3,420,000	\$2,235,000	\$0	\$1,780,000	\$0	\$2,360,000	\$1,030,000	\$0	\$18,740,000	\$3,000,000	\$35,388,000
NEW PARK, FACILITY AND TRAILS CAPITAL COSTS												
New Community Park									\$10,700,000			\$10,700,000
New Neighborhood Park						\$7,650,000						\$7,650,000
Downtown Park/Amphitheater											\$1,400,000	\$1,400,000
Blueway Canoe/Kayak Launches (3 total)						\$1,650,000	\$1,650,000				\$1,650,000	\$4,950,000
Trails (15 miles total)				\$3,068,000				\$4,610,000			\$18,122,000	\$25,800,000
New Park, Facility and Greenway Total	\$0	\$0	\$0	\$3,068,000	\$0	\$9,300,000	\$1,650,000	\$4,610,000	\$10,700,000	\$0	\$21,172,000	\$50,500,000
YEARLY TOTAL	\$2,823,000	\$3,420,000	\$2,235,000	\$3,068,000	\$1,780,000	\$9,300,000	\$4,010,000	\$5,640,000	\$10,700,000	\$18,740,000	\$24,172,000	\$85,888,000

Tier1 and Tier 2 TOTAL \$13,326,000 ADA, safety and maintenance Items
Tier3 TOTAL \$48,390,000
TOTAL \$61,716,000
FUTURE \$24,172,000

GRAND TOTAL \$85,888,000

2019-2028 TOTAL \$61,716,000
Ten Year Average Spending \$6,171,600

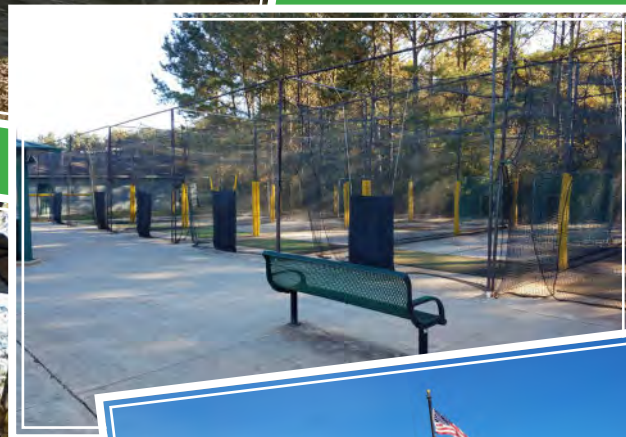
Existing Funding \$ 3,500,000 Current SPLOST allocation

Total Additional Funds Needed for Tier 1 and 2 \$9,826,000

Land acquisition costs not included.
Opinion of cost estimates as of August 2018.
*Expenditures for Rockdale County Auditorium already budgeted in County budget

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Appendix





Appendix

Appendix 1: Works Cited

1. American Community Survey. www.census.gov.
2. Aspen Institute. State of Play 2018 Trends and Developments. 2018.
3. City of Roswell. Budget Documents. 2017.
4. Commission for Accreditation of Park and Recreation Agencies. National Accreditation Standards. 2017.
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6. Georgia Department of Natural Resources. gastateparks.org/PanolaMountain.
7. Henry County. Budget Documents. 2017.
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9. National Recreation and Park Association. 2017 NRPA Park Metrics Agency Performance Review. 2017.
10. National Recreation and Park Association. 2018 NRPA Park Metrics Agency Performance Review. 2018.
11. Newton County Parks and Recreation. Budget Documents. 2017.
12. Newton County Parks and Recreation. Conversation with Parks and Recreation Interim Director.
13. Rockdale County. Budget Documents. 2017.
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15. US Census Bureau. www.census.gov.

Appendix 2:
Public Meeting Notes
(On following pages)



Rockdale County, GA

Parks Master Plan

Public Meeting Notes – January 24, 2018

A public meeting was held at Johnson Park Recreation Center on Wednesday January 24, 2018 at 6:00pm. Whit Alexander and David Young of Lose & Associates moderated the meeting. Thirteen (13) members of the public were in attendance.

An overview of the purpose and goal of the meeting and master planning process were provided.

The attendees were asked to participate in three activities in order to gain feedback on their needs, concerns and desires for parks in Rockdale County. The activities were as follows:

- **Voting Boards:** attendees were each given 4 dots for each of two categories (8 dots total) where they could indicate their preference for additional programs (one board) and additional facilities (two boards).
- **Dollar Voting:** Each attendee was given play money in the amount of 5 \$100 bills. They were asked to determine how they would allocate that money for ten different items. They could spend all money on one item, or distribute the money as they wanted.
- **Costley Mill Park:** a board showing the preliminary plan for the recently acquired Costley Mill property was set up where attendees could make comments about the proposed layout and facilities. Attendees were asked to provide feedback on the amenities planned and suggest any items that they would like to see in the park. Comments could be made by writing on post-its or writing on the board directly.
- **Other Ideas:** a board was available for attendees to share other ideas or thoughts that may not have been covered on the boards or buckets. Comments could be made by writing on post-its or writing directly on the board.

Meeting attendees were also encouraged to speak with members of the planning team to provide additional comments. Comment cards were also provided for additional feedback.

The following are the results and feedback received through the activities and discussion.

Programs Voting Board:

Program	Votes (dots)
Youth Baseball	0
Fitness Classes	0
Summer Concerts	2
Teen Programs	4
Adult Softball League	0
Basketball League	0
Swim Lessons	0
Summer Camps	3
Walking and Running Programs	5
Archery	0
Youth Golf Programs	0
Nature Programs	3
Senior Programs	2
Special Events	1
Tackle Football	0
Soccer	0
Youth Softball	1
Martial Arts	0
Fishing and Boating	0
Disc Golf	0
Water Fitness	1
Visual and Performing Arts	3
Tennis Lessons	0
Flag Football	0
Therapeutic Recreation	6
Cheerleading	0
Swim Team	1
Track and Field	0

Facilities Voting Board:

Facility	Votes (dots)
Disc Golf	0
Playground	9
Dog Parks	2
Passive Open Spaces	2 + 2 (4 total)
Rental Pavilions	2
Sports Complexes	0
Wellness and Recreation Center	3
Nature Preserves / Natural Parks	1
Accessible Playgrounds and Ballfields	0
Spray Parks	1
Tennis Courts	0
Pickleball	1
Archery	1
Greenways and Trails	8
Amphitheater / Outdoor Stage	6
Active Adults and Senior Centers	3
Neighborhood Parks	2
Visual and Performing Arts Centers	5
Fishing and Water Facilities	0
Adventure Play	0
Community Gardens	3
Swimming Pool / Aquatics Center	5
Passive Open Spaces	2
Outdoor Basketball Courts	0
Volleyball Courts	0
Community Parks	2

Dollar Voting Activity:

Item	Votes (dollars)	Notes/ comments
Improvements and maintenance to existing parks and recreation facilities	15	
Development of new neighborhood and community parks and recreation facilities	3	
Development of additional athletic fields	2	
Construction of teen complex and facilities	5	
Development of indoor wellness and recreation center	5	
Development of community gathering spaces	3	
Parkland acquisition	7	
Development of more walking and biking facilities	8	
Development of passive open spaces	3	
Increase programming and special events	9	

Costley Mill Park

- No comments were made on the board; however, several people used the voting dots as shown below
 - Area A – 2
 - Area B – 1
 - Area C – 1
 - Area D – 1
 - Area E – 1

Other Comments Board:

- Zip Line for the teens
- Areas specific for children with special needs and programs for children with special needs.

- Including Special Olympics as a collaborative effort with Therapeutic Recreation to include a staff person to assist with the management and support of this important program

Comment Cards:

- Milstead Park on Main Street NE – Park is a neighborhood park and does not need to be added to, does not need a parking lot or a bathroom and additional land should not be acquired by the county to expand the park. Based on discussion with the commenter, there have been some inquiries of adjacent property owners about purchasing property.
- Would like to see opportunities for adventure play, bird watchers, and a summer camp.
- Programs and specific area for Children with Special Needs.
- Park in south Rockdale, perhaps around Hwy 20 / Hwy 212 near the Monastery.

Additional Comments from attendees to moderators:

- Concern about people discussing future land acquisitions at Milstead park without any kind of plans to show how the land would be used.
- Comment that a zip line and ropes course could be a good outlet for teens and young adults.

Of the attendees, it should be noted that several members of the SPLOST committee were present and participated in the activities.

What FACILITIES are needed as part of Rockdale County's Parks System?

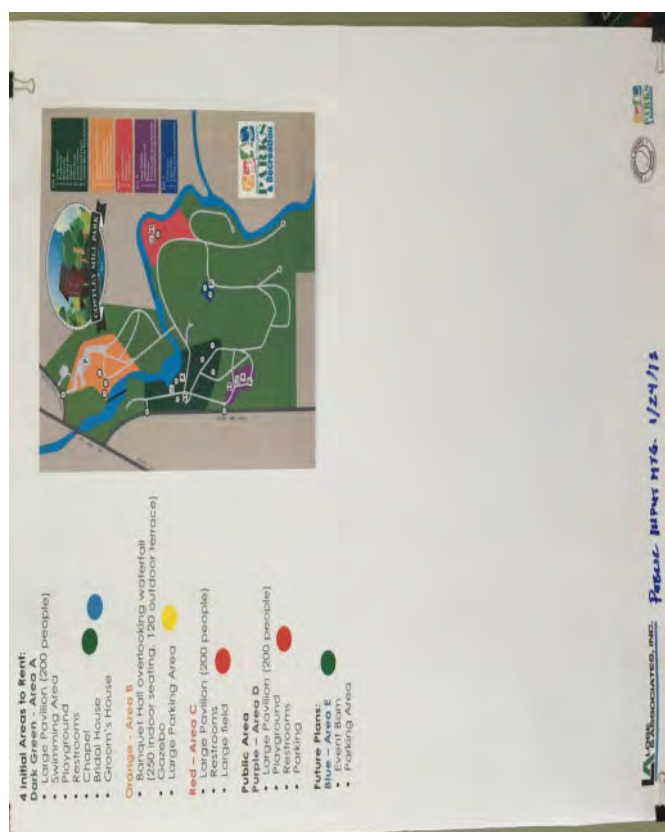
 disc golf	 playgrounds	 dog parks
 passive open spaces	 rental pavilions	 sports complexes
 wellness and recreation centers	 nature preserves / nature parks	 accessible playgrounds and ballfields
 spray parks	 tennis courts	 pickleball
	 archery	
other facilities?		

LA LONE & ASSOCIATES, INC. PUBLIC WORK MTG. 1/24/18

What FACILITIES are needed as part of Rockdale County's Parks System?

 greenways and trails	 amphitheater / outdoor stage	 active adults and seniors centers
 neighborhood parks	 visual and performing arts centers	 fishing and water facilities
 adventure play	 community gardens	 swimming pool / aquatics centers
 passive open spaces	 outdoor basketball courts	 community parks
	 volleyball court	

LA LONE & ASSOCIATES, INC. PUBLIC WORK MTG. 1/24/18



Rockdale County, GA

Parks Master Plan

Public Meeting Notes – January 25, 2018

A public meeting was held at First Baptist Church of Conyers on Thursday January 25, 2018 at 6:00pm. Heather Sparkes and David Young of Lose & Associates moderated the meeting. Three (3) members of the public were in attendance.

An overview of the purpose and goal of the meeting and master planning process were provided.

The attendees were asked to participate in three activities in order to gain feedback on their needs, concerns and desires for parks in Rockdale County. The activities were as follows:

- **Voting Boards:** attendees were each given 4 dots for each of two categories (8 dots total) where they could indicate their preference for additional programs (one board) and additional facilities (two boards).
- **Dollar Voting:** Each attendee was given play money. They were asked to determine how they would allocate that money for ten different items. They could spend all money on one item or distribute the money as they wanted.
- **Costley Mill Park:** a board showing the preliminary plan for the recently acquired Costley Mill property was set up where attendees could make comments about the proposed layout and facilities. Attendees were asked to provide feedback on the amenities planned and suggest any items that they would like to see in the park. Comments could be made by writing on post-its or writing on the board directly.
- **Other Ideas:** a board was available for attendees to share other ideas or thoughts that may not have been covered on the boards or buckets. Comments could be made by writing on post-its or writing directly on the board.

Meeting attendees were also encouraged to speak with members of the planning team to provide additional comments. Comment cards were also provided for additional feedback.

The following are the results and feedback received through the activities and discussion.

Programs Voting Board:

Program	Votes (dots)
Youth Baseball	0
Fitness Classes	1
Summer Concerts	2
Teen Programs	1
Adult Softball League	0
Basketball League	0
Swim Lessons	0
Summer Camps	0
Walking and Running Programs	1
Archery	0
Youth Golf Programs	0
Nature Programs	1
Senior Programs	2
Special Events	0
Tackle Football	0
Soccer	0
Youth Softball	0
Martial Arts	0
Fishing and Boating	0
Disc Golf	0
Water Fitness	2
Visual and Performing Arts	1
Tennis Lessons	0
Flag Football	0
Therapeutic Recreation	0
Cheerleading	0
Swim Team	1
Track and Field	0

Facilities Voting Board:

Facility	Votes (dots)
Disc Golf	0
Playground	0
Dog Parks	1
Passive Open Spaces	0
Rental Pavilions	1
Sports Complexes	0
Wellness and Recreation Center	0
Nature Preserves / Natural Parks	1
Accessible Playgrounds and Ballfields	0
Spray Parks	2
Tennis Courts	0
Pickleball	0
Archery	0
Greenways and Trails	2
Amphitheater / Outdoor Stage	1
Active Adults and Senior Centers	2
Neighborhood Parks	0
Visual and Performing Arts Centers	3
Fishing and Water Facilities	0
Adventure Play	2
Community Gardens	0
Swimming Pool / Aquatics Center	2
Passive Open Spaces	0
Outdoor Basketball Courts	0
Volleyball Courts	0
Community Parks	0

Dollar Voting Activity:

Item	Votes (dollars)	Notes/ comments
Improvements and maintenance to existing parks and recreation facilities	6	
Development of new neighborhood and community parks and recreation facilities	3	
Development of additional athletic fields	0	
Construction of teen complex and facilities	3	
Development of indoor wellness and recreation center	1	
Development of community gathering spaces	0	
Parkland acquisition	1	
Development of more walking and biking facilities	3	
Development of passive open spaces	1	
Increase programming and special events	2	

*Note: Each attendee received 5 - \$100 bills to vote with.

Costley Mill Park

- No comments were made on the board; however, several people used the voting dots as shown below
 - Area A – 1
 - Area B – 0
 - Area C – 0
 - Area D – 0
 - Area E – 0

Other Comments Board:

- No comments were provided on the 'Other Comments Board'

Comment Cards:

- No comment cards were turned in from the attendees.

Additional Comments from attendees to moderators:

- Comments were made that there was a need to focus on connectivity in the county, particularly in terms of bike facilities and pedestrian paths. It was suggested that an ideal arrangement would have a path solely for bikes and an adjacent path be installed for pedestrians, rather than providing one path for both. Alternatively, if one path is provided, it should be wide enough to accommodate both bikes and pedestrians without having to cross into the incoming direction.
- Comment was made that the planning process needs to consider the needs of seniors and the varying degree of accessibility required for those seniors.
- Comment was made that Dog Parks are not really a good idea and that they should not be included.

Of the attendees, it should be noted that one member of the SPLOST committee and one member of the Parks and Rec department were present and participated in the activities. Both are also residents of Rockdale County.

What FACILITIES are needed as part of Rockdale County's Parks System?



other facilities?

LA
OFTE
& ASSOCIATES, INC.

What FACILITIES are needed as part of Rockdale County's Parks System?



What PROGRAMS are needed as part of Rockdale County's Parks System?

 youth baseball	 fitness classes	 summer concerts	 teen programs	 adult softball league	 basketball league
 swim lessons	 summer camps	 walking and running programs	 archery	 youth golf programs	 nature programs
 senior programs	 special events	 tackle football	 soccer	 youth softball	 martial arts
 fishing and boating	 disc golf	 water fitness	 visual and performing arts	 tennis lessons	 flag football
 therapeutic recreation	 cheerleading	 swim team	 track and field	 other programs?	



Rockdale County, GA

Parks Master Plan

Special Public Outreach Event Notes – March 16, 2018

On March 16, 2018, Rockdale County Parks and Recreation hosted the Harlem Legends event at Salem High School. A table was set up at the entrance to the gymnasium where attendees could provide feedback and discuss what they want to see in Parks and Recreation in Rockdale County. Lose & Associates staff member Heather Sparkes managed the table. Nine (9) individuals participated in the outreach.

Participants were provided voting dots and asked to indicate facility and program preferences for the county's parks system. They were told about the 10 year master plan while they engaged with Lose & Associates staff.

The following documents the numbers of votes that were given to each facility or program preference. Photos of the voting boards are included.

Programs Voting Board:

Program	Votes (dots)
Youth Baseball	2
Fitness Classes	0
Summer Concerts	0
Teen Programs	0
Adult Softball League	0
Basketball League	5
Swim Lessons	0
Summer Camps	0
Walking and Running Programs	0
Archery	0
Youth Golf Programs	0
Nature Programs	0
Senior Programs	0
Special Events	0
Tackle Football	2
Soccer	0
Youth Softball	0

Martial Arts	1
Fishing and Boating	0
Disc Golf	0
Water Fitness	1
Visual and Performing Arts	0
Tennis Lessons	0
Flag Football	0
Therapeutic Recreation	0
Cheerleading	1
Swim Team	0
Track and Field	0

Facility Voting Boards

Facility	Votes (dots)
Disc Golf	0
Playground	3
Dog Parks	2
Passive Open Spaces	0
Rental Pavilions	0
Sports Complexes	1
Wellness and Recreation Center	0
Nature Preserves / Natural Parks	0
Accessible Playgrounds and Ballfields	0
Spray Parks	2
Tennis Courts	0
Pickleball	0
Archery	0
Greenways and Trails	1
Amphitheater / Outdoor Stage	2
Active Adults and Senior Centers	0
Neighborhood Parks	2
Visual and Performing Arts Centers	0

Fishing and Water Facilities	1
Adventure Play	2
Community Gardens	0
Swimming Pool / Aquatics Center	5
Passive Open Spaces	0
Outdoor Basketball Courts	6
Volleyball Courts	0
Community Parks	1

Other Comments:

The individuals that participated were interested in increased parks facilities. The youth that participated (high school students) indicated a desire for basketball and places where they could gather.

What FACILITIES are needed as part of Rockdale County's Parks System?



other facilities?

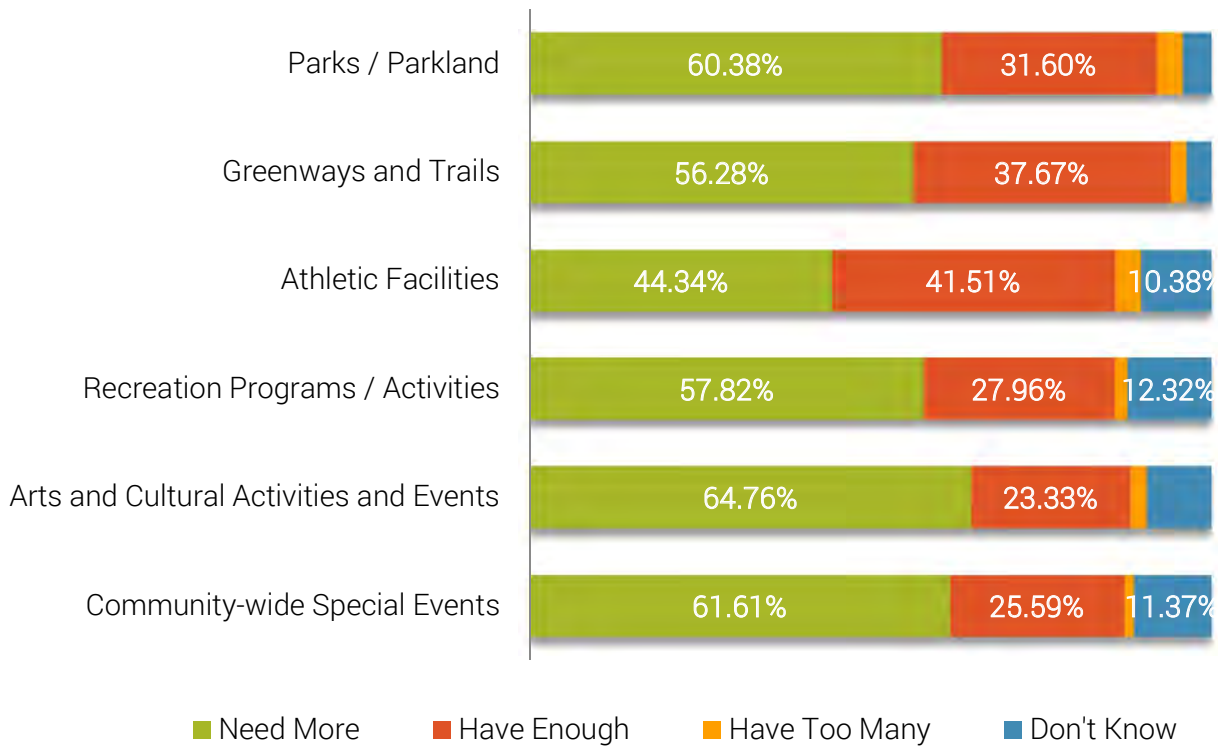
What PROGRAMS are needed as part of Rockdale County's Parks System?

youth baseball 	fitness classes 	summer concerts 	teen programs 	adult softball league 	basketball league 
swim lessons 	summer camps 	walking and running programs 	archery 	youth golf programs 	nature programs 
senior programs 	special events 	tackle football 	soccer 	youth softball 	martial arts 
fishing and boating 	disc golf 	water fitness 	visual and performing arts 	tennis lessons 	flag football 
therapeutic recreation 	cheerleading 	swim team 	track and field 	other programs?	



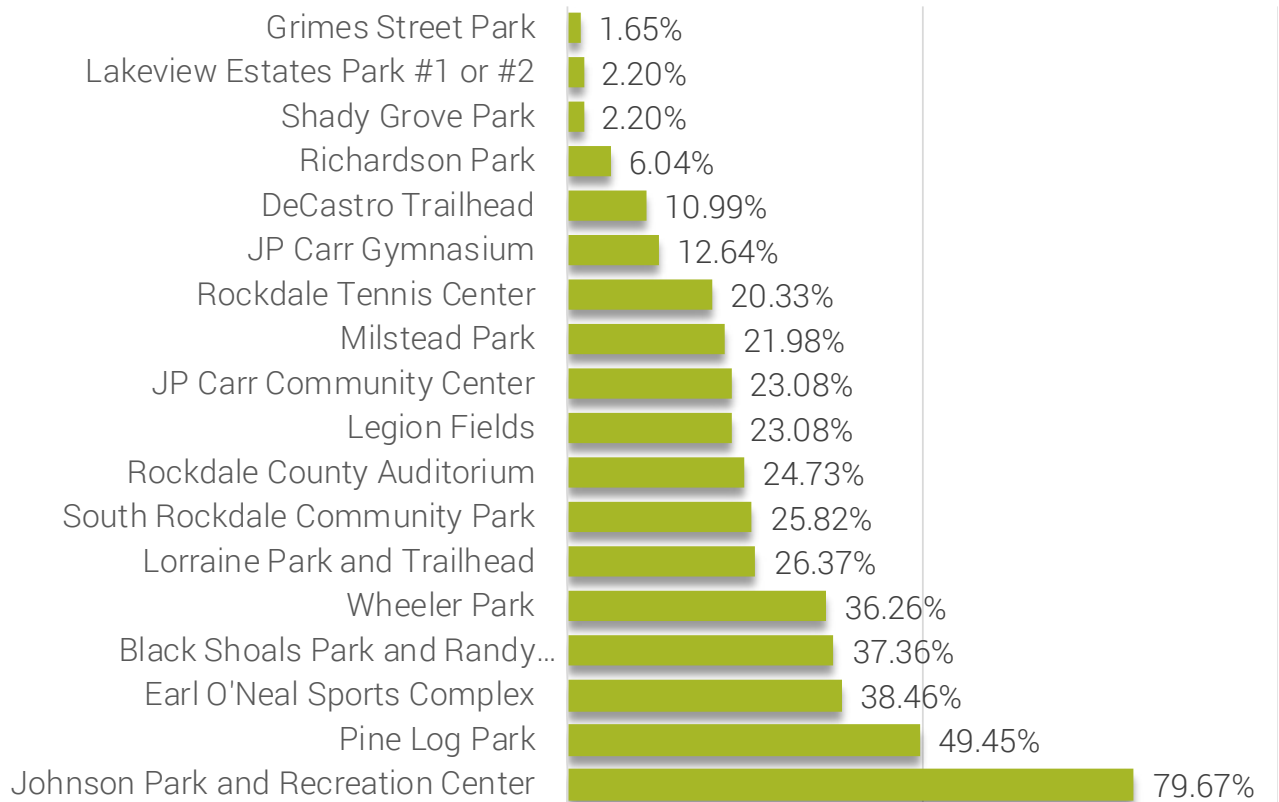
Appendix 3: Community-Wide Input Survey Questions and Results

Question 1: Overall, how well do you think the following facilities and programs meet the needs of the community? Please check appropriate response.



Values less than 10% not noted.

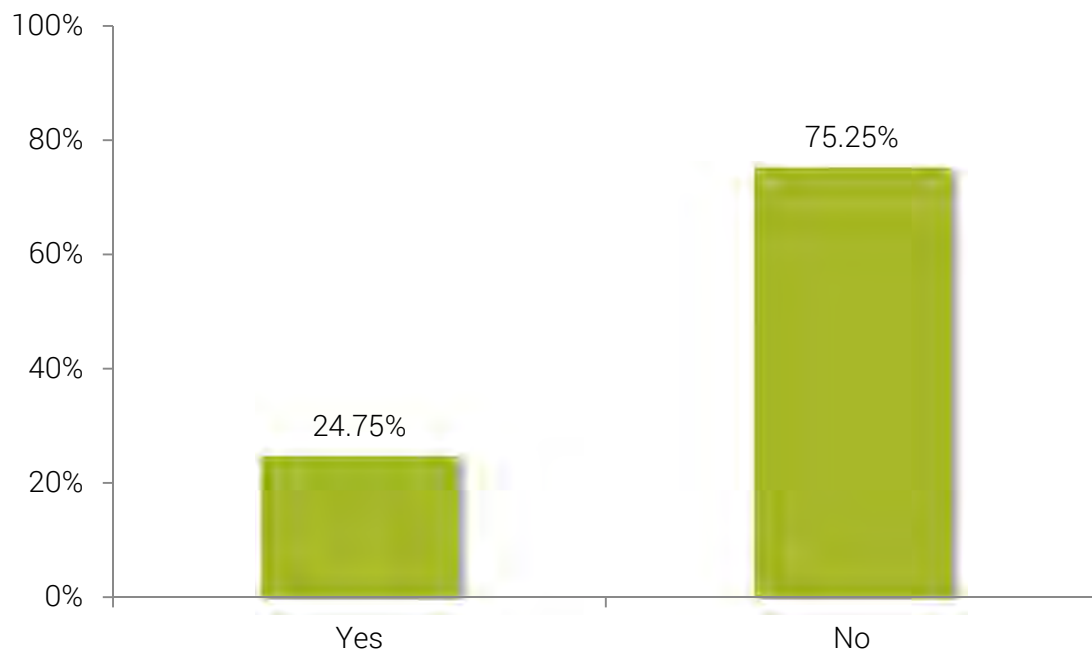
Question 2: Which Rockdale County parks have you and or members of your household visited in the past year (check all that apply).



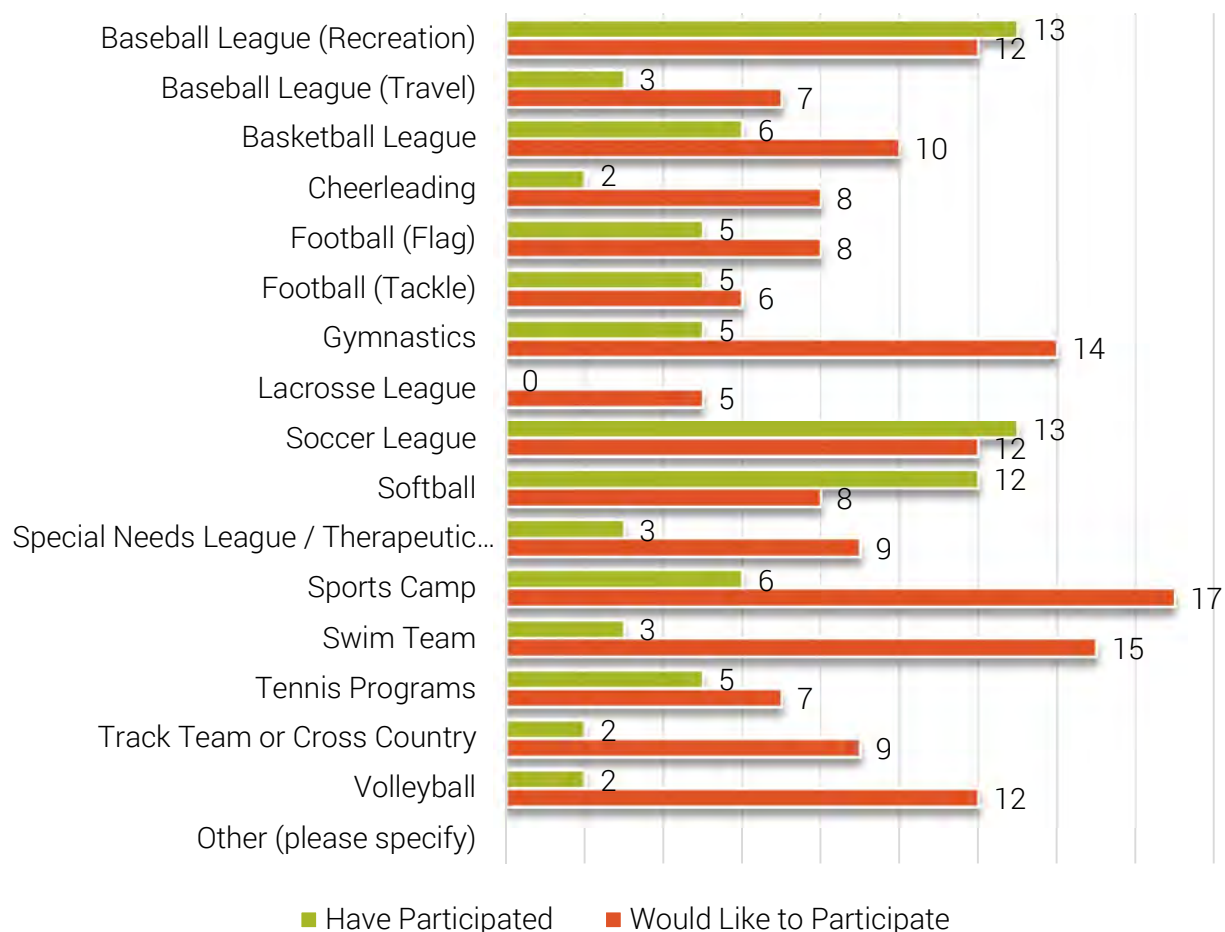
Question 3: Please indicate if any of the following prevents you and/or members of your household from using Rockdale County's parks or facilities. Please check all that apply.



Question 4: Are you or is anyone in your household age 12 or under?



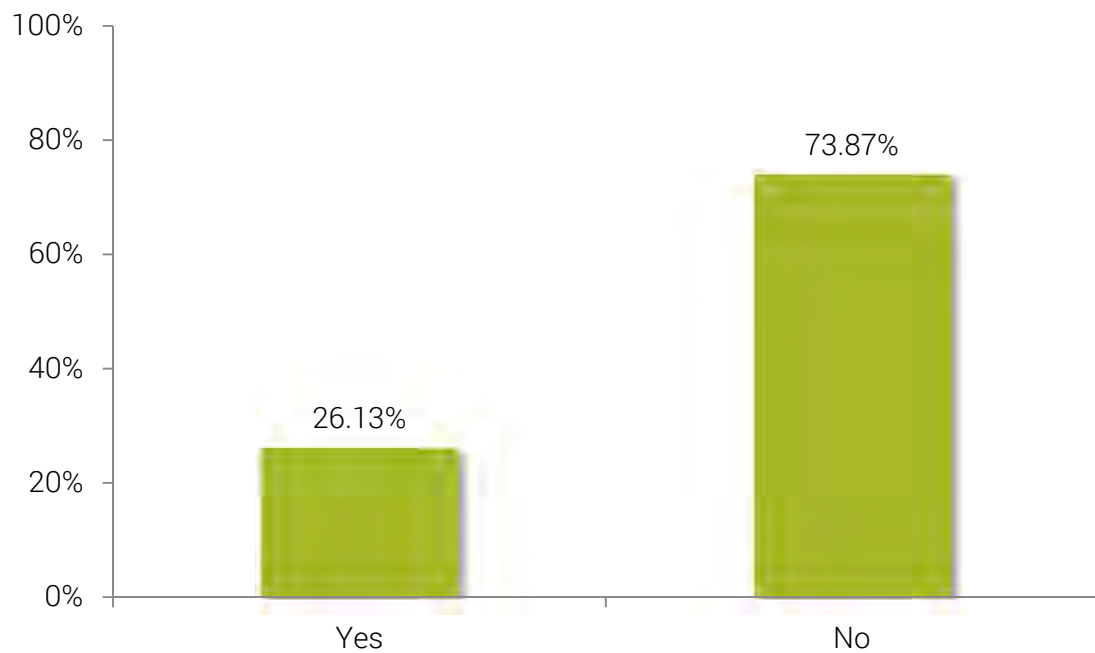
Question 5: Please place a check next to the Youth Sports (12 and under) that you OR members of your household have participated in and would like to participate in. Blank choices indicate no participation or desire to participate.



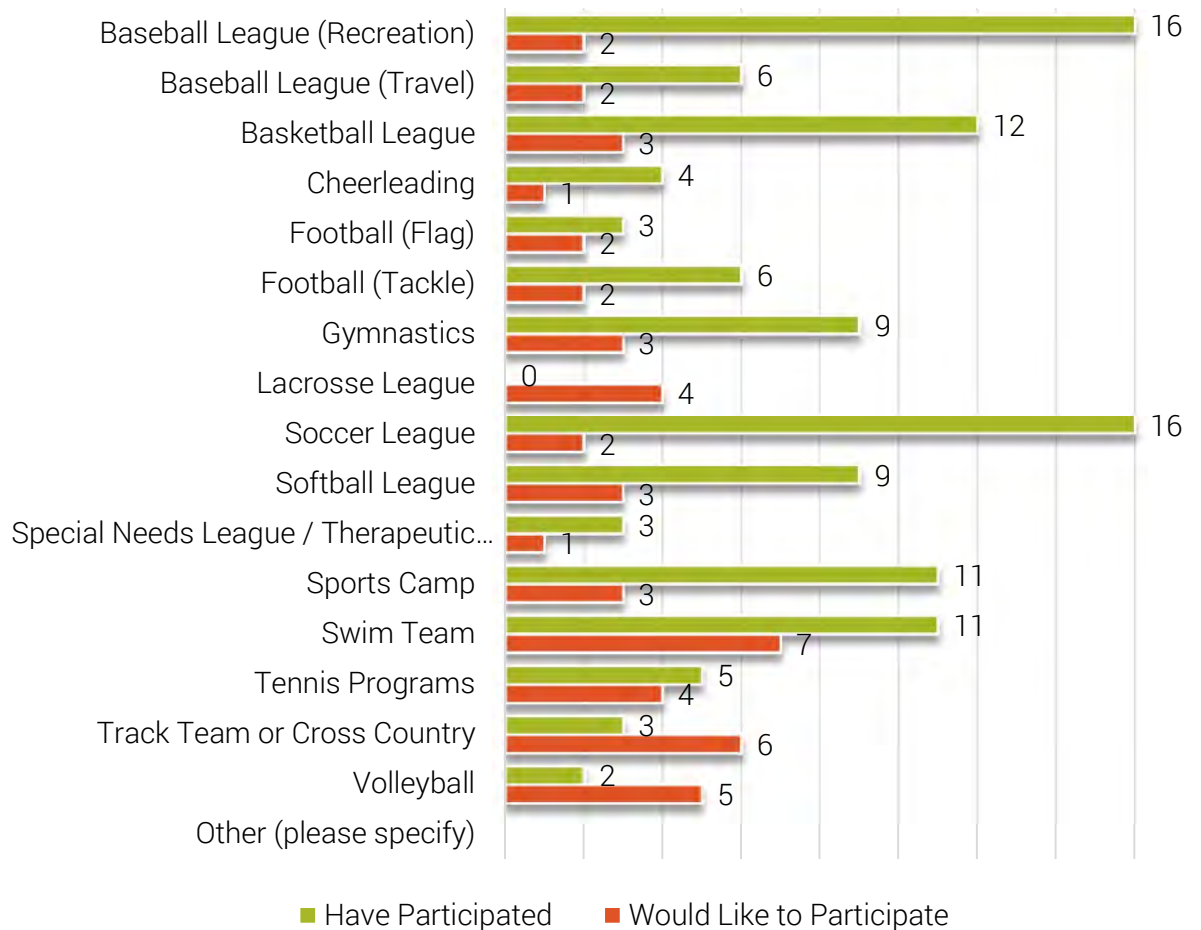
Other:

- I think it would be good to really lower the cost for participating or pick up with the school bus like ymca does.
- would love you see a skate park
- Needs to be offered at more than one location
- Disc Golf
- More special needs swimming other than special olympics

Question 6: Are you or is anyone in your household age 13 to 18?



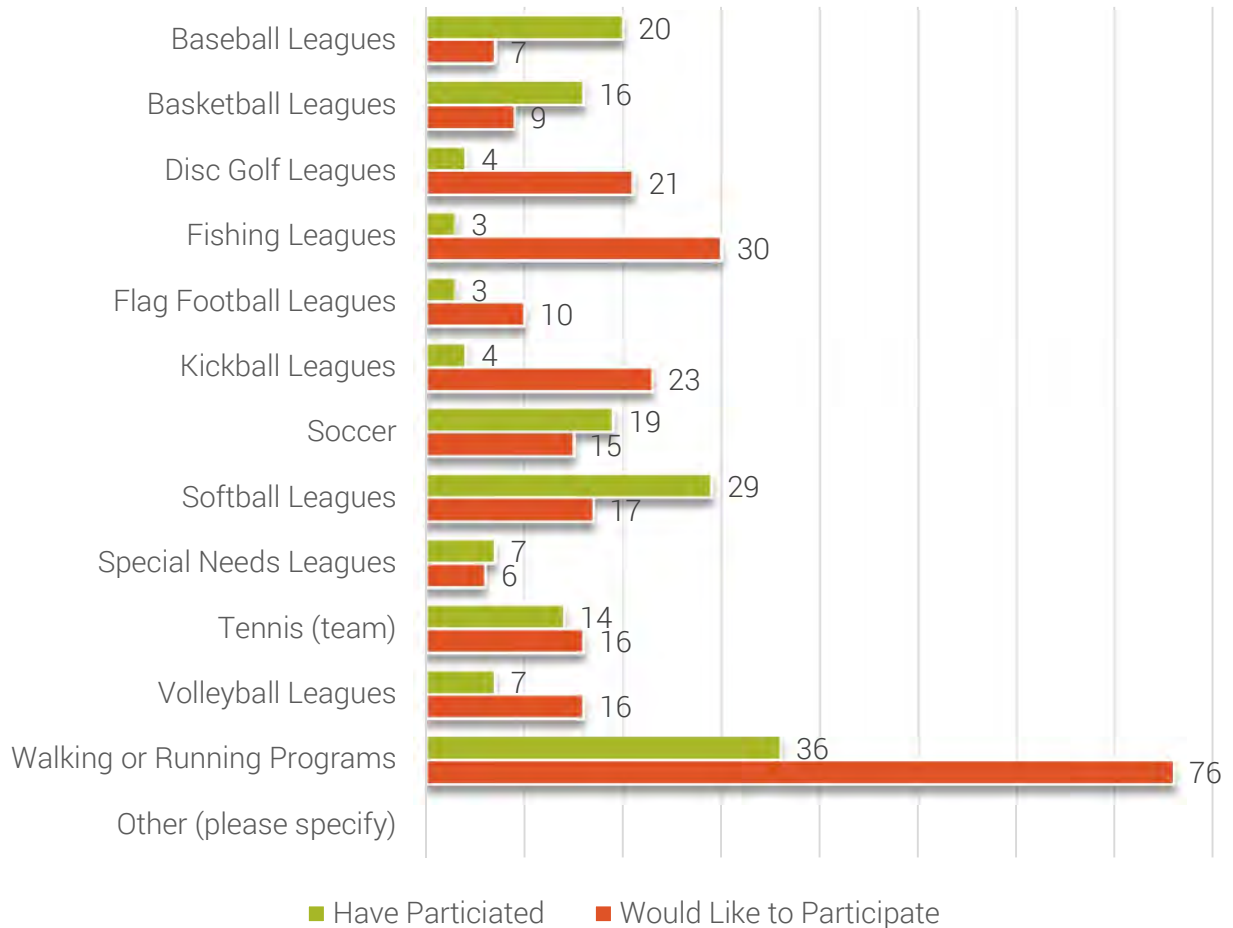
Question 7: Please place a check next to the Youth Sports (13 to 18 years) that you OR members of your household have participated in and would like to participate in. Blank choices indicate no participation or desire to participate.



Other:

- Golf would like to participate in
- Disc Golf
- Inline Hockey & ice hockey

Question 8: Please place a check next to the Adult Sports that you OR members of your household have participated in and would like to participate in. Blank choices indicate no participation or desire to participate.

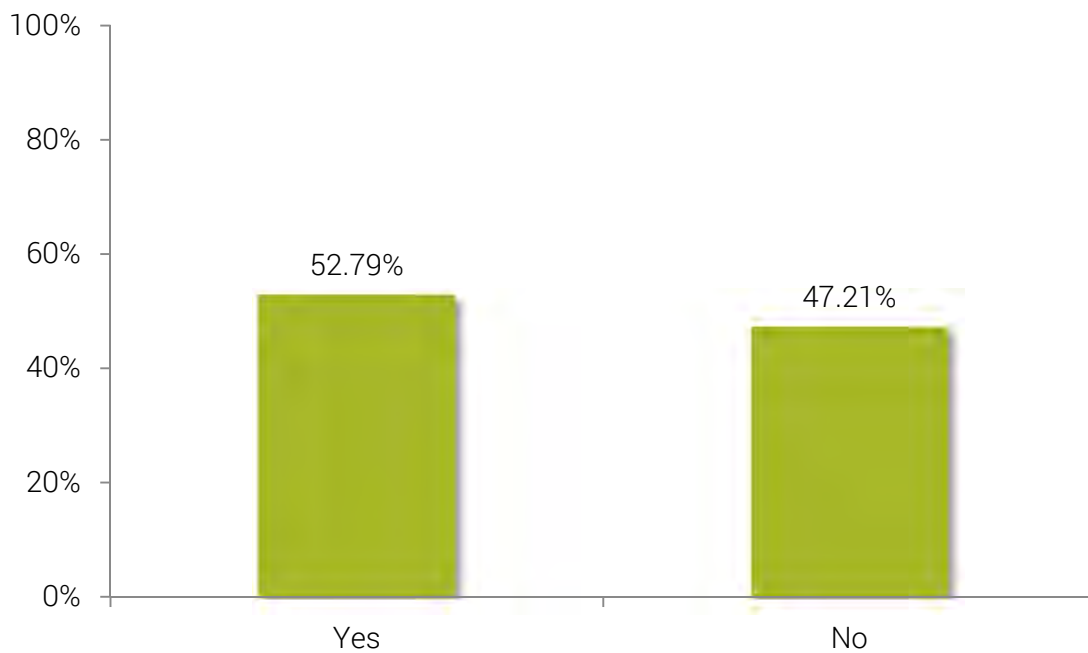


Other:

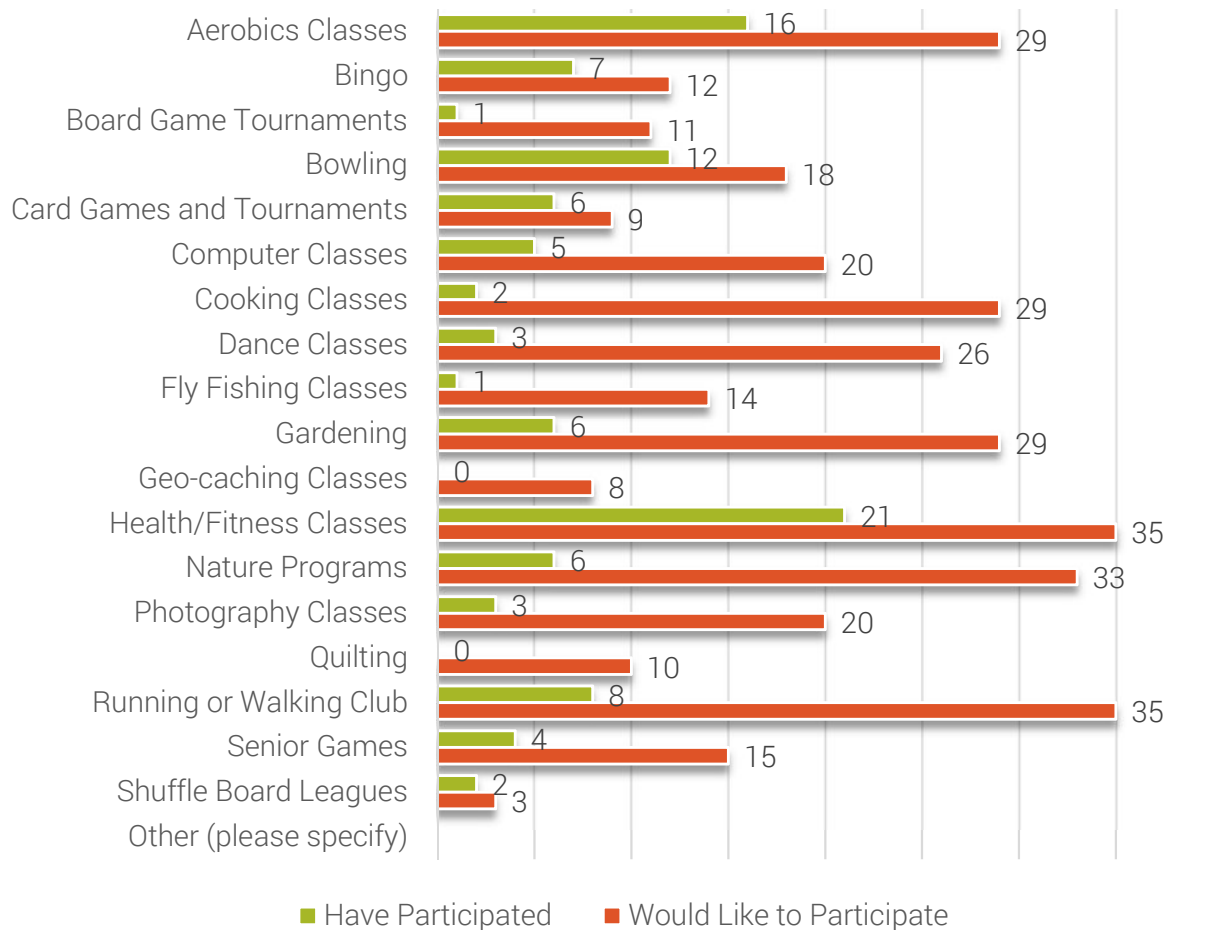
- bark park
- I technically live in Covington but regularly go to your parks. Awesome!
- would like more yoga and fitness classes
- Need Farmers Market
- No programs, we just like to walk the trails.
- Swimming Programs
- Biking program
- biking
- Waste of tax dollars
- Need to cater to shooting sports
- Cycling
- My husband and I are senior citizens, but sports was everything, so we would love to attend.
- golf

- Yoga have participated
- Senior Sports
- Biking
- Shuffleboard
- Dog park needed!
- ping pong, adaptive sports leagues
- cycling group
- Inline and ice hockey
- Pickleball. Participate

Question 9: Are you or in anyone in your household age 55 or older?



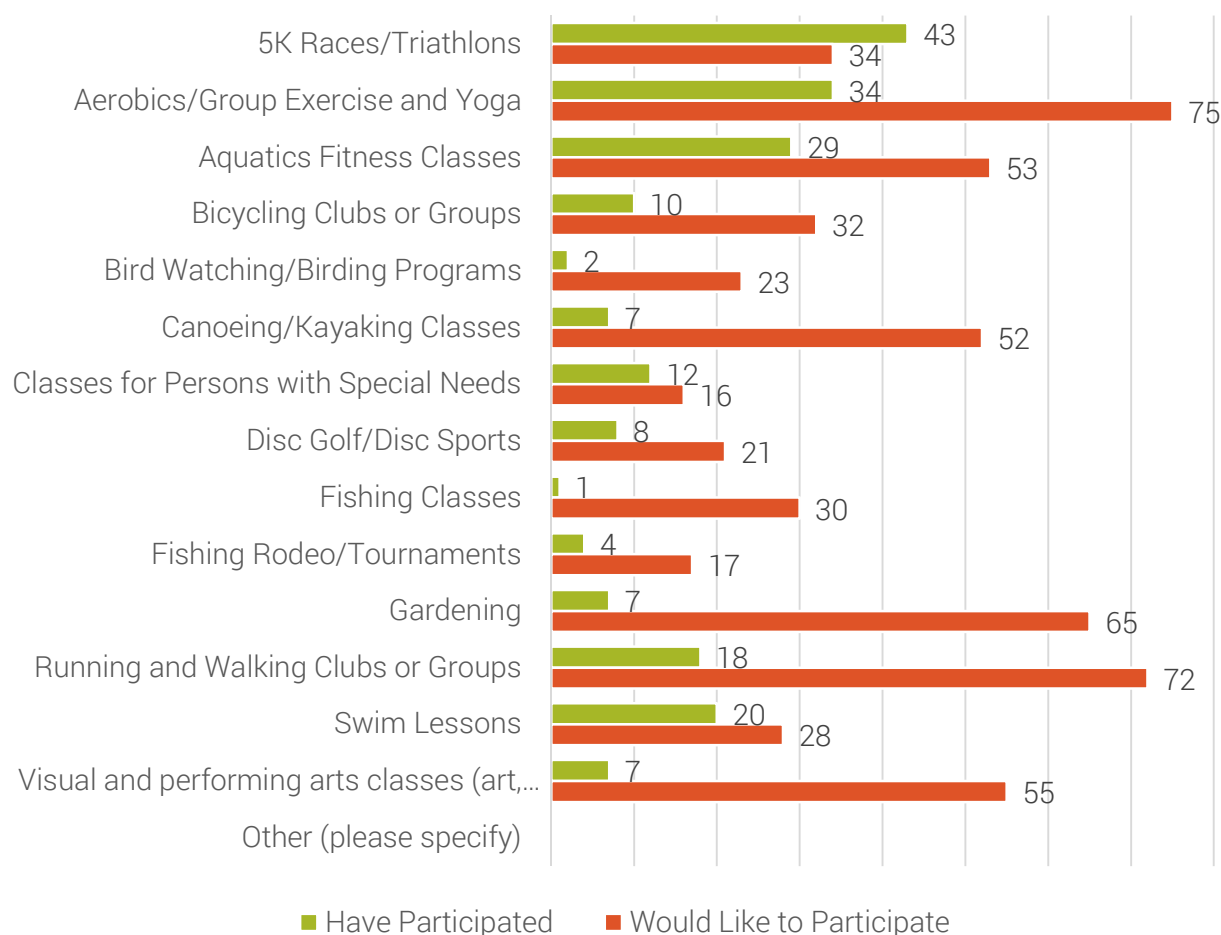
Question 10: Please place a check next to the Active Adult Programs (55 and over) that you OR members of your household have participated in and would like to participate in. Blank choices indicate no participation or desire to participate.



Other:

- Farmers Market
- Swimming
- We are members of the Lions Club International - so some volunteer work on special projects, such as, hunger, vision, environment, diabetes and pediatric cancer--all major initiatives of the Lions!
- golf
- Dancing
- Yoga
- Pickle ball
- Pickleball

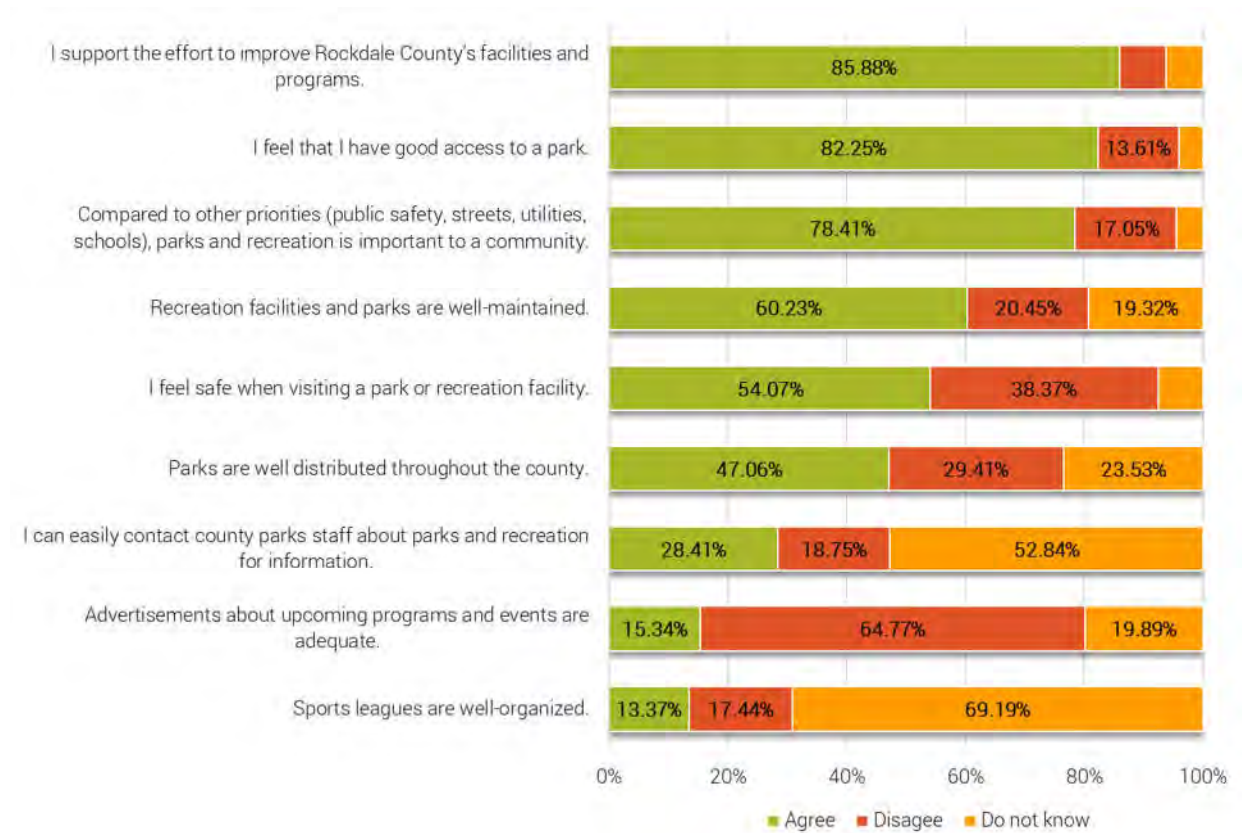
Question 11: Please place a check next to the Special Events, Classes, Programs and General Park Activities that you OR members of your household have participated in and would like to participate in. Blank choices indicate no participation or desire to participate.



Other:

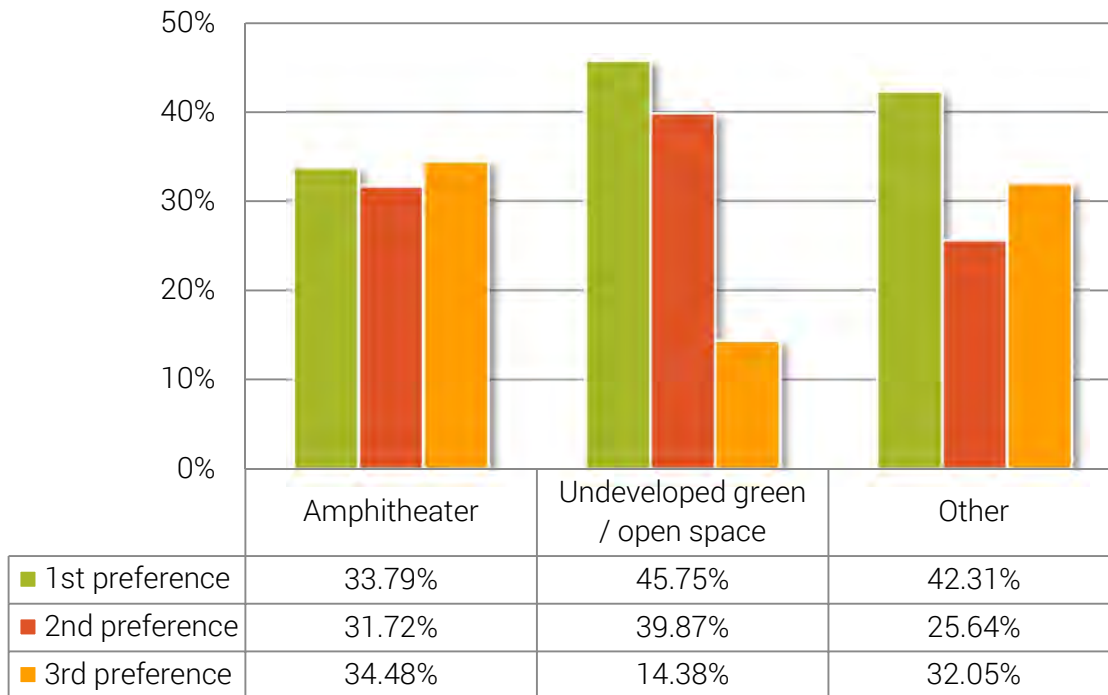
- A farmers market with fresh local produce would be very valuable
- golf
- Dog park
- Dog parks
- Archery
- More activities for special needs children under 13 needed
- Inline or ice hockey

Question 12: Please indicate if you agree, disagree or do not know about the following statements about Rockdale County's parks and recreation.



Values less than 15% not noted.

Question 13: If Rockdale County were able to establish a green space as part of a new development in Olde Town, please rank your preferences for the space.



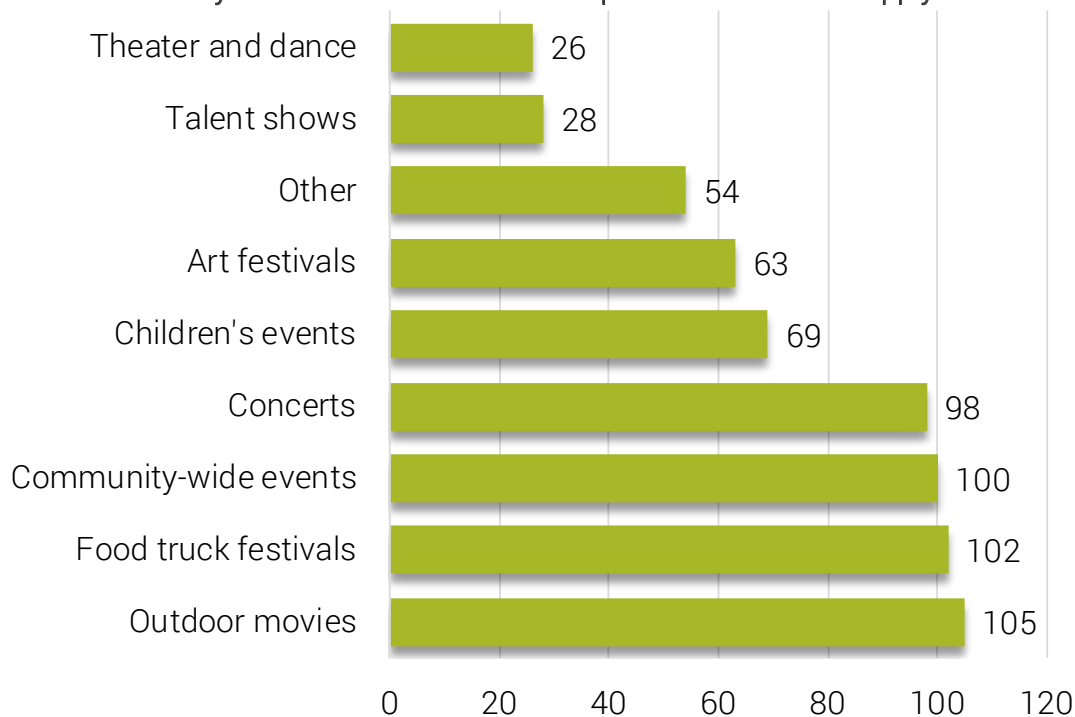
Other:

- Farmers market
- More parks
- Above choices not needed
- none - too crowded as it is
- More sidewalks for pedestrians
- Upgrades to the Auditorium
- don't waste money on amphitheater
- Farmers market
- Community garden (for families/community to grow food, farmers market (it's really unfortunate that this does not exist - we should have access to local seasonal foods, native plant garden/butterfly garden
- Special Events (e.g. Fireworks during holiday or parade area)
- Farmers market
- A Park on the southside. I take my Grandkids to Newton Co. park off 212. Or to Henry co. park. near 138.. Seems you don't give a rats a-- about the southside off of hwy 20.
- Farmers Market
- no Amphitheater
- Farmers Market
- Farmers Market
- Rockdale County needs an adequate track and field facility
- We need farmers market Do not Need amphitheater any reason

- Better parks
- Farmer's Market!! Please!
- Farmers market
- Farmers Market
- a vegetable and herb garden open to the public for free planting and picking of fresh veggies and herbs
- clean picnic area with open green space
- Park with playgrounds and picnic areas
- close center street...put out tables and chairs...make old town inviting.
- Too much developing requiring higher taxes
- We have plenty of parks and green space, we need economic growth, not more government growth
- Innovative space with maybe a pond and maybe a space for skateboarders for parkours
- Another pool.
- A bigger Boys and Girls Club or a YMCA in Conyers
- BETTER PARKING
- Dog park.
- Small sided soccer field
- Useful space for walking and equipment for children playing
- Water park
- Out door swimming for summer.
- Trails for running/hiking
- Would like to see the county put money elsewhere.
- Picnic/playground area
- Influx is showing signs of threat to safety in business, such as restaurants, schools, etc. Perhaps an Amphitheater could use for public discussion. Safety should be highest priority in this county. It used to be safe!
- Walking paths/sidewalks for easy access
- Don't need green space
- Farmers market location needed
- Dog park
- A community "green" with benches and walkways where people could socialize
- Include a large space where people can lounge, enjoy the outdoors, food trucks, music, alcohol (within limits).
- Just leave space
- Adequate Parking
- Memorial park
- Parks, trails and paths connected for bikes and horses
- Park
- SIDEWALKS, Skate park, bicycling lanes,
- Large Banquet Facility
- Trails
- trail

- museum
- Skate park (see Forsyth, Gwinnett, and Cherokee county)
- Maybe a water feature?
- Playground
- Additional walking/biking trail area and playground
- parking, easier access
- Dog park
- Not needed
- civic center
- Fenced in dog park
- Dog Park, Frisbee Golf
- Dog park disc golf
- Dog Park
- dog park
- Green space in the middle rimmed with kiosks for vendors- food, fresh produce locally grown, crafts, activities- smaller buildings with better use of space to provide more variety- let vendors set up on a rotating schedule- rent booths daily, weekly or monthly
- We have enough green space! No more tax dollars used for recreation. We need industry and jobs, infrastructure, roads, etc....
- dog park
- Park on the east side of county
- Unsure
- Movies, concerts, etc. on the "green"
- Would love to have dog parks!
- Walking / bike trail to connect with Path from South Rockdale Park to Alexander Lake/Panola park

Question 14: What type of events would you like to see in a new green space in Olde Town, should the County be able to establish such a space? Check all that apply.

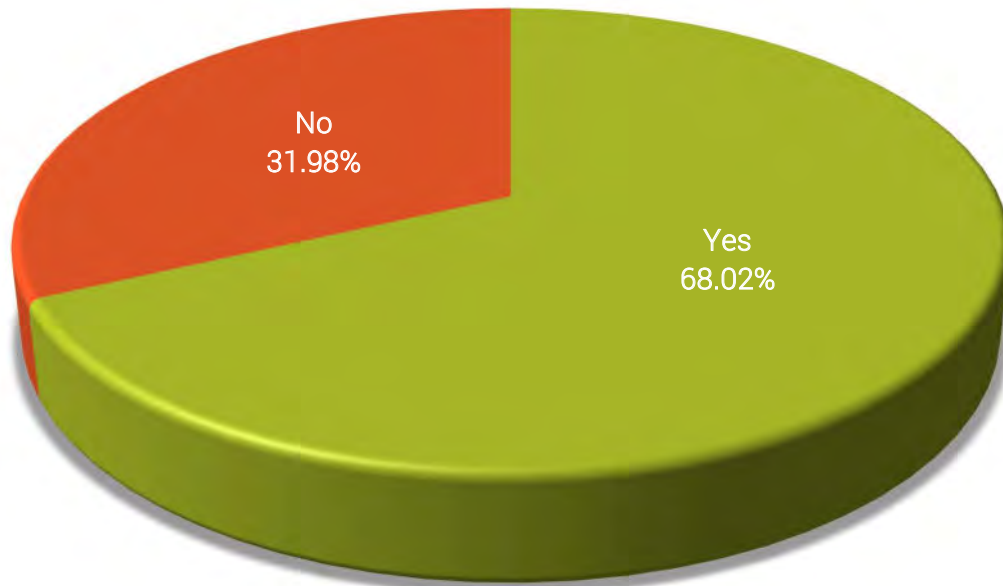


Other:

- Farmers market
- We need a 'legends' themed area for our locals who made it big in sports and movies, etc
- Farmers market
- Farmers market
- Farmers Market
- Farmers Market
- Farmers Market
- Farmers Market
- Farmers market
- Farmers Market
- Farmers Market!!
- Farmer's Market!
- Farmers market
- Farmers market
- NOTHING
- We don't need another "park" We have 18 already.
- Nothing we have plenty
- Not needed in Old Town. Old Maxell Building has plant of space/ parking, as well as other areas. Eg horse park.
- Farmers market location
- Dog park
- Minimal to preserve green space
- need to get out of olde town

- Skate park
- Not needed
- Anything with food
- Dog parks
- Dog Parks, Frisbee Golf
- Disc golf. Dog park
- NONE! We don't need to use taxpayers money for this, private investments. NO MORE TAXES

Question 15: Do you travel outside Rockdale County to use parks and recreation facilities?



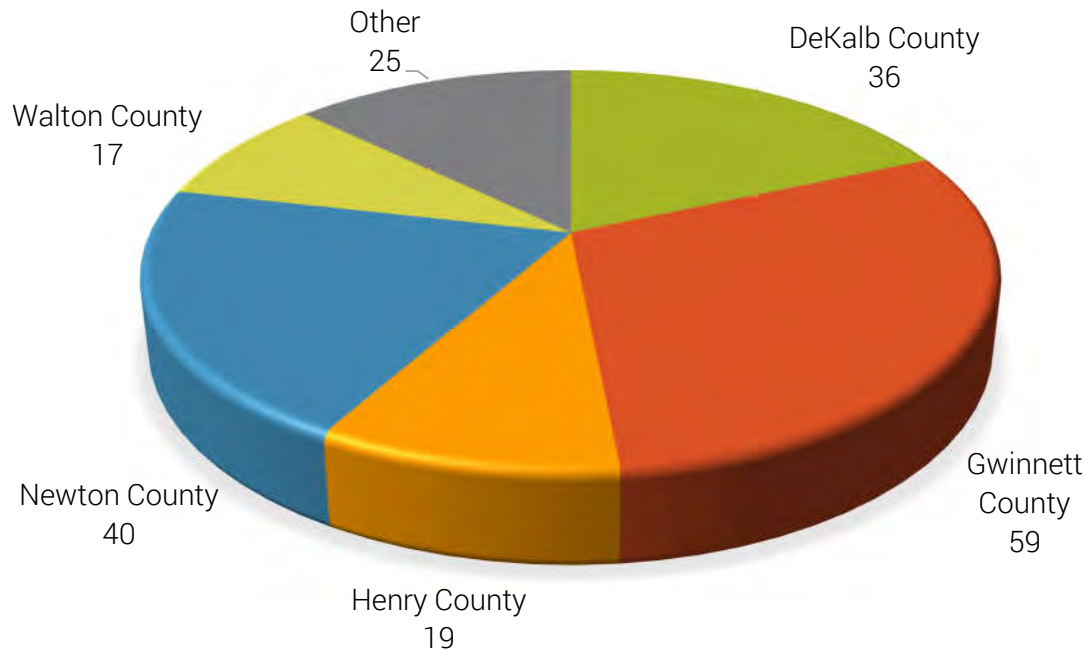
If so, where?

- Gwinnett and Henry Counties
- Covington, live near both
- better things at their parks - water slides , kiddie pool section with sprinklers and water slides and shallow pool areas, better walking trails
- Clayton, Fulton, and DeKalb Counties - I meet with groups of people throughout metro Atlanta
- FL and SC because I have homes there
- the last time i walked at Johnson Park there were pit bulls loose in the wooded area. I sent an email and about the incident and never received a response
- Walton and Gwinnett because they are closer to me.
- Newton
- Lenora Park Snellville; Tribble Mill, Grayson these parks have nicer amenities than rockdale
- Stone Mountain Park (c'mon it's Stn Mtn; fireworks, walking up mtn)
- We don't have enough events, I go to Grant Park, Old Fourth Ward, Piedmont Park for festivals and events. Also go to theaters in Atlanta.
- Covington- Turner lake for walking trails and views, Chimney Park for atmosphere and Denny Dobbs due to access to South Rockdale.
- See question 11!!!!
- comet trail, piedmont park, grant park festivals, Stone Mountain, covington square
- Midtown ATL
- Disc Golf
- Safer
- Gwinnett County - larger, more open facilities

- Newton Co. they have more of what we look for in a park
- Walton and Newton Counties. They are close and have a good variety.
- Tribble Mill, Gwinnett Co. for biking and movies.
- grant park in Atlanta, the botanical gardens, porter sandford center
- Covington: Concerts on square, parks for picnic lunch, walk safe trails
- Gwinnett County, well maintained and family friendly
- None of anyones business
- Piedmont Park, Stone Mountain Park, Panola Mountain Park
- Kennesaw Mountain. Stone Mountain. Chattahoochee Nat Forest. The terrain is more appropriate to my training
- Jonesboro, dekalb & atlanta
- Stone Mountain
- Sometimes to Dekalb County. Stone Mountain. It's challenging to climb the mountain, and the view from the top makes it worthwhile!
- Gwinnett
- DeKalb, Atlanta Because the variety is better.
- Lenora church park
- Lenora park and pool, because they have playground area and more available hours for pool access
- Piedmont because it's bigger and actually have walking trails that's within the park so people can see you walk versus it being in the back with trees that's blocking people and no one sees you
- Gwinett - family
- Gwinett County for other sponsored events (church groups, friend invites, etc.)
- Bud Kelly park in Henry county. Playground and walking trail is superior to any Rockdale park. Has bathrooms too.
- Gwinnett for the water parks and for safety
- For hiking, mountain biking and horse riding. Many other locations in GA, typically within 50 miles
- Gwinett co. For variety
- Disc golf, tennis
- Gwinnett County, the parks have great walking trails, fishing, and beautiful scenery
- Social Circle, Winder - safety purposes.
- Stone Mountain, Decatur, Camp Creek, Grant Park
- Stone Mountain for hiking, Arabia for hiking
- Denny Dobbs Park in Newton County to walk.
- Need more art classes
- Hard labor Creek for fishing
- State parks are larger
- Other trails for Mountain Biking
- I've used ones in Gwinnett's. They have terrific dog parks (separated by size), I would love to see this in Rockdale
- Atlanta; better biking trails

- Lenore Park on Lenore Church Road
- Visit mountains and beach
- Various lakes and parks for fishing and camping
- Intend to check out dog park at lenora park
- Atlanta, better running venue
- North side mostly for picknicking a long water access.
- Mountain Biking
- Stone mtn, hike many places in ga.
- Monroe, live there currently but moving back to Rockdale
- Lenora Park, has a dog park. Arabia and Panola.
- Fulton County
- Fowler skate park Forsyth, Veterans Skate Park Cherokee
- I play disc golf mostly at JP Moseley Park in Stockbridge. I would love to see a disc golf course or two in Rockdale County. It is a great sport that is fun for everyone!
- Lenora park in gwinnett the parks are better maintained and nicer more things to do and better trails. Gwinnett parks are what rockdale county should want to exceed
- DeKalb and Henry trail areas (Arabia Mtn., Panola Mtn., etc.)
- dog park in Newton Co.
- Lenora Park, walking trails and feel very safe there.
- Stone Mountain. It's scenic
- Lenora Park. Distance is close and size is adequate
- Dekalb...it is close to me.
- Newton and Gwinnett
- Gwinnett County
- Gwinnett county to Lenora park for the dog park
- The one we use is more central for family.
- Gwinnett, much better equipment and facilities at their parks, including water park
- Gwinnette. Redan. Dog parks. Disc golf. Water parks
- Dekalb, Gwinnett County
- Gwinnett County Parks system is outstanding!!
- Loganville, Snellville more people on walking/bike the trail and the trail is better exposed
- Stone Mountain- panola mountain, ft yargo... more variety of activities, longer walking opportunities
- Gwinnett dog parks
- Better quality of stuff
- Variety and diversity; we enjoy the mountains
- Gwinnett/Dekalb - water park
- Path access at Arabia/ Davidson and Workout classes at JP Mosely in Henry County. Also many years on Inline hockey at Avalon park in McDonough
- Gwinnett. More amenities
- Not enough pickleball time
- Gwinnett County, Dekalb County..better parks, better facilities

Question 16: You answered that you travel outside of Rockdale County to use parks and recreation facilities. Where do you travel for these facilities? Check all that apply.

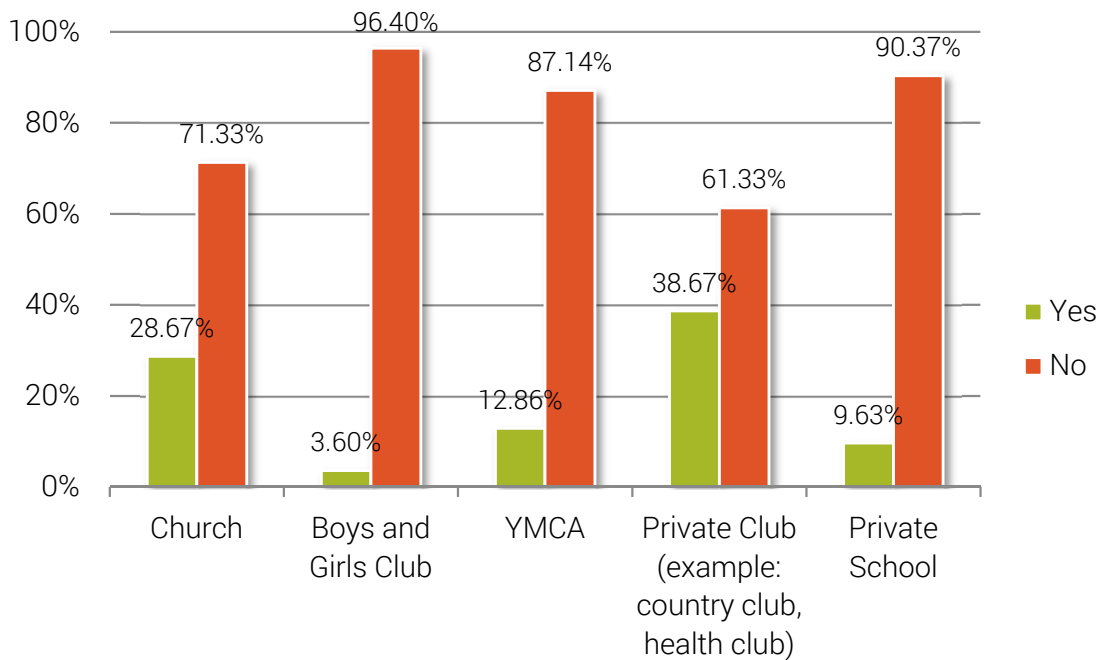


Other:

- Fulton, Clayton
- fulton county
- Fulton
- I hear Newton Co has a nice walking trail but I haven't been and a park I visited was somewhat isolated and I haven't been there since. Rockdale has great parks, walking trails and facilities.
- Fulton and Atlanta mostly
- Fulton
- fulton
- destin fla.
- Already listed
- Jonesboro, Atlanta, Alpharetta
- Atlanta
- clayton
- Winder (forgot county)
- Fulton
- Morgan
- Walking trail
- Parks in other parts of Ga
- Tennis facilities in metro atlanta
- Fulton
- Fulton
- N. Ga

- Fulton County
- Forsyth, Cherokee
- All of these counties have a disc golf course
- Rabun, Habersham, Towns, North Carolina

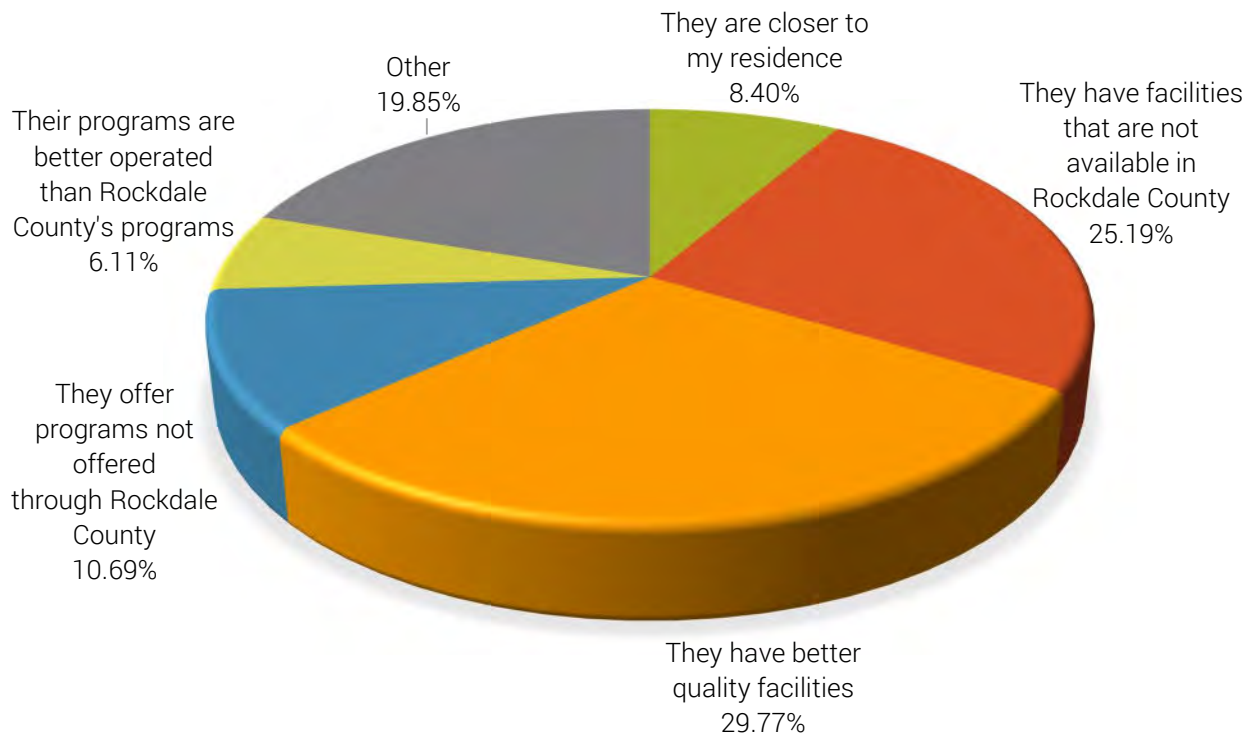
Question 17: Do you use recreation facilities offered by churches or other private providers?



Other:

- RYSA
- Don't need these
- We did not continue our YMCA membership due to the Rockdale facilities
- Lions Club park in Covington, GA
- I do yoga, and hike all over
- The playground behind pine street elementary is used as a dog park in the evenings and weekends by old town residents
- Peachtree Academy

Question 18: If applicable, please check the factor that most influences your decision to use facilities outside of Rockdale County, or through other providers:



Other:

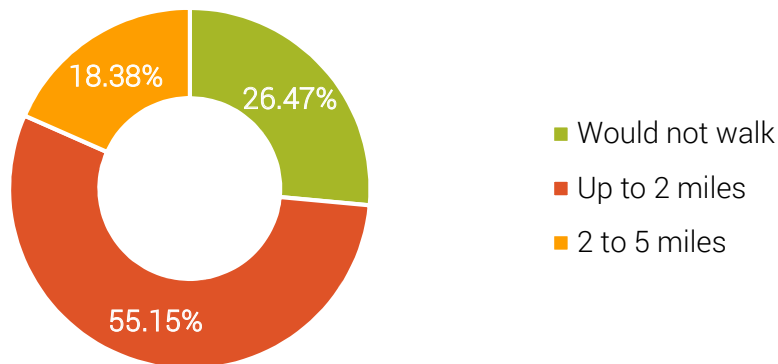
- I feel more safe in other counties.
- I do it for my job on occasion.
- I feel safer on the walking trails. There were pit bulls on the walking trail at Johnson Park in the wooded area. I think these came from a private residence somewhere near the wooded area. I could hear someone calling them to come back. It was a terrifying experience.
- YMCA for the summer program
- Atmosphere
- Newton, for instance, offers better shops, much more live music, and a community feel in the evenings that you just can't find in Rockdale. I believe Rockdale needs to somehow improvise without a town square. Throwing a pavilion up with no supporting food spots and good shopping will never work, it is not enough of a draw. The one shop that is in Olde Town is a joke if I was being honest. I want to eat, listen to some GOOD live music, and feel safe. We are 56 years old and drive into Atlanta or Covington every Friday and Saturday night for the restaurants and food. When Rockdale does do something fun, seems few know about it. I am beyond disappointed that you have scraped the amphitheater idea.
- Don't need these
- They are safer
- I know what is available.
- I have to travel to Covington twice a week. I have 1.25 hours free time where I can spend the time in a park [rather than go shopping and just spend \$\$, which I also like to do] I enjoy their concerts on square also.

- The other facilities outside of Rockdale have better quality facilities in our ran differently highly recommend mimicking Gwinnett County Parks and Recreation
- WZ
- Family
- Facilities are better and offer other amenities (lake, etc.). Seem to be safer.
- Change of scenery for our daily walks. Convenient.
- Just to switch it up a bit. The facilities in Rockdale are pretty good. Nothing wrong with them in my view.
- Parks, trails and paths connected for bikes and horses. Picnics along waters edge
- They advertise the different events that is going on
- They provide variety and lovely scenery
- Lenora Park/Gwinnett has a dog park
- They have a nice large dog park for both large and small dogs
- They are safer
- They have jobs, industry infrastructure...
- environment unavailable in Rockdale, better quality, and far fewer disrespectful youth
- All of the above
- They have jobs, industry infrastructure...

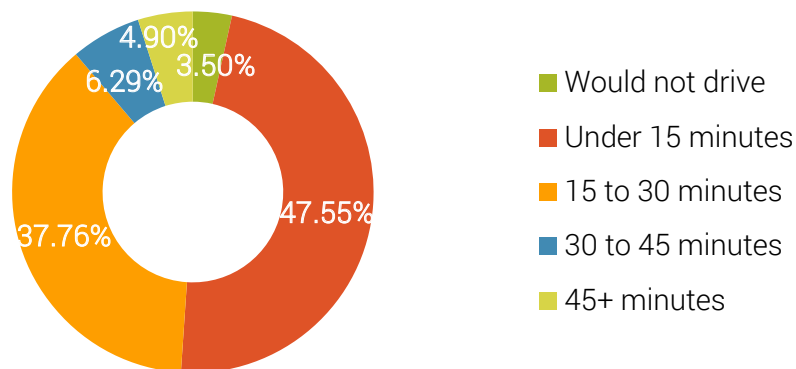
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- They are safer
- They have jobs, industry infrastructure...
- environment unavailable in Rockdale, better quality, and far fewer disrespectful youth
- All of the above
- They have jobs, industry infrastructure...

Question 19: How far would you be willing to walk, drive or ride a bicycle to parks and recreation facilities if safe multi-use trails, sidewalks or bicycle lanes were provided throughout the county?

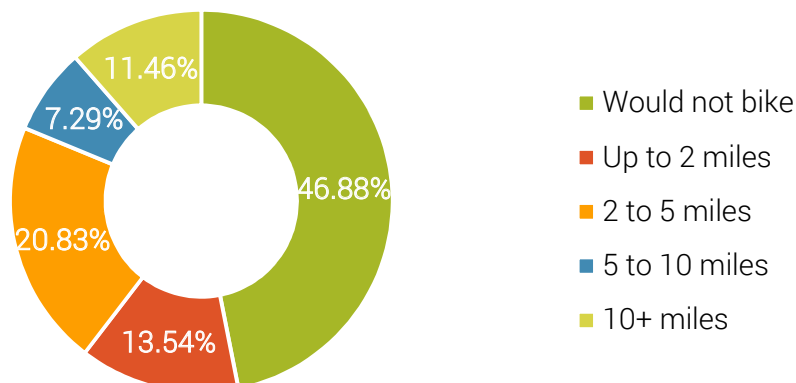
Walk:



Drive:



Bike:

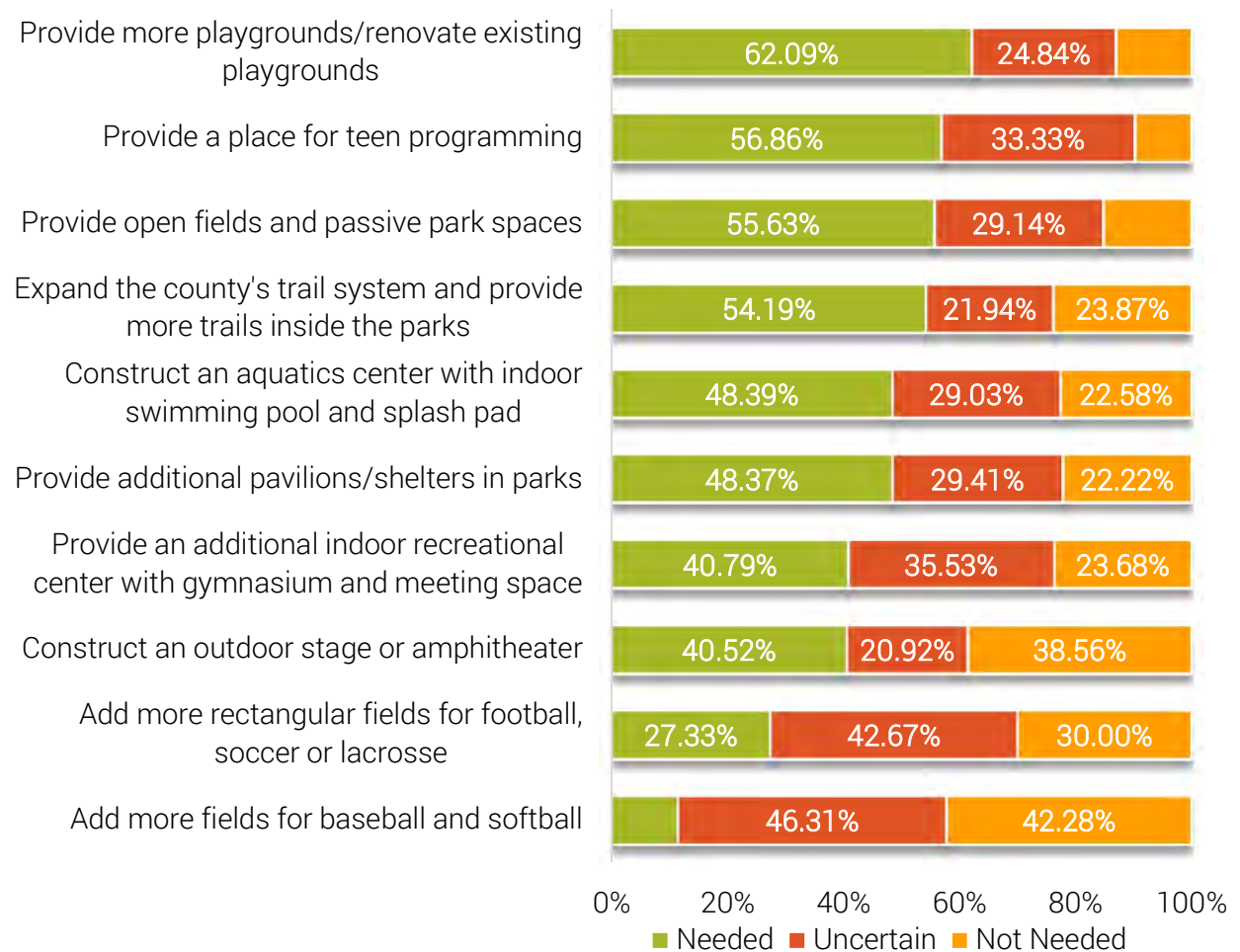


If you would not walk or bicycle, why?

- hip replacement, restricted
- I don't have a bicycle, otherwise, I would.
- Live on a windy back road with no shoulder/sidewalk (bonds lake rd) and have an infant
- I completely understand that this survey is for Rockdale residents but I live nearby within 3-4 miles to Rockdale but I'm not walking there I drive.
- Rockdale County roads are not set up to use for walking or biking.
- Our neighborhood has a lovely lake and dock area we can walk/bike to
- Nothing even close to where I LIVE!!!
- No sidewalks anywhere near my residence and SR20 by my house is too narrow to safely allow bicycling.
- I would not walk because I do not have to. I drive to the comet trail head and enter with my bike.
- I live on a highway, so it's not safe
- Too far from my house to facilities
- Not safe on the busy highways.
- I do not live close enough to a park to walk or ride a bike to it, other than a school.
- I do not know how to ride a bike.
- I have mobility problems and cannot walk without resting, nor can I ride a bicycle any longer
- I am not experienced in bike riding. [I do own a bike, though]
- Have toddler age children
- Crime is growing exponentially
- We don't need to waste money on bike lanes that just won't be used and will merely disrupt traffic flow.
- Too many IDIOTS on the road. We do not need bikes on the road without licence plates to make them accountable to road rules.
- I would not bicycle because I don't ride a bicycle.
- Cannot
- Too far from my location
- no bike, prefer to walk in neighborhood or park like Arabia/ Panola/ woods
- I can't ride a bike.
- I don't ride a bike
- Do not own a bike
- Don't own bike
- I would not use them. Please do not spend the tax money on projects like this.
- Senior citizen; but younger friends have moved out of Rockdale for safety purposes - encountered threats at restaurant and car wash.
- Safety concerns
- Don't own a bike. As a senior citizen, it might not be a good idea to risk a fall and broken old bones.
- Not a walker
- Need trails that network the county areas on major connecting roads

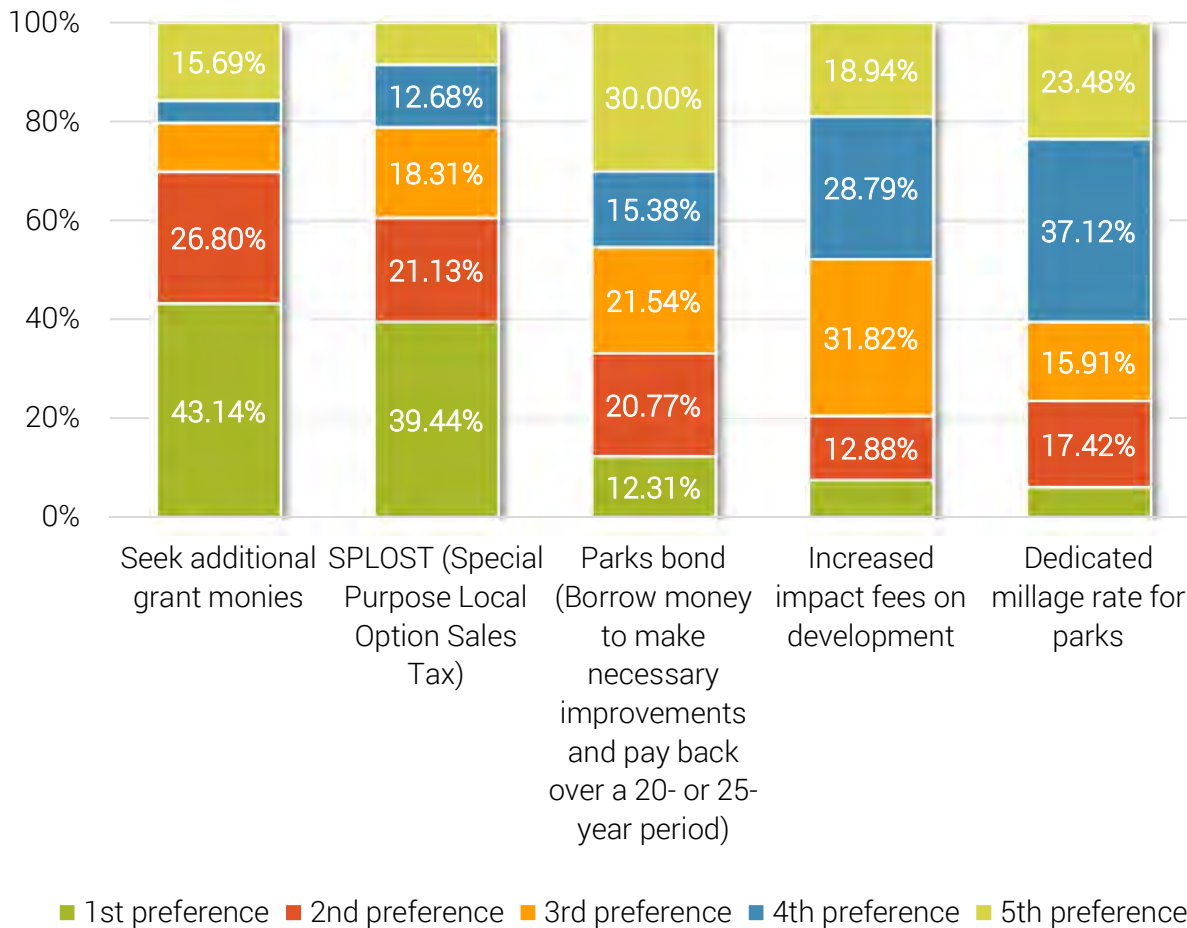
- Don't own a bike. Walking not sure of that. Lack of sidewalks.
- Exercise
- bilateral amputee
- don't own a bike
- age and don't own a bike
- No bicycle available
- I don't bike
- Would walk/ cycle more- but we are not physically fit enough. With this kind of trail access, we could walk more eventually
- I walked every inch of the Trails, love them!
- Don't bicycle
- Unsafe

Question 20: Below are some projects that could be considered if funding were available. Please indicate what you feel is the level of need for each item.



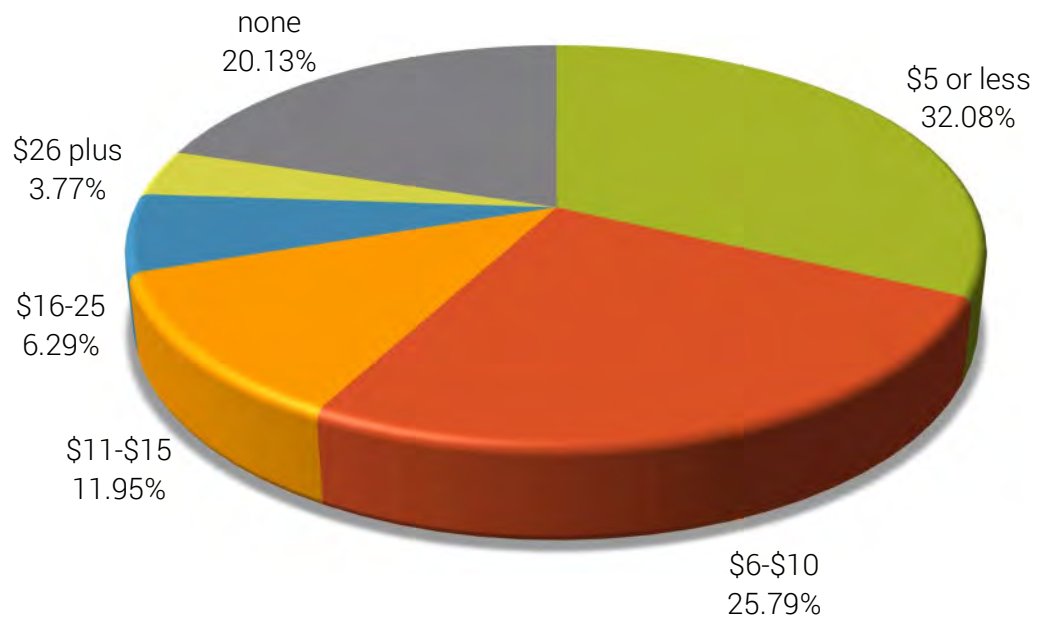
Values less than 20% not noted.

Question 21: In order to invest in additional parks and recreation facilities, the county may require additional funding. Please rank your preferred methods of generating additional capital funding for parks and facilities 1 through 5 (with 1 being the highest rank).

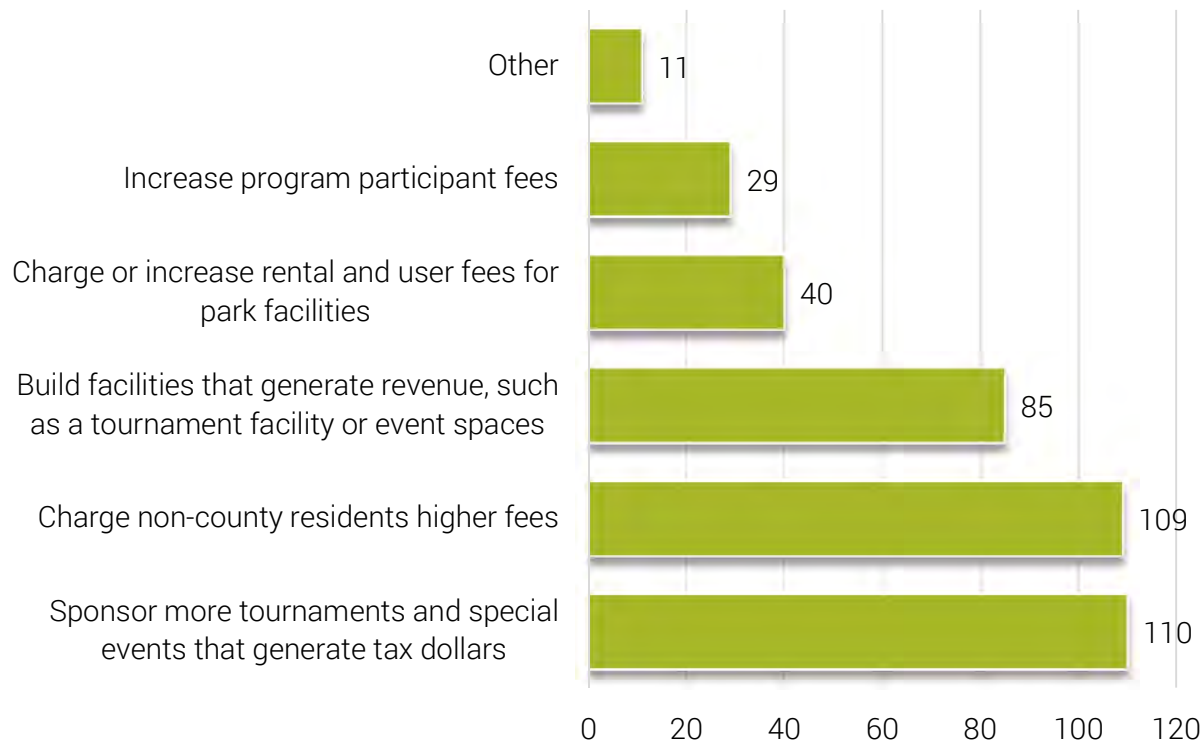


Values less than 10% not noted.

Question 22: How much would you be willing to spend additional per month per household to support improved park maintenance and recreation facilities and services? (Check ONE)



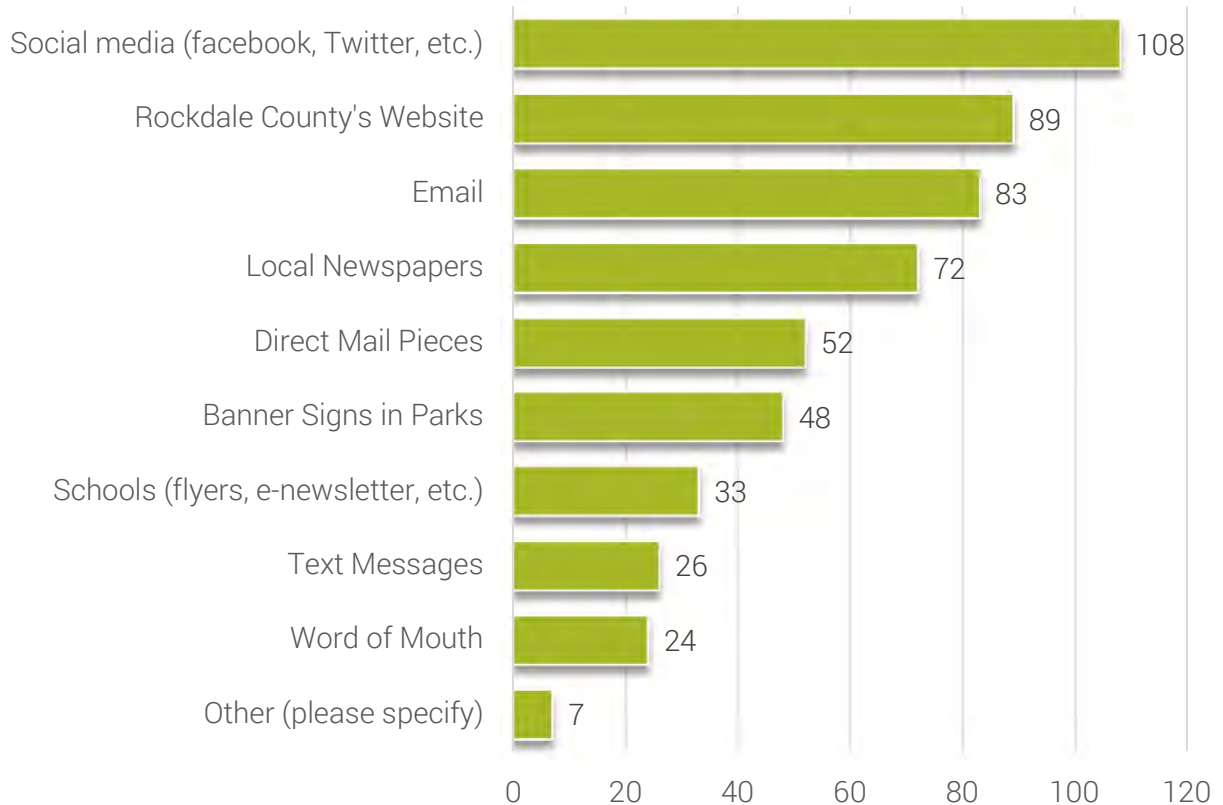
Question 23: In order to generate needed revenue to improve parks and recreation programs offered in Rockdale County please indicate all options that you would support for increasing funding for parks.



Other:

- Hold fund raisers like local business sponsored dinners, silent auctions, talent shows, etc.
- Lower the fees and let all the kids participate
- Fundraising events; sponsorship from rockdale businesses
- sell off any of our existing 18 unused parks.
- Quit spending!
- NO Increases period.
- Take from County Commission salaries
- Everyone
- Farmer's market
- Disc golf
- NO MORE TAXES

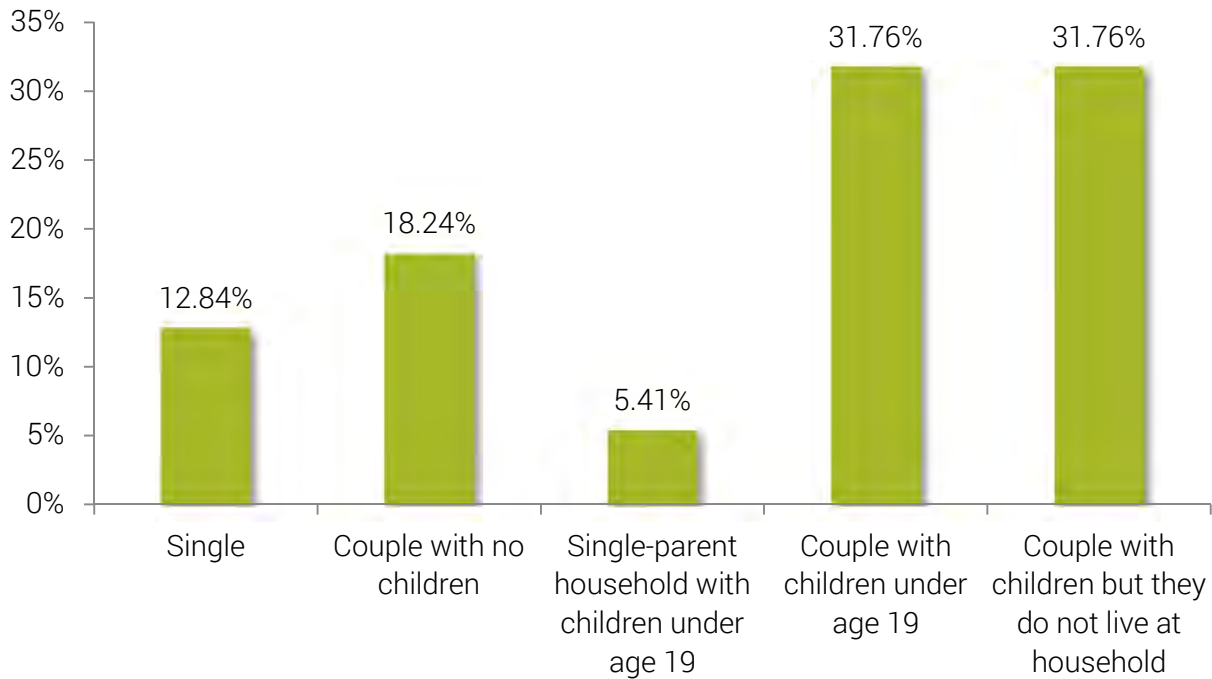
Question 24: Please indicate which of the following ways you prefer to receive information about parks and recreation events and programs?



Other:

- Need increased program information on website
- The local newspaper is one of my main sources to become aware of events and facilities available in Rockdale
- Television and radio
- Do not need notices or information
- Flyers
- Create a quarterly newsletter
- Notices in monthly water bill; direct mail; social media

Question 25: Which of the following best describes your household?

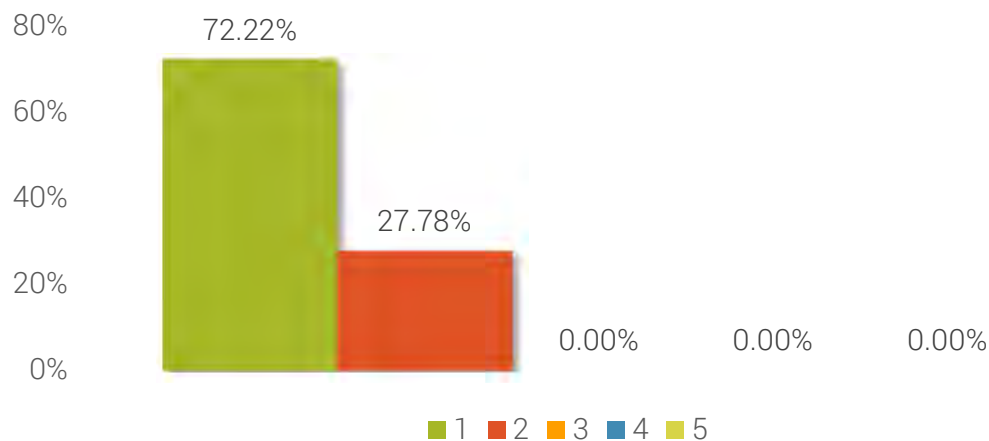


Other:

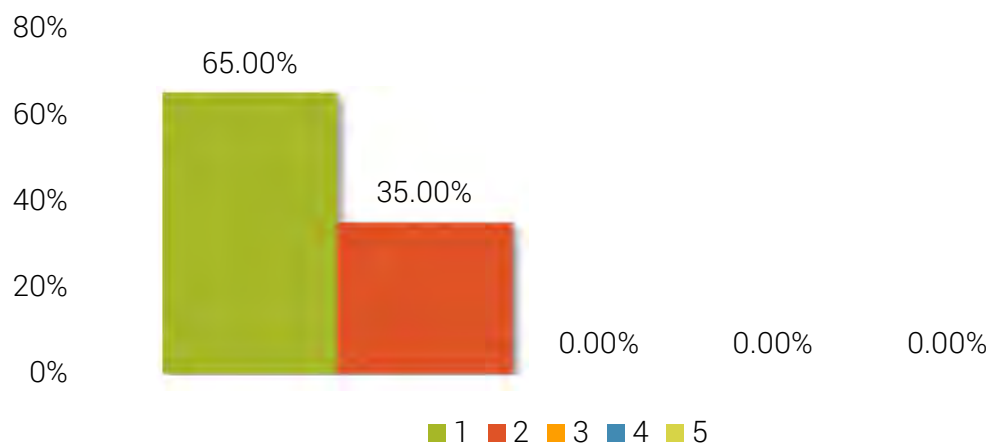
- I'm married with no children living with my spouse separately in a house with my parents and sibling.
- widow with high school grandchild and college grad grandchild
- Couple with children under 19 and college aged children not living at household
- Have 3 grandkids. No place to take them in Southside Rockdale. Ages 7 and 10
- Couple with adult child living at home.
- Couple with over 19 at home
- Grand children visit often and recreation space is needed for them
- Single with older children
- senior citizens
- parents with kids and grandkids
- very active Grandparents
- Engaged female with adult children
- Couple with college-aged part-time resident and temporary full-time adult resident
- Widow with age 16 and 23 grandchildren
- I'm a public school teacher who works and lives in this county. My husband is a local fireman in this county

Question 26: If you have children at home, how many children do you have in each of the following age groups?

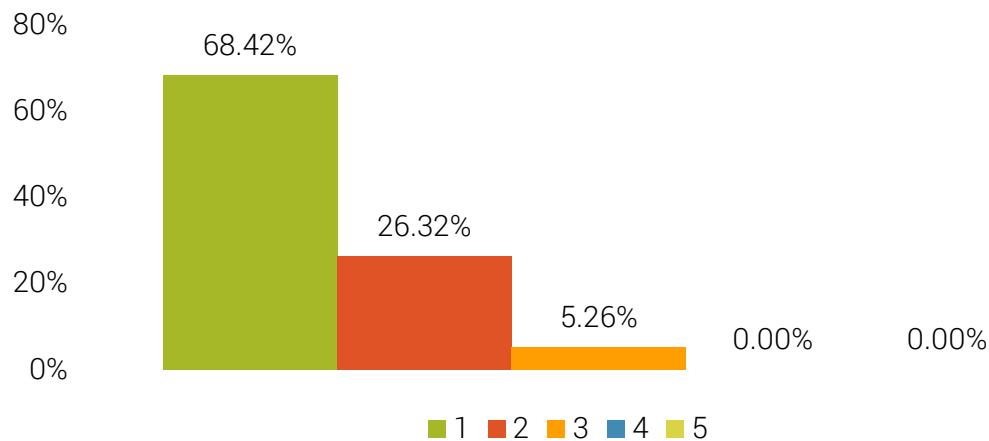
Under 5 year of age:



5 to 11 years of age:



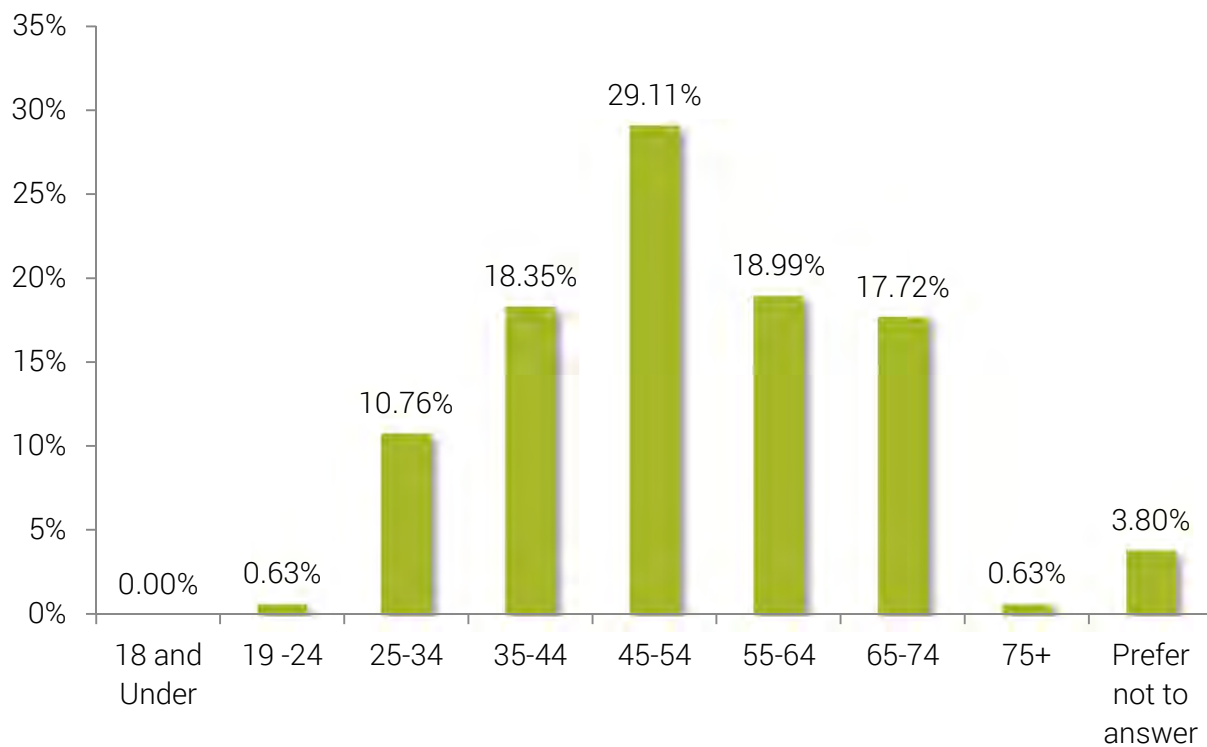
12 to 18 years of age:

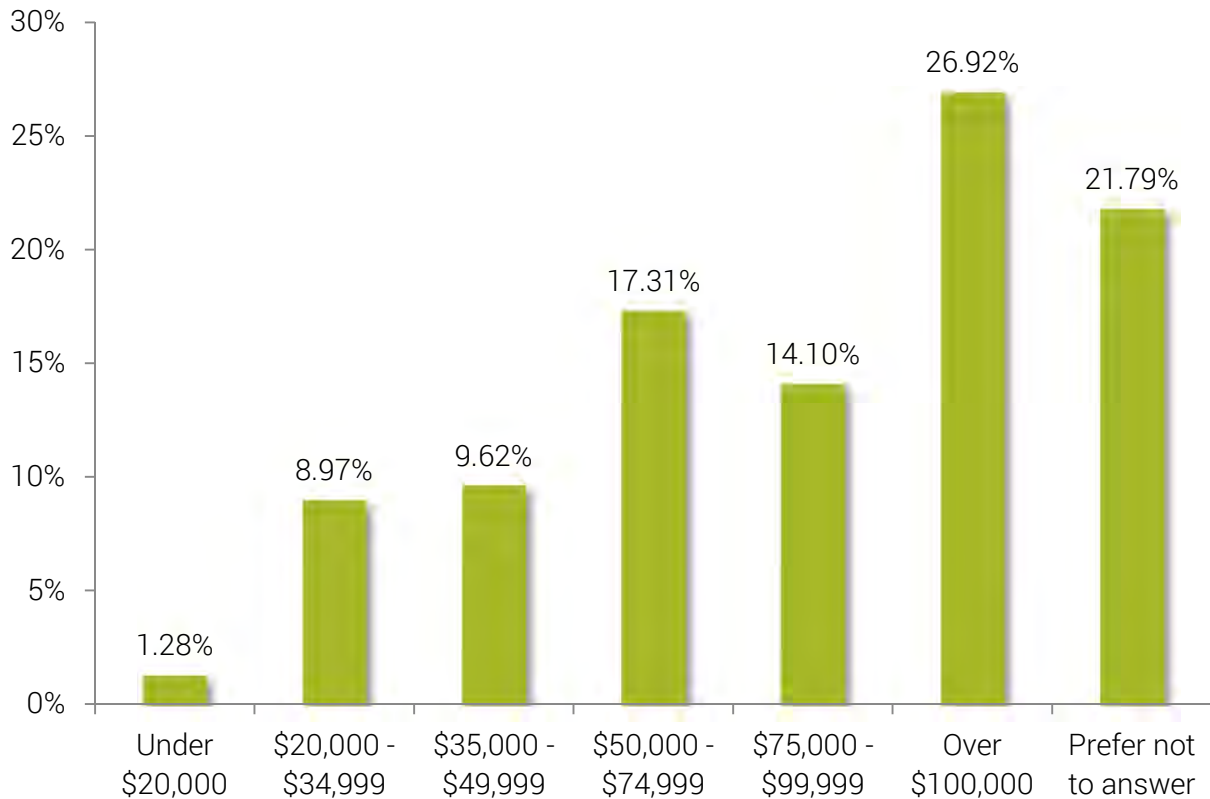


Question 27: Please provide your zip code

Zip Code	Qty
30012	29
30013	31
30014	1
30016	3
30052	2
30092	1
30094	69
30281	2

Question 28: Please indicate your age.



Question 29: What is your total annual household income?**Question 30: Please provide any additional comments you have about Rockdale County's parks, facilities, programs or operations.**

- We need better access to fresh local fruits and vegetables. A farmers market is needed!
- Leave Costly Mill how the Bowman's had it!
- This should not be put on tax payers (homeowners, our taxes are high enough.) If you want more funding find another way.
- I think the programs offered are great! I just wish I was more aware of all the activities that go on. I also would like more sidewalks as it is difficult in some areas of Rockdale to just walk on the side of the road. I would walk everywhere if I could, but it's safer to drive.
- Need busses to pick up for after school programs. Kids would be more active. I love the YMCA summer program is nice because it really keeps them active.
- I will refer anyone that I know who is a Rockdale resident to answer this survey; that's about 6 people.
- Johnson Parks looks like it needs to be renovated again. The pool is in bad shape and the lockers rooms do not have enough showers or toilets. The lockers are too small and the gym is a waste of space. Need more variety of health and fitness classes for example yoga, aerobics, or tai chi for adults.
- Have a steady farmers market
- Rockdale County website offers limited information about programming available. With all of the technology available, residents should be able to access current arts and events

happening at different locations without having to leave multiple voicemails or physically driving to each location to pick up a schedule.

- Time to move out of Rockdale. County Gov. could care less about my area.
- Love your logo.
- Please bring back the farmers market. It's nice to get fresh local produce. Also, if the word could be spread out about needing more farmers to sell their products. The market in Snellville does really well and they give families on food stamps "coins" to use as currency to buy from the farmers. That's a good way to help needy families get the freshest produce.
- Rockdale County needs a county-supported Farmers Market.
- We need a farmers market!
- Love the trails. Once again, please bring back a farmer's market!
- Bring back the Farmers Market
- We need a farmer's market. I travel to other counties in order to purchase fresh produce. A local farmer's market is a great way to support our local farmers and community.
- We are new to the area and would recommend some type of advertising/new to the County information be sent as a "welcome" packet. So far we like what we have seen. Having benches to rest on walking trails is important to us as I have decreased mobility.
- I believe it is difficult to reclaim green space from non-green spaces [bldgs,etc.] but even a small section with trees and a bench or two invites one to stop and sit and enjoy nature.
- Living in Rockdale for over 20 years...this county seems to have a growth problem...perhaps more informed politician?
- We have too many parks/facilities that are un-utilized that merely cost us money to maintain. We can get rid of most of them to private industry.
- No additional information known except for what's posted at the Rockdale Library.
- We need more facilities like Gwinnett County.
- We need a soccer park that is not RYSA. For both adults and children. Kinda like a tennis or basketball court but for soccer.
- Outdoor swimming area and associated park are needed. Construct amphitheater at Costley Mill Park.
- These "studies" or Master Plans have a way of becoming a self-fulfilling means to justify a Departments existence and additional spending. Just because some want more does not mean it is needed. How about exercising a bit of restraint. Lose & Associates Inc. is a Hammer in search of a Nail.
- Transform the old basketball courts at Bonner Park and Eastview Park into small sided soccer fields that has a fence around it (similar to a tennis court) and maybe some playground surface or turf instead of grass or concrete.
- Pine Log Tennis courts are full of cracks which cause players to trip and fall in contacting the cracks. It needs immediate attention, it is a safety issue.
- There is an opportunity to extend the woods and trails around the reservoir and covered bridge to a beautiful waterfall and surrounding woods. Could be a very special and attractive destination for hiking, horse, and mountain biking. Also potential for camping area.
- We don't need any more money spent in this county!

- We need a disc golf course, maybe at the Horse Park.
- Parks need to be maintained better in Rockdale. Paint buildings, maintain fields and fencing/ signage. Better landscaping to look professional and well kept.
- Need a dog park!
- Would like to stress that taxpayer money not be used for any of this. The money could be spent more wisely.
- Park should not have a fee unless using specific function like the boat ramp at Randy Pointer. or reservations for a pavilion
- Example, Denny Dobbs park was awesome when 1st opened, lots of amenities for children and adults, but almost forcibly taken over; whereby, many do not visit any more. Every time we pass the park, only the basketball courts are being used and only by less than 8 individuals. My friend and daughter took their young ones to the park and their pocketbooks were stolen out of their van. They never recouped! Shame.
- The Rockdale County Commission has mis-handled too much budget to allow for any additional spending in the County. Until Rockdale County gets its Commissioners and Budget under control, there can be no more additional taxing of the few tax-paying citizens that haven't left Rockdale for less taxing, less corrupt counties.
- Rockdale County needs a pavilion for a Farmers Market instead of having to go out of the county. Do a poll on that and see what the response would be.
I also think a maintenance crew is not the ones to run a ballgame. The crew that has been there running games know what they are doing. Todd, Chase, Haley
- Would like to see an outdoor pool.
- Please add a dog park.
- More programs need to be added and bring facilities to the north of 20.
- Dog parks, outdoor yoga, programs that help de stress in the outdoors.
- Rockdale facilities do not have the cared for appearance of neighboring counties like Gwinnett
- Need dog parks
We use tennis courts at pinelog and rtc weekly (2-3 times each week)
- We have enough facilities. This county does not need to spend any more money than it is doing now. Our current board is putting us too far in debt as is.
- Not every county needs to be identical to a neighbor, think more broadly and do what is best for Rockdale, not mimic others. Use cooperation to maybe share special facilities with other counties. I see no need for Rockdale to have an amphitheater.
- Parks, trails and paths connected for bikes and horses
- People want sidewalks for safety and to be able to get where they need/ want to go
- Rockdale County Auditorium needs comfortable seating.
- Need more parks in north Rockdale. When us Costley Mill going to open?
- I would like to see a skatepark developed in the county. Millstead would have been a great option, but sadly it was not even considered. A skate park is a great way to get teens involved in an outdoor challenging activity. Consider purchasing the old Sherwood Forrest property on Flat shoals for this purpose.

- Disc golf would be a great addition to our county. If the funds were raised the cost for maintenance is relatively inexpensive. Please hire a professional for course design. I would love to assist in any way possible. Good survey!
- Parks are decent just need more improvement. Pine log park needs better lighting and police patrols, not safe with lots of loitering and young kids and milstead park needs more parking and the splash pad back! The kids in the community loved the splash pad disappointed to see it removed
- We love the river trail! We hope to see it expand in the near future!
- A dedicated dog park in the area would be nice.
- My major concern is the use of funds. The Johnson Park pool was closed for renovations. The pool walls, bottom corners of the pool, and the stairs in to the pool have some sort of brown grit or dirt on them. The board with water temp, chlorine level, and ph level was taken down, the exercise equipment was put in a room half the size of the original room, the pneumatic doors do not all work properly, and the pneumatic doors into the building were removed. Some of those doors are very heavy to open. Not very senior friendly. If these are all renovations please stop spending money to "improve" things.
- Olde Town Conyers is in desperate need of a dog park.
- We need Dog Parks, Disc Golf Facilities, more places for quality theatre, music and arts, We need a Huge Rock Climbing GYM!
- Disc golf parks and dog parks please
- The department needs more staff. Additional Programs: Golf, ping pong tournaments, Trail Walking Groups. Improve on social media presence and website design.
- Milstead park needs renovating ASAP
- I would like to see more events hosted at the Horse Park. It is a large facility that hosted many events and concerts after the Olympics, but it seems the excitement has faded.
- I am excited about the new park at Costley Mill! I live on Dial Mill and have been hoping some kind of walking trail and safe bridge were possible so my family can walk there without having to drive. 138 is NOT safe to get there by walking or biking due to the bridge crossing. I grew up here and we used to have festivals and gatherings all the time there and at the old Dial Mill- it wasn't safe to walk then either. I hate to drive a car when it is a perfectly reasonable distance to walk or bike
- No more taxes for recreation. We have more parks than we do industry. No how does that make sense. Our school system stinks, our county commissioners are tax hungry people and the salaries Rockdale county employees receive far exceed state employees. No MORE TAXES
- We need dog parks!
- I have personally experienced and observed a growing trend in vulgar and disrespectful behavior, language and attitudes in teenage youth using the park facilities I regularly attend. This must be addressed with enforceable and enforced policies and Code of Conduct. Otherwise, I will go elsewhere to use facilities that do not tolerate such behaviors. This is the single issue that has resulted in my family using our facilities and wanting to support our facilities in the last 8 years. This same behavior is prevalent in the school system. We can learn all we need to know from adult parenting, or lack thereof, from observing the behavior of children and youth.

- More programs are needed for special needs other than Special Olympics, and they need to be age grouped. For example, swimming. I would love for my 12 year old with special needs to learn how to swim, but special olympics is way out of his league. And he wouldn't be able to handle the regular swim classes.
- Need to get community input before decisions are made.
- Please spend more money to update locker rooms at Johnson Park and resurface the pool. I love aqua zumba but the pool itself needs sprucing up. The humidity levels are insane.
- Rockdale county must preserve green spaces by providing more access to outdoor sports, walking & bike trails and gym facilities(workout & classes that compete with private ones). Doing this will increase quality of life & boost desirability to live here & real estate prices etc. consider beltline/Path trails in other parts of Atlanta area.

Appendix 4:

Recreation Programming and Participation Trend Data

The Bureau of Outdoor Recreation reported that almost half of all Americans (48.4%) participated in at least one outdoor activity in 2016. The data showed that walking for fitness continued to be the most popular activity with half of all outdoor participants indicating that they also walked. For every age group running/jogging was both the most popular and favorite activity as determined by participation and frequency rates. All age groups ranked running/jogging, bicycling, camping, fishing, and hiking in the top 5 activities based on participation rate, or most popular. Bicycling and fishing also showed up in the top 5 for all age groups in both participation and frequency rates. Skateboarding ranked third in frequency rate, or 'favorite', in the ages 6-24 group. The adult 25 and over group ranked birdwatching and wildlife viewing in the top five for frequency rate, or favorite activity.

	Most Popular (by participation rate)
Ages 6-24	1. Running/Jogging 2. Bicycling 3. Camping 4. Fishing 5. Hiking
Adult (25+)	1. Running/Jogging 2. Fishing 3. Hiking 4. Bicycling 5. Camping

Source: Outdoor Participation Report 2016; Outdoor Foundation

The study also asked the survey respondents which activities they “aspire” to participate, rather than the activities that they had participated. Camping, swimming, and bicycling ranked in the top three among all age groups. Basketball, ranked 10th by the 44+ age group, was the only traditional team sport that appeared in the top 10 aspirational activities.

Ages 6-12	Ages 13-17	Ages 18-24	Ages 25-34	Ages 35-44	Ages 44+
Camping	Camping	Camping	Swimming for Fitness	Camping	Camping
Swimming for Fitness	Swimming for Fitness	Bicycling	Camping	Swimming for Fitness	Swimming for Fitness
Bicycling	Bicycling	Swimming for Fitness	Bicycling	Bicycling	Bicycling
Basketball	Working Out with Machines	Hiking	Hiking	Hiking	Working Out with Machines
Running/Jogging	Running/Jogging	Backpacking	Running/Jogging	Working Out with Weights	Hiking
Soccer	Hiking	Working Out with Weights	Canoeing	Working out with Machines	Fishing
Fishing	Fishing	Running/Jogging	Backpacking	Running/Jogging	Working Out with Weights
Football	Working Out with Weights	Martial Arts	Working Out with Machines	Fishing	Bird Watching/Wildlife Viewing
Swimming on A Team	Shooting	Working Out with Machines	Working Out with Weights	Canoeing	Running/Jogging
Hiking	Martial Arts	Climbing	Kayaking	Backpacking	Basketball

Source: Outdoor Participation Report 2016; Outdoor Foundation

The Physical Activity Council tracks participation in 120 sports and fitness activities. The 2016 Physical Participation Report, The Physical Activity Council's annual study tracking sports, fitness, and recreation participation in the United States, had some good news. Inactivity dropped by the greatest percentage since 2010 and the rate of decline in sports participation decreased. Racquet sports and outdoor sports maintained participation rates from the previous year. The study identified some generational differences in participation preferences.

	Individual Sports	Racquet Sports	Team Sports	Outdoor Sports	Winter Sports	Water Sports	Fitness Sports
Gen Z (2000+)	48.2%	18.8%	58.8%	61.8%	13.1%	17.5%	50.6%
Millennials (1980-1999)	43.6%	20.2%	31.8%	57.4%	12.2%	20.3%	66.7%
Gen X (1965-1979)	36.9%	13.4%	17.9%	51.4%	7.0%	14.8%	66.2%
Boomers (1945-1964)	24.1%	7.1%	6.4%	38.6%	2.9%	9.2%	60.0%

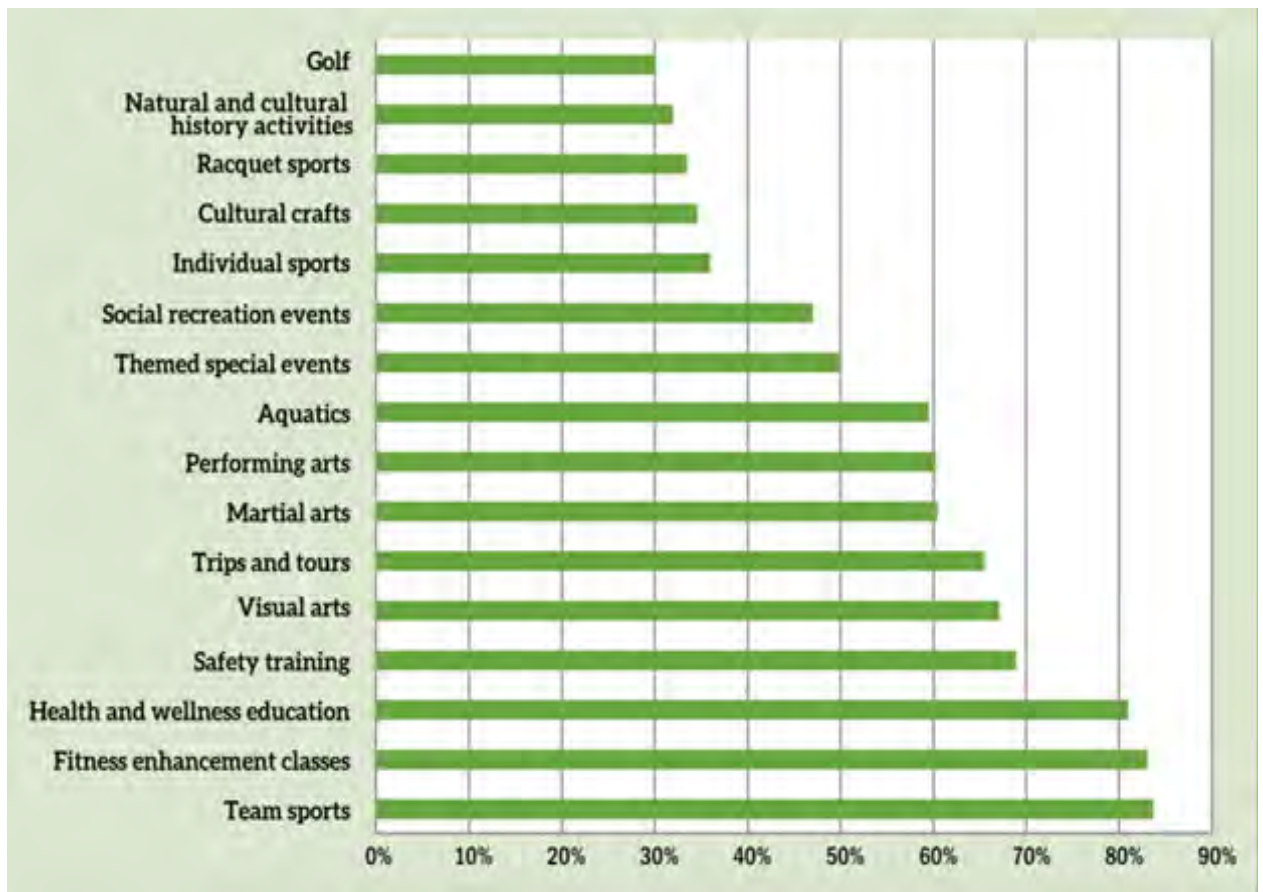
Source: 2016 Physical Participation Report, Physical Activity Council

Recreation Management Magazine published its 10th annual State of the Industry Report in June 2016. The report surveys a broad spectrum of providers including colleges and universities, YMCAs and YWCAs, Schools, Boys and Girls Clubs, and private clubs. However, Parks and Recreation respondents represent the highest percent of respondents at 41.9% with colleges and universities next at just over 11%.

The survey also asked those that planned to add new programs to indicate the type of program that they intended to add. The top 10 are listed below.

- 1 Educational programs (27.1%)
- 2 Fitness programs (26.1%)
- 3 Mind-body/balance programs (25%)
- 4 Teen programming (24.2%)
- 5 Programs for active older adults (19.8%)
- 6 Environmental education (19.7%)
- 7 Arts & crafts (18.8%)
- 8 Day camps and summer camps (18.3%)
- 9 Sports tournaments and races (18.1%)
- 10 Holiday events and other special events (17.7%)

NRPA's 2016 Field Report illustrated data reflecting the percent of reporting parks and recreation agencies nationwide that offered programs in sixteen categories.



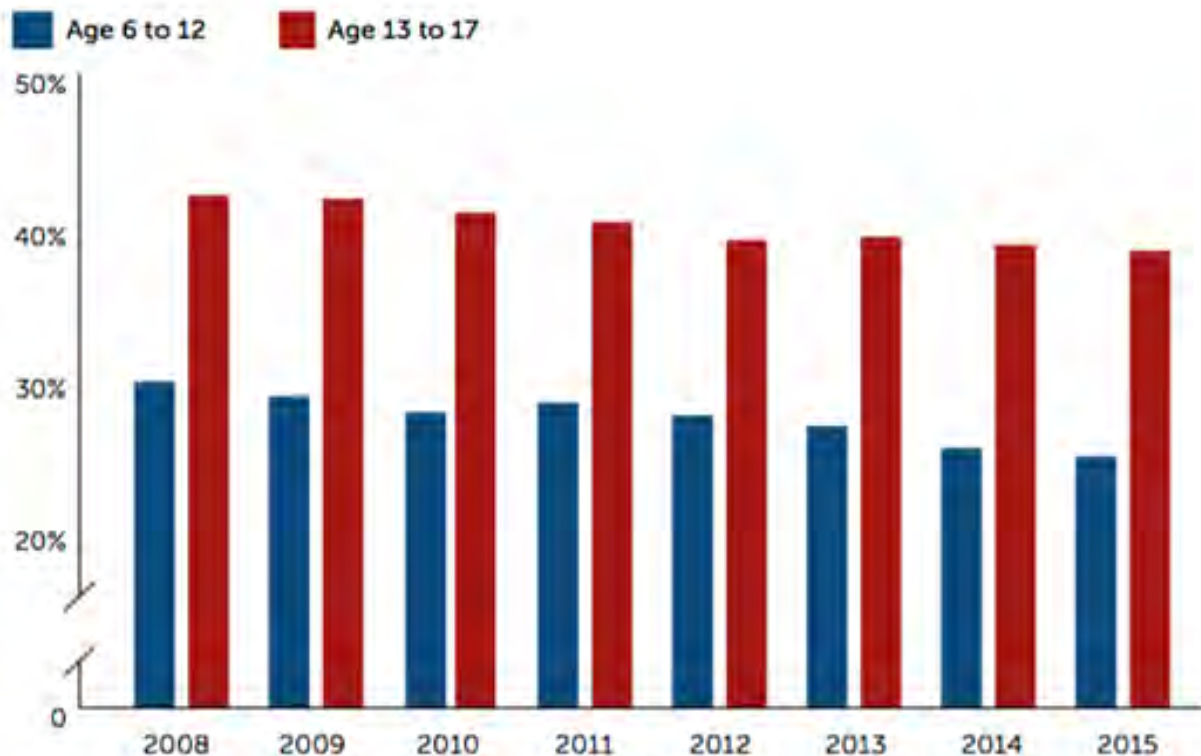
Source: NRPA 2016 Field Report, PRORAGIS national database

The results for agencies targeting programs for children, seniors, and people with disabilities is provided below and includes the breakdown by agency population.

	All Agencies	Less than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 250,000	Over 250,000
Summer camp	80%	73%	81%	83%	85%	87%
Before school programs	31%	22%	24%	38%	35%	46%
After school programs	50%	44%	36%	64%	62%	66%
Preschool	34%	25%	36%	41%	31%	38%
Full day care	9%	2%	7%	12%	12%	18%
Specific teen programs	60%	44%	59%	74%	73%	68%
Specific senior programs	73%	62%	75%	88%	80%	72%
Programs for people with disabilities	58%	39%	55%	72%	69%	78%

Source: NRPA 2016 Field Report, PRORAGIS national database

Youth participation in sports has been declining for several years. The graph below illustrates the decline in the percentage of kids who were regularly active in sports from 2008 to 2015.



Source: Sports Industry Fitness Association data as reported in The Aspen Institute; Project Play; State of Play 2016 Trends and Developments.

The significant drop off in participation at age 13 is no surprise to parks and recreation athletics staff. However, the consistent decline over several years in participation rates for both the 6 to 12 and the 12 to 17 age groups over the past eight years is alarming. There is a bit of good news in that the rate of decline appears to have slowed in recent years.

The chart below shows the percentage change in participation by sport for ages 6-17 from 2009 to 2014.

TRACKING THE CHANGES IN YOUTH SPORTS PARTICIPATION

Participants by ages 6-17

	2009 (000S)	2014 (000S)	PCT. CHANGE
Baseball	7,012	6,711	-4.3%
Basketball	10,404	9,694	-6.8%
Field hockey	438	370	-15.5%
Football (tackle)	3,962	3,254	-17.9%
Football (touch)	3,005	2,032	-32.4%
Gymnastics	2,510	2,809	11.9%
Ice hockey	517	743	43.7%
Lacrosse	624	804	28.8%
Rugby	150	301	100.7%
Soccer (indoor)	2,456	2,172	-11.6%
Soccer (outdoor)	8,360	7,656	-8.4%
Softball (fast- pitch)	988	1,004	1.6%
Softball (slow- pitch)	1,827	1,622	-11.2%
Track and field	2,697	2,417	-10.4%
Volleyball (court)	3,420	2,680	-21.6%
Volleyball (sand/beach)	532	652	22.6%
Wrestling	1,385	805	-41.9%

Source: 2015 SFIA U.S. Trends in Team Sports Report

Source: Sports & Fitness Industry Association's youth sports participation data for 2014 as reported by Street & Smiths SportsBusiness Journal; August 2015; Bill King.

The most distressing news from the statistical data was reported by The Aspen Institute's Project Play. Only one (1) out of five 5 kids (38%) from families with income under \$25,000 participated in sports while 67% of kids from families with income of \$100,000 participated. Income level differences even outpaced gender differences in participation rates. Community recreation outreach programs can prevent these kids from missing out on the lifelong benefits of sports participation.

The National Governing Bodies (NGBs) are concerned about the decreasing participation and are actively developing new programs targeted for youth, increasing training for coaches, instigating more stringent safety measures, reducing distances for travel tournament play, and offering new formats of play. The United States Tennis Association (USTA) down-sized tennis courts with lower compression balls to introduce kids to the sport. US Soccer issued new guidelines banning players 10 years and younger heading the ball. Seeing significant decline in participation, U.S.A. Football developed Heads Up Football and is reported to be bringing additional changes to youth football.

Parks and Recreation sports staff should expect increasing changes in best practices for the delivery of youth sports programs. The Aspen Institute recently published *The Sport for All, Play for Life: A Playbook to Get Every Kid in the Game*. It provides strategies targeted specifically for parks and recreation and other youth sports delivery systems for the purpose of increasing participation youth sports participation with the kids' benefit in the forefront.

Appendix 5:

Benefits of Greenways and Blueways

Communities throughout the nation are building greenway and blueway infrastructures. The many benefits of greenways, bicycle lanes, and blueways include economic, health, and social benefits, which are summarized to the right.

Summary of Benefits:

- **Connects people to places and activities**
- **Promotes healthy lifestyles**
- **Enhances local economies**
- **Provides recreational opportunities**
- **Protects the environment**
- **Provides transportation options**

CONNECTS PEOPLE TO PLACES AND ACTIVITIES

At the basic level, connectivity is the key component to linking people to places and activities. Greenways, bicycle lanes, and blueways allow users alternative transportation modes and routes throughout the larger community. On foot, bicycle or boat users are connected to destinations such as community parks, natural areas, schools, retail centers, and other places of interest. They link people to places and provide enjoyable experiences within the corridor itself.

According to national surveys by the Federal Highway Administration as well as based on Lose Design's own community surveys in the southeast, a majority of respondents say they are willing to walk as far as two miles to a destination and bike as far as five miles. As we design and implement a greenway system, we understand that destinations such as community parks, schools, residential areas, and commercial centers should link together through a combination of bicycle and pedestrian facilities.

PROMOTES HEALTHY LIFESTYLES

According to the Center of Disease Control (CDC), one in every three U.S. adults and nearly one in five children age 6–19 years old are obese. The CDC also reports that obesity has been linked to increased risk for heart disease, high blood pressure, type 2 diabetes, arthritis-related disability and some cancers. As the obesity epidemic grows, we find southern states, in particular, are at the highest risk. Over time, our community development patterns have become auto-centric, with a lack of pedestrian and bicycle infrastructure that makes it difficult to be physically active. The burden of addressing inactivity in communities often falls on our local public recreation departments. Now more than ever, communities need system-wide strategic planning that includes infrastructure to support healthy lifestyle choices.

Studies show that exercising as little as 30 minutes a day, can have multiple benefits including reducing your risk of heart disease, maintaining body weight, and lowering the risk of obesity. Regular physical exercise such as walking can also enhance mental well-being.

ENHANCES LOCAL ECONOMIES

Trails allow communities to increase commerce, support, and create jobs, increase

property values, reduce commuter costs and provide low-cost health benefits by encouraging exercise.

Greenways also benefit the local economy. In Tennessee, for example, outdoor recreation is particularly strong, “generating \$8.2 billion annually in direct consumer spending, sustaining 83,000 direct jobs, and generating \$535 million in state and local tax revenue” according to the U.S. Travel Association.

Nationally, we find that the “bicycling industry is a \$133 billion business in the US, generating \$17 billion in taxes, sustaining 1.1 million jobs and during bike trips and tours, \$46.9 billion is spent by bicyclist on meals, transportation, lodging, gifts and entertainment,” according to a 2009 report from the League of American Bicyclists.

Communities across the country have started to see the benefits of blueways as part of ecotourism, as residents and visitors have compelling reasons to support blueways including conserving natural resources, increasing tourism, jobs, and related spending that generates additional tax revenue.

While results vary depending on project and location, the data shows that cities that invest and promote their pedestrian and bicycle infrastructure see a positive return. Other financial benefits include a reduction in direct medical costs, increases in property values, and improved economic opportunities for local businesses.

PROVIDES RECREATIONAL OPPORTUNITIES

A lack of access to pedestrian and bicycle infrastructure can be a major impediment to an active lifestyle. For example, the National Policy & Legal Analysis Network to Prevent Childhood Obesity reported on a study in southern California that found children living near parks had lower body mass indexes than those without easy access to parks. Access to locations for physical activity plays a role in health factors. Although identifying root causes of poor health can be a complex issue, providing access to residents helps improve recreation opportunities.

Opportunities for new trails can occur along streams, roadways, utility easements, and other locations including railroad corridors. In a report by America’s Rails-with-Trails, they find a growing trend of rail-with-trail development alongside local and regional transit corridors. Fifteen percent of the active rails-with-trails identified in the study are located adjacent to mass transit corridors. The trend has growing support from both the agencies and the users.

PROTECTS THE ENVIRONMENT

Greenways and Blueways can protect important wildlife habitat. For example, bird migration patterns often follow water corridors. By preserving the environment along stream corridors, we protect these habitats. In addition, appropriate wildlife buffers along the corridor can protect waterways and sensitive aquatic environments. Buffers protect water quality by filtering pollutants from runoff and provide flood control zones, stream bank stabilization, stream temperature control, and make room for lateral movement of the stream channel.

Linking buffers to create a network of green infrastructure provide benefits for wildlife corridors. Buffers can protect rivers and streams from future development with conservation easements; thus, conservation easements are a strong marketing tool

that helps guarantee the protection of scenic views and our precious natural resources.

CREATES MORE LIVABLE COMMUNITIES

Copenhagen frequently tops rankings of the world's happiest and the most livable cities due in part to its focus on pedestrian and bicycle infrastructure. The result is that almost 40% of the residents commute by bike. Initiatives include over 215 miles of bike paths, a free bike-sharing program for tourists and residents, and a goal to be one of the world's best cities in which to cycle. While cycling by commuters in this capital city is higher than the entire United States, we can learn a lot about livable from Copenhagen. The first step is having the infrastructure, but they also have a culture of being a biking and pedestrian friendly community as more and more residents use and support the facilities.

Recent studies on the livable report is that most Americans would rather walk and they support policies creating a safer pedestrian environment. Greenways provide alternative transportation that can reduce vehicle traffic. More of us could walk or bike given that nearly half of automobile trips are within a three mile radius of home , which can help improve the air quality in the process. Understanding the benefits can help us create more livable communities that preserve resources for the next generation.

PROVIDES TRANSPORTATION ALTERNATIVES

As populations continue to increase, so does traffic congestion. By providing transportation alternatives, communities can provide residents and visitors options that can help relieve traffic congestion and improve the region's air and water quality, while promoting a healthier lifestyle. Greenways provide alternative transportation links where individuals do not have to worry about drivers of automobiles because it is in a separate corridor. Once greenways reach more urban areas, protected lanes or shared bikeways can be provided to connect users. These users of alternative transportation can save money by avoiding costs associated with car use including gasoline and parking fees.

Communities can increase the number of individuals using alternative transportation by providing pedestrian and biking infrastructure, which includes sidewalks, bike lanes, greenway trails and bike racks, as well as other associated elements.

Appendix 6:

Rockdale County Three-Year Revenue History

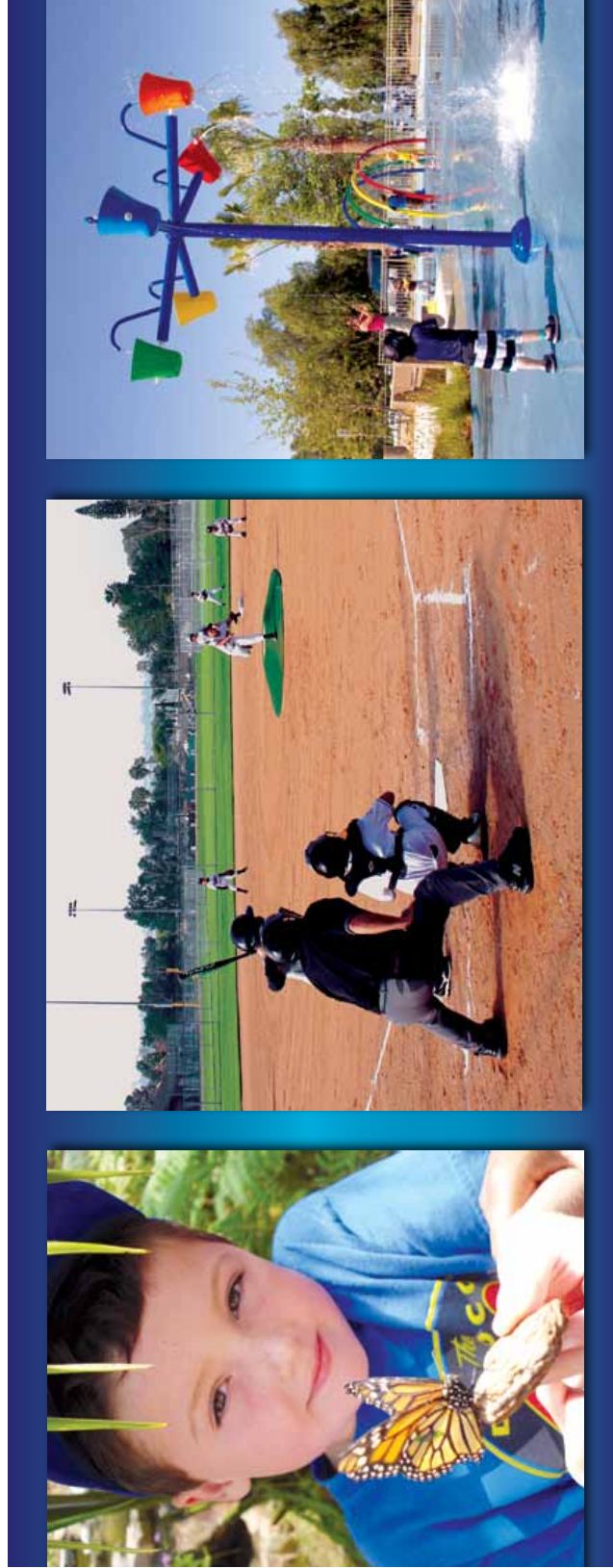
Rockdale County Parks and Recreation
Revenue Summary: 2015, 2016 and 2017

	2017	2016	2015	% Change
Program Revenue				
Aquatics	\$102,474.50	\$116,145.00	\$106,096.00	-3.53%
Athletics	\$51,195.65	\$42,180.75	\$40,913.50	20.08%
Programming (Special Events)	\$85,200.96	\$93,100.56	\$103,414.20	-21.38%
Cultural Arts	\$10,298.00	\$80.00	\$0.00	100.00%
Total	\$249,169.11	\$251,506.31	\$250,423.70	-0.50%
Facility Rentals				
Pavilions	\$18,659.90	\$17,750.00	\$14,805.00	20.66%
Johnson Park	\$17,983.00	\$17,809.50	\$27,149.27	-50.97%
JP Carr Community	\$21,225.00	\$20,510.00	\$28,310.00	-33.38%
Black Shoals	\$15,125.00	\$9,122.00	\$3,755.00	75.17%
Field Rentals	\$28,358.19	\$26,215.24	\$23,556.00	16.93%
Auditorium	\$11,197.00	\$8,775.00	\$8,193.00	26.83%
JP Carr Gym	\$7,401.50	\$10,934.50	\$8,574.00	-15.84%
Parker Rd	\$2,790.00	\$870.00	\$3,452.20	-23.73%
Costley Mill	\$4,700.00	\$0.00	\$0.00	100.00%
Total	\$127,439.59	\$111,986.24	\$117,794.47	7.57%
Tennis				
Court Fees	\$16,548.00	\$16,732.00	\$16,960.00	-2.49%
Lessons	\$76,291.07	\$85,605.55	\$96,147.70	-26.03%
Event Admissions Fees	\$12,774.74	\$16,245.00	\$13,369.91	-4.66%
Membership Fees	\$33,425.00	\$37,530.00	\$35,964.50	-7.60%
Pro Shop Revenue	\$22,245.08	\$22,257.25	\$20,392.08	8.33%
Sponsorships	\$2,500.00	\$4,000.00	\$2,500.00	0.00%
Total	\$163,783.89	\$182,369.80	\$185,334.19	-13.16%
Passes				
Black Shoals – Annual	\$1,460.00	\$2,375.00	\$3,775.00	-158.56%
Black Shoals – Daily	\$12,539.00	\$14,955.00	\$9,952.00	20.63%
Johnson Park – Membership	\$22,525.00	\$22,275.58	\$24,354.00	-8.12%
Johnson Park – Daily	\$58,626.77	\$62,423.38	\$56,163.04	4.20%
Total	\$95,150.77	\$102,028.96	\$94,244.04	0.95%

	2017	2016	2015	% Change
Other				
Black Shoals – Boat Fee	\$0.00	\$0.00	\$50.00	-100.00%
Coke Machine Income	\$231.14	\$0.00	\$1,086.72	-370.16%
Convenience Fee Income	\$1,082.50	\$774.00	\$7.50	99.31%
Concessions	\$1,884.97	\$5,882.21	\$3,542.57	-87.94%
Filming	\$31,850.00	\$6,000.00	\$11,750.00	63.11%
Power Reimbursements	\$15,763.20	\$20,871.91	\$17,346.86	-10.05%
Grants awarded	\$1,000.00	\$0.00	\$0.00	100.00%
Donations	\$0.00	\$0.00	\$86.11	-100.00%
Total	\$51,811.81	\$33,528.12	\$33,869.76	34.63%
Grand Total	\$687,355.17	\$681,419.43	\$681,666.16	0.83%

Appendix 7: Example Naming Rights Program

County of San Diego Parks and Recreation



Support San Diego County Parks with your name!

Parks Make Life Better!

A Campaign for the Future of Our Parks!

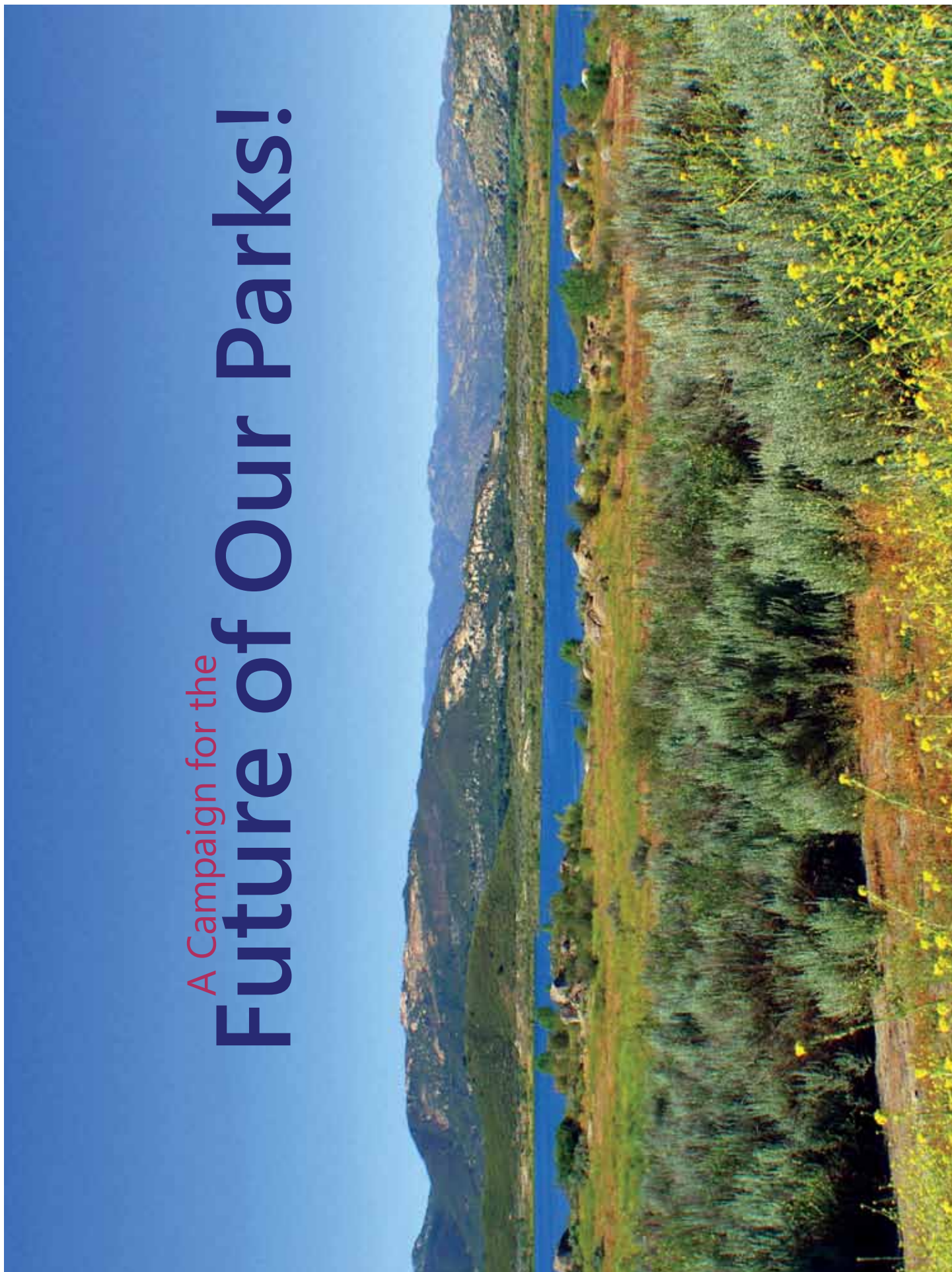


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DPR provides ways to link a donor's name with parks that are the pride of San Diego. There are naming opportunities ranging from community gardens, and ball fields, to multi-use trails.

Your support will enable visitors to enjoy the quality and excellence that is synonymous with the County of San Diego Department of Parks and Recreation.

For Everyone Forever

The award-winning facilities in the County of San Diego Department of Parks and Recreation (DPR) system are home to beautiful indoor and outdoor spaces that provide the best recreational value for our visitors.

San Diego County Parks are challenged to continue providing the best recreational facilities for our visitors. As popular as our facilities are, we need to rely on the support of businesses, organizations and individuals that share our passion for enriching the community.



The County of San Diego Parks and Recreation Department seeks to raise \$3,600,000 to extend the excellence that is associated with our parks, open space, trails, facilities, and programs.

Campaign Goal

Our goal is to continue to provide much needed and desired services, programs, and

opportunities for County residents at low or no cost. In order to continue to meet public demand for services and facilities, we are seeking like-minded partners to assist DPR in leveraging tax payer dollars.



Why embark? First, to ensure the finest facilities and recreation possible, and to do this at rates that are affordable for local residents. Second, to continue to offer the best quality destination for residents and visitors from across the world.



The Parks and Recreation Department may consider the naming of a park amenity for an organization, business or individual that has given or offered to give an appropriate financial contribution to acquire, construct or enhance a park and recreation amenity.

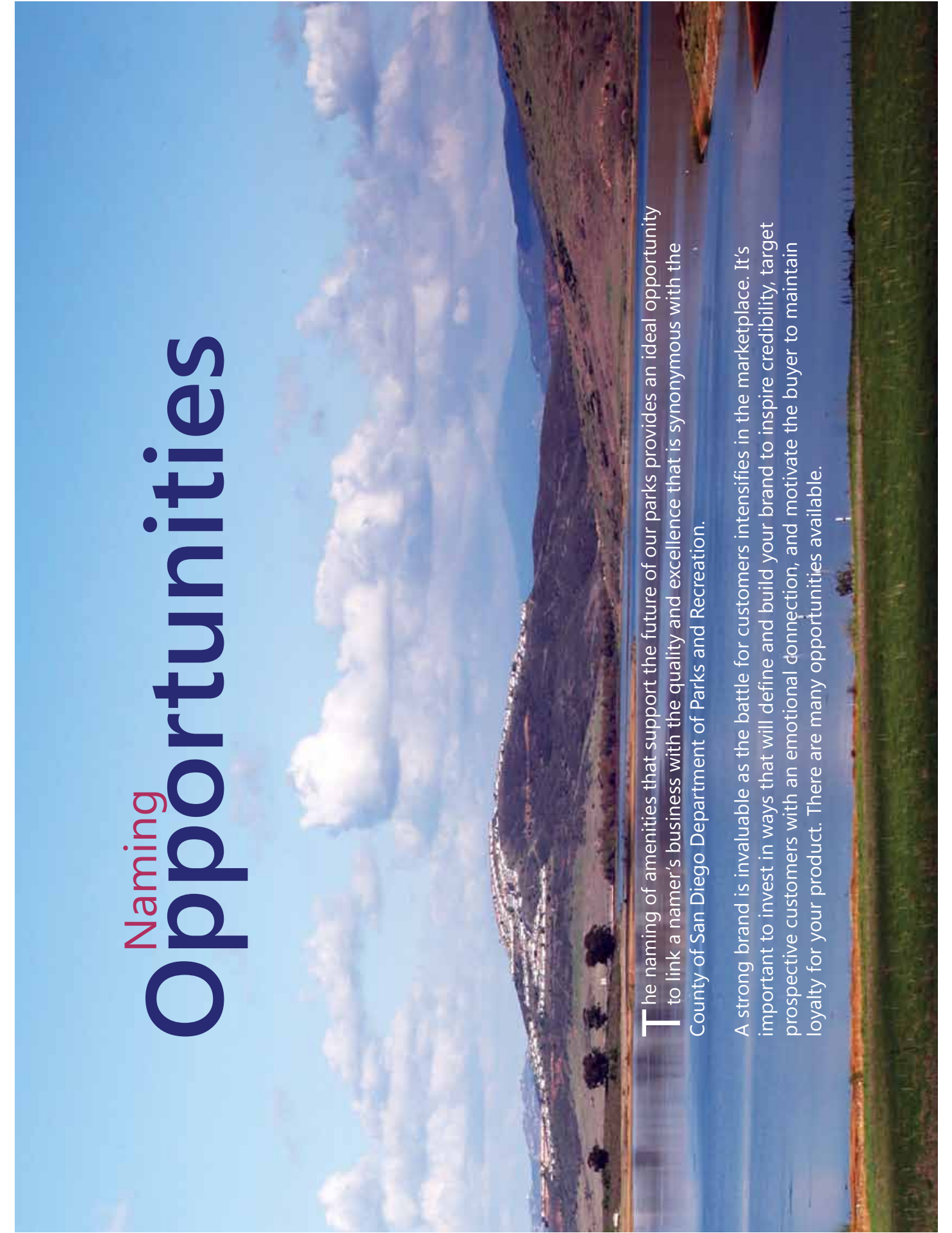
A significant financial contribution means a payment of a percentage of the assessed asset value of the park amenity, utilizing a fair market value analysis. Value includes, but is not limited to the cost of the acquisition, construction, or improvement of the County park amenity requested for naming.

It is preferred that naming partners are businesses, non-profit groups, or individuals that promote mutually beneficial relationships for the Parks and Recreation

Department and support the department's goals and mission. All potential naming opportunities will be reviewed in terms of creating on-going working relationships. The proposed naming opportunity should be consistent with a park's master plan, character, and design intentions and should contribute to the facility's function or design.

The interest from the naming rights fund will be used to support a variety of projects ranging from the upkeep of playgrounds and landscaping of the park, to maintenance of our parks and facilities.

Parks and Partnerships



Naming Opportunities

The naming of amenities that support the future of our parks provides an ideal opportunity to link a namer's business with the quality and excellence that is synonymous with the County of San Diego Department of Parks and Recreation.

A strong brand is invaluable as the battle for customers intensifies in the marketplace. It's important to invest in ways that will define and build your brand to inspire credibility, target prospective customers with an emotional connection, and motivate the buyer to maintain loyalty for your product. There are many opportunities available.



Lakeside Ballfields

Baseball Fields
\$2,000 to \$40,000

By supporting and endorsing one of DPR's many baseball fields, you will be connecting with thousands of visitors that share your love for the sport, while helping your business build brand awareness.

Baseball Field	Ball Field
4S Ranch Sports Park Complex	1, 2, 3, 4, 5
Cactus Park Ballfields	1, 2, 3, 4
Lakeside Ballfields	1, 2, 3, 4
Rios Canyon Ballfields	1, 2, 3, 4
Sweetwater Ballfields	1, 2, 3, 4, 5
Sweetwater Lane Sports Complex	1, 2, 3, 4
Tijuana River Valley	1, 2, 3, 4, 5

San Dieguito County Park

Playgrounds

\$2,000 to \$40,000

DPR manages a number of playgrounds throughout the County that are frequented by children and families who love to play and enjoy the outdoors.

Playgrounds

Collier Community Park	Nancy Jane County Park
Dos Picos County Park	Otay Lakes County Park
Fallbrook Community Center	Rios Canyon County Park
Felicita County Park	San Dieguito County Park
Flinn Springs County Park	Spring Valley County Park
Lindo Lake County Park	

Staging Areas
\$6,000 to \$36,000

Let San Diego County Parks take you on a journey through our vast trail system where large staging areas welcome hikers, bikers, and equestrians to experience the wonders of nature.

Put your name on the gateways to our popular trail system and gain thousands of impressions a year where outdoor enthusiasts can enjoy the spectacular views and catch a glimpse of wildlife.



Staging Areas

- El Monte County Park
- Otay Valley Regional Park
- Ramona Grasslands Preserve
- Sweetwater Summit Regional Park
- Tijuana River Valley Regional Park



Sports Arenas \$10,000 to \$40,000

DPR maintains and/or operates many sports facilities throughout San Diego County, including soccer arenas, and roller hockey rinks.

Sports Courts \$2,500 to \$40,000

Prominently position your name for sports enthusiasts to see at one of our sports courts. Gain access to a target audience with an advertising solution that is sure to see a return on investment.

Sports Arenas	
4S Ranch Sports Park Hockey Arena Collier County Park Soccer Arena	
Basketball Courts	
4S Ranch Sports Park Fallbrook Community Center Spring Valley Gym	
Tennis Courts	
4S Ranch Sports Park Fallbrook Community Center Lindo Lake County Park	



Sweetwater Summit Regional Park

Amphitheaters \$5,000 to \$24,000

Amphitheaters allow a large group of people to gather for special events and presentations. These are great venues where businesses can target their brands to specific demographics.

By placing your brand on one of our amphitheaters, you will be connecting with thousands of visitors who will see your loyalty to parks and help build your business.

Amphitheaters

Live Oak County Park

Sweetwater Summit Regional Park

Skateparks \$15,000 to \$100,000

San Diego County Parks is working to expand skateparks in communities where there is a demand. Skateparks are the place for youth and adults that have a passion for skateboarding.

Naming a skatepark is a great way to guarantee instant recognition of your service or products while supporting the community's youth.



Lakeside Skate Park

Skateparks	Splash Parks
Lakeside Skatepark	Eastview County Park Hilton Head County Park

Splash Parks \$10,000 to \$40,000

DPR provides community splash parks for a safe, unstructured and low cost, water activity.

With thousands of visitors during the months of May through October, splash parks provide a unique marketing opportunity for those wishing to connect their brand to families with children.



Hilton Head County Park



Agua Caliente Regional Park Indoor Therapeutic Spa

Swimming Pools
\$5,000 to \$48,000

The Department of Parks and Recreation operates a swimming pool at 4S Ranch Sports Park and a therapeutic spa and two swimming pools at Agua Caliente Regional Park.

Thousands of visitors frequent these aquatic venues each year, providing a unique marketing opportunity for those wishing to spread their brand to aquatic enthusiasts and campers at Agua Caliente.

Swimming Pools and Therapeutic Spas	
4S Ranch Sports Complex Community Pool	
Agua Caliente Regional Park Children's Pool	
Agua Caliente Regional Park Indoor Therapeutic Spa	
Agua Caliente Regional Park Outdoor Pools	

Community Gardens \$2,000 to \$10,000

DPR currently owns and operates three community gardens where residents can have their own space to grow healthy and nutritious food. They also serve as places where community members can share their common love of gardening and discover innovative methods and practices.

Naming a community garden is a great opportunity for any business that wants to market gardening related products or promote sustainable gardening practices.

Community Gardens	
Los Peñasquitos Canyon Preserve	
Rancho Guajome Adobe	
Tijuana River Valley Regional Park	



Los Peñasquitos Canyon Preserve



Lakeside Community Center

Community Center Rooms \$3,000 to \$64,000

The Department of Parks and Recreation operates Community Centers in Fallbrook, Lakeside and Spring Valley.

Placing your brand at one of the multi-use rooms provides a marketing opportunity for those businesses wishing to maximize their exposure with the local neighborhoods these community centers serve.



Spring Valley Teen Center



Lakeside Community Center

Community Center Rooms

- Fallbrook Community Center (4 Rooms)
- Lakeside Community Center (2 Rooms)
- Lakeside Teen Center Music Room
- Spring Valley Community Center (1 Room)
- Spring Valley Teen Center Music Room

Trails

\$1,000 to \$200,000

Did you know that San Diego has one of the most diverse public trail systems in the nation?

Whether you're interested in a trail on the coast or you're looking for trails that extend through our preserves, we have a multitude of opportunities to get in touch with nature in San Diego County.

Most trails have been designed to accommodate hikers, bikers and equestrians.



San Elijo Lagoon

Trails		
Agua Caliente County Park	Luelf Pond Preserve	
Barnett Ranch Preserve	Lusardi Creek Preserve	
Cactus Park	Mt. Gower Preserve	
Del Dios Highlands	Oakosis County Park	
El Capitan Preserve	Otay Valley Regional Park	
El Monte Regional Park	Potrero County Park	
Felicita County Park	Ramona Grasslands	
Flinn Springs County Park	San Dieguito County Park	
Goodan Ranch/Sycamore Canyon Open Space Preserve	San Elijo Lagoon	
Guajome Regional County Park	Santa Margarita Preserve	
Hellhole Canyon Preserve	Santa Ysabel East	
Holly Oaks County Park	Santa Ysabel West	
Lake Morena County Park	Simon Preserve	
Lakeside Linkage Preserve	Sweetwater Summit Regional Park	
Lindo Lake County Park	Tijuana River Valley Regional Park	
Live Oak County Park	Volcan Mountain Preserve	
Louis Stelzer County Park	Wilderness Gardens Preserve	
Los Peñasquitos Canyon	William Heise County Park	

Naming Rights **Benefits**

Naming a DPR amenity is a cost-effective way to reach customers and receive repeated exposure to large audiences. Here are some of the benefits:

1. Increase your brand name visibility and awareness.
2. Enhance your community relevance.
3. Reinforce brand image in the marketplace by using recreation, health, fitness and conservation as a platform.
4. The opportunity to support DPR's mission and vision in a recognizable way.
5. Provide meaningful, relevant business-building promotional tie-in opportunities.
6. Increase goodwill with a contribution to the quality of life in San Diego.
7. Further evidence of your brand's commitment to the community and its position as a local and regional leader.
8. Create a revenue generating marketing platform.



Park Amenities Eligible for Naming Rights

Amphitheaters		5 Years	10 Years	15 Years	20 Years
Live Oak	Amphitheater	\$5,000 to \$6,000	\$10,000 to \$12,000	\$15,000 to \$18,000	\$20,000 to \$24,000
Sweetwater Summit	Amphitheater				
Ball Fields		5 Years	10 Years	15 Years	20 Years
4S Ranch Sports Complex	Ball Fields #1,2,3,4,5	\$2,000 to \$10,000	\$4,000 to \$20,000	\$6,000 to \$30,000	\$8,000 to \$40,000
Cactus Park Ball fields	Ball Fields #1,2,3,4				
Lakeside Ball fields	Ball Fields #1,2,3,4				
Rios Canyon Ball fields	Ball Fields #1,2,3,4				
Sweetwater Ball fields	Ball Fields #1,2,3,4,5				
Sweetwater Lane Sports Complex	Ball Fields #1,2,3,4				
Tijuana River Valley Ball fields	Ball Fields #1,2,3,4,5				
Community Rooms		5 Years	10 Years	15 Years	20 Years
Fallbrook Community Center	Auditorium	\$3,000 to \$16,000	\$4,000 to \$32,000	\$6,000 to \$48,000	\$8,000 to \$64,000
Fallbrook Community Center	Computer Room				
Fallbrook Community Center	Eucalyptus Room				
Fallbrook Community Center	North Room				
Lakeside Community Center	Lakeshore Room				
Lakeside Community Center	Moreno Room				
Lakeside Teen Center	Music Room				
Spring Valley Community Center	Olson Room	\$2,000 to \$15,000	\$4,000 to \$30,000	\$6,000 to \$45,500	\$8,000 to \$60,000
Spring Valley Teen Center	Music Room				
Gardens		5 Years	10 Years	15 Years	20 Years
Los Peñasquitos	Community Garden	\$2,000 to \$15,000	\$4,000 to \$30,000	\$6,000 to \$45,500	\$8,000 to \$60,000
Rancho Guajome Adobe	Community Garden				
Tijuana River Valley	Bird and Butterfly Garden				

Park Amenities Eligible for Naming Rights

Playgrounds		Amenity	5 Years	10 Years	15 Years	20 Years
Collier		Playground	\$2,000 to \$52,000	\$4,000 to \$104,000	\$6,000 to \$156,000	\$8,000 to \$208,000
Dos Picos		Playground				
Fallbrook		Playground				
Felicitá		Playground				
Flinn Springs		Playground				
Lindo Lake		Playground				
Nancy Jane		Playground				
Otay Lakes		Playground				
Rios Canyon		Playground				
San Dieguito		Playground				
Spring Valley		Playground				
Pools		Amenity	5 Years	10 Years	15 Years	20 Years
4S Ranch Sports Complex		Pool	\$5,000 to \$12,000	\$10,000 to \$24,000	\$15,000 to \$36,000	\$20,000 to \$48,000
Agua Caliente		Indoor Pool				
Agua Caliente		Kids Pool				
Agua Caliente		Outdoor Pool				
Skateparks		Amenity	5 Years	10 Years	15 Years	20 Years
Lindo Lake		Skatepark	\$25,000	\$50,000	\$75,000	\$100,000
Splash Parks		Amenity	5 Years	10 Years	15 Years	20 Years
Hilton Head		Splash Park	\$10,000	\$20,000	\$30,000	\$40,000
Eastview County Park		Splash Park				
Sport Arenas		Amenity	5 Years	10 Years	15 Years	20 Years
4S Ranch Sports Complex		Hockey Arena	\$10,000	\$20,000	\$30,000	\$40,000
Collier		Soccer Arena				
Sport Courts		Amenity	5 Years	10 Years	15 Years	20 Years
4S Ranch Sports Complex		Basketball Court	\$2,500 to \$10,000	\$5,000 to \$20,000	\$7,500 to \$30,000	\$10,000 to \$40,000
4S Ranch Sports Complex		Tennis Court				
Fallbrook Community Center		Tennis Court				
Lindo Lake		Tennis Court				
Spring Valley		Basketball Court				

Park Amenities Eligible for Naming Rights

Staging Areas		Amenity	5 Years	10 Years	15 Years	20 Years
El Monte		Staging Area				
Otay Valley Regional Park		Staging Area				
Ramona Grasslands		Staging Area				
Sweetwater Summit		Staging Area				
Tijuana River Valley		Staging Area				
Trails		Amenity	5 Years	10 Years	15 Years	20 Years
Category 1 (i.e.: Low Use, Local Draw, Rural Community)		Trails	\$1,000 to \$2,000 per mile	\$2,000 to \$4,000 per mile	\$3,000 to \$6,000 per mile	\$4,000 to \$8,000 per mile
Category 2 (i.e.: Moderate Use, Mixed Draw, Suburban Community)		Trails	\$2,000 to \$4,000 per mile	\$4,000 to \$8,000 per mile	\$6,000 to \$12,000 per mile	\$8,000 to \$16,000 per mile
Category 3 (i.e.: High Use, Regional Draw, Urban Community)		Trails	\$4,000 to \$10,000 per mile	\$8,000 to \$20,000 per mile	\$12,000 to \$30,000 per mile	\$16,000 to \$40,000 per mile

Naming Rights Signage Sizing

Sign Type	Size	Placement
Plaque	Horizontal: 10" h x 14" w Vertical: 14" h x 10" w	Community Room
Small Sign	Horizontal: 12" h x 18" w Vertical: 18" h x 12" w	Playground, Trails, Community Gardens
Medium Sign	Horizontal: 18" h x 24" w Vertical: 24" w x 18" h	Staging Area, Splash Park, Pools, Amphitheaters, Sports Courts
Large Sign	Horizontal: 30" h x 36" w Vertical: 36" h x 30" w	Sports Arenas, Ball Fields, Hockey Arena, Skate Park

A namer will need to approve the County of San Diego Parks and Recreation Department to add their name and/or logo to materials, images, illustrations, renderings, site plans, blueprints, animation, video or other depictions that are developed for the amenity after the naming agreement is executed.

Trails Eligible for Naming Rights

	County Parks	Miles	5 Years*	10 Years	15 Years	20 Years
North Coast	County Parks	5	\$20,000-50,000	\$40,000-100,000	\$60,000-150,000	\$80,000-200,000
	Guajome Regional Park					
North Inland	County Parks	1	5 Years*	10 Years	15 Years	20 Years
	Live Oak	2	\$5,000-20,000	\$10,000-40,000	\$15,000-60,000	\$20,000-80,000
	Santa Margarita	4				
	Wilderness Gardens	14				
Central Coast	County Parks	5	5 Years*	10 Years	15 Years	20 Years
	San Elijo Lagoon	2	\$20,000-50,000	\$40,000-100,000	\$60,000-150,000	\$80,000-200,000
Central Inland	County Parks	3	5 Years*	10 Years	15 Years	20 Years
	Felicita	2	\$5,000-50,000	\$10,000-100,000	\$15,000-150,000	\$20,000-200,000
	Lusardi Creek	2				
East Central	County Parks	8	5 Years*	10 Years	15 Years	20 Years
	Lindo Lake	2				
	Lakeside Linkage	1				
	El Monte	2				
	Louis A. Stelzer	2				
	Oakooasis	3	\$5,000-20,000	\$10,000-40,000	\$15,000-60,000	\$20,000-80,000
	El Capitan	8				
	Cactus Park	1				
South Bay	County Parks	8	5 Years*	10 Years	15 Years	20 Years
	Goodan Ranch Sycamore Canyon	3				
Ramona/Julian	County Parks	13	5 Years*	10 Years	15 Years	20 Years
	Otay Valley	8	\$10,000-50,000	\$20,000-100,000	\$30,000-150,000	\$40,000-200,000
	Tijuana River Valley	22				
	Sweetwater Regional	4				
Mountain Empire	County Parks	4	5 Years*	10 Years	15 Years	20 Years
	Barnett Ranch	2				
	Holly Oaks	2				
	Lueif Pond	8				
	Mount Gower	4	\$5,000 to \$20,000	\$10,000 to \$40,000	\$15,000 to \$60,000	\$20,000 to \$80,000
	Ramona Grasslands	11				
	William Heise	19				
	Santa Ysabel	5				
Desert	County Parks	3	5 Years*	10 Years	15 Years	20 Years
	Lake Morena	8	\$5,000-10,000	\$10,000-20,000	\$15,000-30,000	\$20,000-40,000
Total Trail Miles	County Parks	4	5 Years*	10 Years	15 Years	20 Years
	Agua Caliente	187	\$5,000-10,000	\$10,000-20,000	\$15,000-30,000	\$20,000-40,000

* All ranges are cost per mile
Trails eligible for naming rights will include existing DPR trails in County Parks. Naming of new trails will be negotiated based on capital contributions.
Regional trails and already named DPR trails will not be included in this program.

Donate to the San Diego County Parks Society

The San Diego County Parks Society, a 501(C)3 Foundation, was established in 1980 by citizens concerned about the future of San Diego County parks. The Society is committed to promoting the County of San Diego Department of Parks and Recreation and to supporting its programs. The organization strives to increase public awareness of the county parks' resources, activities, and needs.



Governed by a Board of Directors, the Foundation exists solely for the purpose of securing and administering private funds in support of the recreational and educational activities of San Diego County Parks.

Gifts of cash, securities, and other property are given to the San Diego County Parks Society absolutely or in trust by individuals, corporations, and philanthropic foundations solely for the benefit of parks.

The San Diego County Parks Society is a California nonprofit corporation and has federal 501 (C)3 tax exempt status. All donations of money, land, bequests of stocks, bonds, and securities received by the San Diego County Parks Society are tax deductible.

Appendix 8:
Opinion of Probable Cost
(Continued on following pages)

Rockdale County CPRMP	
Opinion of Probable Cost 3/20/19	
Item	Cost
EXISTING FACILITIES	
Black Shoals, Veterans Memorial, Randy Poynter Lake	
Layout survey	\$1,500
Vehicular Guardrail at Dock	\$15,000
Playground safety railing	\$4,500
Playground mulch	\$1,600
Parking near covered bridge trail entrance	\$20,000
Botanical Garden bench replacements	\$5,000
Sod eroded areas at Veterans' Park entrance road	\$15,000
Pave road at dock area	\$110,000
Prefab Public Restroom Facility at boat ramp / fishing area	\$100,000
Rental Setup for Boating / Kayak / Fishing	\$20,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$368,676
Design Services (CD)	TBD
total	\$368,676
Recommended Budget	\$410,000
C.E. Steele Community Center	
Master Plan Park	\$20,000
Convert existing building to a Teen Center	\$750,000
New Skate Park	\$1,500,000
Rehab existing parking lot	\$125,000
Additional parking spaces along Oakland Ave.	\$7,500
Bike racks (2)	\$5,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$3,008,250
Design Services (CD)	TBD
total	\$3,008,250
Recommended Budget	\$3,350,000

Costley Mill Park	
Park Master Plan w/ ADA component	\$40,000
Park Signage (Permanent)	\$25,000
Paved Existing Parking (+/- 60 Spaces w/ Drives)	\$150,000
Additional Parking Spaces (Approx. 75 Space)	\$175,000
Pedestrian and ADA access to existing site features	\$125,000
General safety improvements to existing site features	\$75,000
2 Volleyball Courts	\$100,000
Mulch Nature Trail (up to 1.5 miles)	\$45,000
Convert existing building to Nature Center	\$75,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$1,020,600
Design Services (CD)	TBD
total	\$1,020,600
Recommended Budget	\$1,125,000

De Castro Trail Head	
Add wayfinding sign at Union Church Road	\$10,000
Repair trail information sign	\$1,500
Pre-fab restroom building (price per Rockdale County Parks and Recreation)	\$50,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$77,490
Design Services (CD)	TBD
total	\$77,490
Recommended Budget	\$78,000

Earl O'Neal Park - Soccer Complex	
Layout survey	\$2,500
Resod multi-purpose fields	\$500,000
Pedestrian plaza at multi purpose fields (north fields)	\$85,000
Pedestrian plaza at multi purpose fields (south fields)	\$45,000
Accessible path to team bench and spectator areas	\$70,000
Repair Restroom / Concession buildings	\$60,000
Pave vehicular use areas at Maintenance facility	\$50,000
Accessible path from parking to building	\$5,000
Reseed open areas that are eroding	\$20,000
New gymnasium w/ indoor pool and track	\$13,500,000
Shade structures for bleachers (price per Rockdale County Parks and Recreation)	\$40,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$18,115,650
Design Services (CD)	TBD
total	\$18,115,650
Recommended Budget	\$19,930,000

Earl O'Neal Sports Complex - Baseball/Football	
Layout survey	\$2,500
Regrade infields to reduce ponding	\$7,500
Pedestrian plazas at each softball complex	\$225,000
Pedestrian plaza at football complex	\$30,000
Drainage improvements for areas between fields	\$75,000
Accessible path to team areas and spectator areas at fields	\$70,000
Replace grate inlets along sidewalk with ADA grates	\$12,000
Miscellaneous building repairs	\$50,000
Repaint goal posts and replace padding	\$5,000
Resurface parking lot	\$300,000
Reseed open areas that are eroding	\$25,000
Additional pavement for maintenance vehicle circulation	\$75,000
Shade structures for bleachers (price per Rockdale County Parks and Recreation)	\$40,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$1,155,420
Design Services (CD)	TBD
total	\$1,155,420
Recommended Budget	\$1,275,000

Grimes Street Park	
Layout survey	\$1,500
Retop basketball court to drain water	\$6,500
Accessible path to site amenities	\$5,000
Playground maintenance - refill / replace and level mulch	\$15,000
Park signage	\$5,000
Provide fence along playground edge adjacent to street	\$4,500
Site furnishing (Trash cans / benches / etc.)	\$15,000
Add small pavilion with grill and tables at park	\$65,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$148,050
Design Services (CD)	TBD
total	\$148,050
Recommended Budget	\$165,000

Johnson Park	
Layout survey	\$3,500
Update / repair existing fitness structures	\$5,000
Replace rubber surface at Playground	\$50,000
Replace shade structure fabric at playground	\$10,000
Provide accessible path to picnic table and bench in playground area w/ concrete pad	\$4,000
Repair chain link fencing around baseball dugouts	\$20,000
Reseed lawn areas around baseball fields	\$15,000
Pedestrian plaza areas at baseball complex	\$100,000
Accessible path to bleacher and dugout areas	\$35,000
Fill low areas around baseball field pavement and manholes	\$75,000
Community Center - Provide accessible path to entrance	\$5,000
Community Center - Provide accessible counter at front desk	\$2,500
Community Center - Provide ADA lift at pool	\$5,000
Reseed heavily worn areas around site to prevent erosion	\$10,000
Additional pedestrian connection between amenities and parking	\$40,000
(2) New tennis courts striped for pickleball	\$200,000
New Dog Park	\$200,000
Shade structures for bleachers (price per Rockdale County Parks and Recreation Department)	\$50,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$1,045,800
Design Services (CD)	TBD
total	\$1,045,800
Recommended Budget	\$1,155,000
J.P. Carr Gymnasium and Community Center	
Reseal basketball courts	\$12,000
Restripe basketball Courts	\$2,000
Reseal and restripe parking lot	\$30,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$55,440
Design Services (CD)	TBD
total	\$55,440
Recommended Budget	\$65,000

Lakeview Estates Park #1	
Layout survey	\$1,500
Repaint and repair swingset	\$3,500
Refill and level playground mulch	\$3,500
Resurface and restripe basketball courts (all courts)	\$12,000
Replace (1) basketball goal at half court	\$1,500
Replace lights on posts	\$7,500
Replace site furnishings with park system standard	\$15,000
Replace fencing along perimeter	\$5,000
Provide accessible parking stalls (2 plus connection)	\$6,500
Provide concrete pads for benches and tables	\$4,500
Reseed lawn areas to manage erosion	\$2,500
Replace park rules signage	\$5,000
Park Signage at entrance	\$5,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$91,980
Design Services (CD)	TBD
total	\$91,980
Recommended Budget	\$105,000

Lakeview Estates Park #2	
Layout survey	\$2,000
Refill and level playground mulch	\$7,500
Replace sidewalk connection and provide ADA access	\$4,000
Add concrete pad and accessible path to picnic table	\$2,000
Replace site furnishings with park system standard	\$15,000
Reseed lawn areas to manage erosion	\$2,500
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$41,580
Design Services (CD)	TBD
total	\$41,580
Recommended Budget	\$50,000

Legion Fields	
General site	
Layout survey	\$4,500
Building Repairs	\$100,000
Large Pavilion at accessible field	\$50,000
Picnic shelter maintenance	\$7,500
Repair / renovate batting cages	\$45,000
Replace site furnishings with system standard furnishings	\$65,000
Site electrical repair	\$75,000
Provide accessible path to playground	\$2,000
Refill and level mulch at playground	\$2,500
Resurface and restripe parking lot	\$400,000
Adjust site drainage to avoid ponding water on sidewalks	\$50,000
Ballfield repairs and maintenance	
Fencing - repair and repaint	\$250,000
Fill in rutting areas within fields	\$75,000
Redress infields with fresh material and eliminate lip at edge	\$30,000
Resod worn fields	\$150,000
Provide accessible path to all seating areas / dugouts	\$35,000
Dugouts	
Replace team benches	\$35,000
Replace dugouts at all fields	\$560,000
Score towers	
Replace score towers	\$224,000
Miracle field	
Level and resurface area near third base	\$15,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$2,741,130
Design Services (CD)	TBD
total	\$2,741,130
Recommended Budget	\$3,020,000

Lorraine Park and Trail Head	
Add concrete pad at picnic table and grill	\$5,000
Pre-fab restroom building	\$50,000
New playground and benches	\$300,000
Pavilion and picnic tables	\$50,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$510,300
Design Services (CD)	TBD
total	\$510,300
Recommended Budget	\$565,000

Millstead Park	
Layout survey	\$1,500
Replace and level mulch in swingset area	\$5,000
Provide ADA access to benches and picnic table	\$5,000
Add restroom / changing building	\$125,000
Add parking area	\$60,000
Land acquisition for parking area	TBD
Add shade structures to park (price for 3)	\$30,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$285,390
Design Services (CD)	TBD
total	\$285,390
Recommended Budget	\$315,000

Pine Log Park	
Layout survey	\$2,500
Address safety concerns throughout park	\$60,000
General building maintenance (for all structures on park)	\$30,000
Replace site furnishing with system standard furnishings	\$40,000
Refill and level playground mulch	\$12,000
Resurface tennis courts and make repairs	\$50,000
Resurface and restripe half-court basketball	\$8,000
Resurface and restripe junior tennis courts- convert to basketball	\$10,000
Replace court equipment at junior tennis courts-convert to basketball	\$7,500
Additional pedestrian paths in heavy traffic areas	\$25,000
Reseed lawn areas to manage erosion	\$7,500
Dog Park	\$200,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$570,150
Design Services (CD)	TBD
total	\$570,150
Recommended Budget	\$630,000

Richardson Park	
Layout survey	\$1,500
Resurface tennis courts (includes restriping)	\$20,000
Replace mulch in playground	\$5,000
Multi-purpose field - level rutted areas	\$2,000
Dog Park	\$200,000
Multi-purpose field - provide accessible walk to backstop and duggouts	\$25,000
Resurface and restripe parking lot	\$100,000
Provide accessible parking stalls	\$2,500
Reseed eroding areas	\$1,500
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$450,450
Design Services (CD)	TBD
total	\$450,450
Recommended Budget	\$500,000

Rockdale Tennis Center	
Layout survey	\$3,000
Tennis courts (Outside Complex) resurface and convert to pickleball	\$35,000
Resurface parking lot	\$150,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$236,880
Design Services (CD)	TBD
total	\$236,880
Recommended Budget	\$265,000

Shady Grove Park	
Layout survey	\$1,500
Accessible paths from public right of way to park amenities	\$25,000
Add accessible parking stalls (2)	\$5,500
Provide concrete pads at picnic tables (3)	\$5,000
Repair play equipment at playground	\$2,500
Repair fence along highway	\$1,500
Reseed eroding areas	\$1,500
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$53,550
Design Services (CD)	TBD
total	\$53,550
Recommended Budget	\$60,000

South Rockdale Community Park	
Prepare master plan for park to better utilize space	\$35,000
Horse trail maintenance - clear path	\$15,000
Pavilion maintenance - seal / paint underside of roof	\$10,000
Provide accessible path to Adirondack Shelters	\$7,500
Modify Adirondack Shelters to provide better visibility (price / shelter)	\$10,000
Reseed lawn areas that are eroding	\$6,000
Mountain biking trail (cost per Rockdale County Parks and Recreation Dpt.)	\$130,000
Potential additions to the park	
Proposed Disc Golf Course	\$150,000
Proposed Outdoor Volleyball Courts	\$25,000
Proposed Adventure Play Area	\$250,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$804,510
Design Services (CD)	TBD
total	\$804,510
Recommended Budget	\$885,000

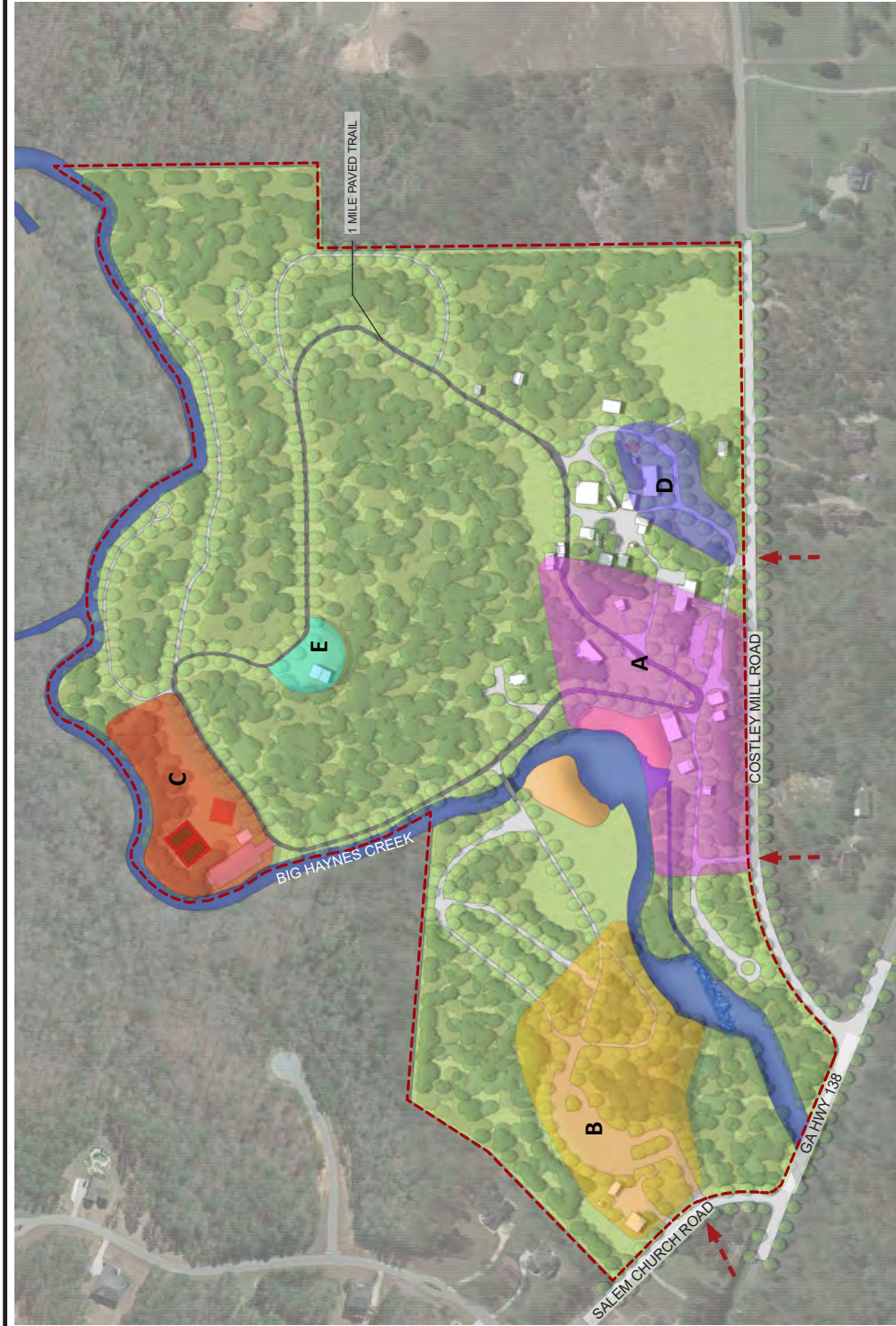
Wheeler Park	
Layout survey	\$13,000
Playground - Provide bench along accessible path	\$1,500
Replace trash receptacles with system wide standard	\$15,000
Farmer's Market Pavilion	\$550,000
Restroom building for general use near pavilion	\$400,000
Signage for pavilion and general use are w/ changeable section	\$15,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$1,253,070
Design Services (CD)	TBD
total	\$1,253,070
Recommended Budget	\$1,380,000

Total parks cost	\$35,328,000
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Rockdale County CPRMP	
Opinion of Probable Cost 3/20/19	
Item	Cost
NEW FACILITIES	
Southeastern County Park 1 (Community Park)	
Park Master Plan	\$35,000
Site work / Infrastructure	\$1,750,000
Outdoor Basketball Courts (4 - includes surface / striping / goals)	\$280,000
Multi-Purpose Fields (2)	\$1,750,000
Tennis Courts (8)	\$1,250,000
Splash Pad (includes building / pavilion / recirc. System)	\$1,000,000
Playground	\$300,000
Pavilions - 1 large	\$550,000
Pavilions - 3 small	\$200,000
Restroom facility - 3	\$600,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$9,720,900
Design Services (CD)	TBD
total	\$9,720,900
Recommended Budget	\$10,700,000
Southeastern County Park 2 (Neighborhood Park)	
Park Master Plan	\$35,000
Site work / Infrastructure (Parking / Drives / Utilities)	\$1,200,000
Outdoor Basketball Courts (2 - includes surface / striping / goals)	\$150,000
Multi-Purpose Field (1)	\$1,000,000
Tennis Courts (4)	\$650,000
Splash Pad (includes building / pavilion / recirc. System)	\$1,000,000
Playground	\$300,000
Pavilions - 1 large	\$550,000
Pavilions - 3 small	\$200,000
Restroom facility - 2	\$400,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$6,911,100
Design Services (CD)	TBD
total	\$6,911,100
Recommended Budget	\$7,650,000

Downtown Park	
Amphitheater	\$1,000,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$1,260,000
Design Services (CD)	TBD
total	\$1,260,000
Recommended Budget	\$1,400,000
Blueway Canoe / Kayak Launches (Per facility cost)	
Site Development (grading / infrastructure)	\$100,000
Flexible Concrete Mat Launch	\$200,000
Drive to launch area (up to 1/4 mile from existing road)	\$500,000
Parking (10 spaces per launch)	\$250,000
Signage (Facility / Vehicular / Directional)	\$20,000
Launch Information Kiosk	\$25,000
Accessible launch dock	\$60,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$1,455,300
Design Services (CD)	TBD
total	\$1,455,300
Recommended Budget	\$1,650,000
Additional Paved Trails	
Trail Master Plan	\$60,000
Multi-Use Trail System Additions (15 miles)	\$15,000,000
Trail Heads w/ Building and Parking (4)	\$1,500,000
Lighting and Security	\$1,750,000
Signage	\$300,000
Subtotal with 5% Mobilization, Fees, Etc. and 20% Contingency	\$23,448,600
Design Services (CD)	TBD
total	\$23,448,600
Recommended Budget	\$25,800,000
Total parks cost	\$47,200,000

Appendix 9: Costley Mill Master Plan



- AREA A**
1. LARGE PAVILION
 2. PLAYGROUND
 3. RESTROOMS
 4. GENERAL STORE
 5. CHAPEL
 6. BRIDAL HOUSE
 7. GROOM'S HOUSE
 8. POND/BEACH ACCESS
 9. COSTLEY MILL RD ENTRANCE

- AREA B**
1. BANQUET CENTER W/ TERRACE
 2. GAZEBO
 3. CONCRETE DAM VIEW
 4. LARGE PARKING AREA
 5. SALEM CHURCH ENTRANCE
 6. NATURE CENTER

- AREA C**
1. LARGE PAVILION
 2. RESTROOM
 3. SOFTBALL FIELD
 4. TWO VOLLEYBALL COURTS

- AREA D**
1. LARGE PAVILION
 2. LARGE PLAYGROUND
 3. RESTROOM
 4. PARKING AREA ALONG DRIVEWAY
 5. COSTLEY MILL ENTRANCE

- AREA E**
1. EVENT BARN
 2. LARGE FIELD
 3. PARKING AREA ALONG DRIVEWAY
 4. PAVILION



0 150 300

SCALE 1"= 100'
APRIL 2018
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#17221

--- PARK ENTRANCE
--- PARK PROPERTY LINE

COSTLEY MILL PARK

ROCKDALE COUNTY

LOSE
DESIGN
SPACES FOR LIFE.

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