

Clayton County Department of Parks and Recreation Master Plan – 2008

Prepared by Clayton County Department of Parks and Recreation



Assistance provided by
Booz | Allen | Hamilton

Prologue

The vision, mission, and goals of the Clayton County Department of Parks and Recreation serve as the foundation of the organization and, thus, are the core of this Comprehensive Parks and Recreation Master Plan. This Master Plan is the blueprint for the Department going forward to provide outstanding service to the residents of Clayton County.

Vision

“Clayton County Department of Parks and Recreation strives to engage and connect communities through people, parks and programs by providing a diverse offering of events and activities within our parks and facilities while enhancing the quality of life for the residents of Clayton County.”

The vision expresses the Department of Parks and Recreation’s commitment to serving the citizens of Clayton County, Georgia.

Mission

The mission of the Department of Parks and Recreation serves as the defining purpose of the Department.

“The mission of the Clayton County Parks and Recreation Department is to foster leisure activities, pursuits and experiences through the provision of a safe and well maintained park system, comprehensive and affordable recreation programs and facilities to the residents of Clayton County.”

This mission statement is the foundation of the current service delivery and will be communicated to all staff within the Department.

Goals

In addition to the vision and mission of the Department, underlying goals aid in the support and achievement of the vision and mission. There are five goals that the Department has to help achieve the strategy.

- I. ***Organizational effectiveness*** – Ensure a high-performance work force capable of implementing the recommendations outlined in the strategic plan.
- II. ***Balanced service delivery*** – Operate balanced athletic, educational, and recreational programs to expand the knowledge and appreciation of Clayton’s quality of life opportunities that support the mission of the Department.
- III. ***Marketing, public participation, and support*** – Increase public awareness, support and participation by enhancing the image of the Parks and Recreation Department.
- IV. ***Guest services*** – Improve customer service and satisfaction, be more proactive in anticipating and responding to the needs of guests, and apply best business practices to all operational activities.

- V. ***Proper planning*** – Develop and implement long-range plans for identifying, acquiring, developing and properly managing lands and facilities containing unique recreational resources and opportunities.

Acknowledgments

Clayton County Board of Commissioners

Chairman Eldrin Bell, County-wide
Commissioner Sonna Singleton, District 1
Commissioner Virginia Burton Gray, District 2
Commissioner Wole Ralph, District 3
Commissioner Michael Edmondson, District 4

Clayton County Department of Parks and Recreation

Detrick Stanford, Director
Terrie Randolph, Administrative Secretary
Troy Hodges, Assistant Director
Mary Byrd, Senior Services Administrator
Nicole Horn, Recreation Administrator
Ricardo Newman, Parks Administrator
Troy Stubbs, International Park Administrator

Clayton County Department of Transportation and Development

Nathan Parrott, Greenspace Manager

Clayton County Parks and Recreation Advisory Board

Janie Griffin, County-wide Appointee
Jarivs Jackson, District 1 Appointee
Larry France, District 2 Appointee
Michael Cooper, District 3 Appointee
Dr. Don McMillian, District 4 Appointee
Russell Tod Nichols II, Athletics Representative
Tony Antoine, Senior Services Representative

Clayton County Greenspace Trust Board

Chairman Eldrin Bell
Jack Bruce
Lucy Huie
Jim Jenkins
Commissioner Wole Ralph
Libby Torbush

Residents of Clayton County

Table of Contents

Executive Summary	1
Clayton County Profile	1
Parks Assessment.....	2
Needs Assessment	3
Town Hall Meetings	3
Focus Groups.....	3
Needs Assessment Survey	3
Comprehensive Trails Plan	4
Service Improvement Portfolio	7
Service Delivery Assessment.....	7
Improvement Portfolio Prioritization	9
Section One – Introduction.....	11
Section Two – Clayton County Profile	13
Demographic Analysis	13
Population.....	13
Age Distribution and Trends	15
Race Distribution.....	15
Household Income Analysis	15
Demographic Implications/Impact CCDPR.....	17
Leisure Trends.....	18
Section Three – Parks Assessment	21
Park Classifications and Inventory.....	21
Park Classifications.....	21
Park Inventory	23
Parks and Recreation Service Analysis	26
Recreation and Senior Center Detail	44
Recreation Centers	44
Senior Centers.....	48
Park Condition Ratings.....	52
Additional Park and Recreation Opportunities	57
Cities	57
Schools	59
Churches.....	63
Privately-Owned Facilities	64
Metro-Atlanta YMCA.....	65
Section Four – Needs Assessment	67
Town Hall Meetings	67
Focus Groups.....	68
Department of Parks and Recreation Employee Focus Group	68

Senior Focus Group	68
Needs Assessment Survey	69
Demographic Characteristics of the Respondents	69
Participation and Usage Findings	70
Awareness and Support Findings	75
Section Five – Comprehensive Trails Plan	77
Trails Vision	77
Current Trail System	78
Reynolds Nature Preserve	79
Jesters Creek Trail	80
Melvin L. Newman Wetlands Center	81
International Park	82
City-Owned Trail Systems.....	83
County Sidewalk System	84
Trail System Enhancement & Development Guidelines.....	85
Points of Interest.....	85
Public Involvement.....	86
Design Considerations and Guidelines	87
Future Trail System Plan.....	87
Future Trail System Map	87
Future Trail Section Detail.....	89
Leisure and Educational Nodes.....	96
Future Trail System Implementation	96
Implementation Issues & Actions.....	101
Security and Safety	107
Trail Maintenance	107
Section Six – Parks and Recreation Service Improvement Portfolio	109
Marketing/Branding/Promotion.....	109
Market Current Inventory of Facilities and Programs	110
Create Branding Standards.....	111
Promote the Department Value Proposition	111
Technology.....	112
Leverage Current Recreation Technology.....	113
Enhance Online Functionality.....	113
Organization	114
People.....	115
Processes.....	116
Operations and Maintenance	117
Funding Resource Development	119
Park Improvements	120
Physical Maintenance and Improvements	120

Planning.....	125
Park Programming.....	126
Section Seven – Service Delivery Assessment.....	129
Vision, Mission, and Goals	129
Vision	129
Mission	129
Goals	129
Organization	130
Financial Assessment	132
Expenditures	132
Section Eight – Improvement Portfolio Prioritization.....	137
Methodology.....	137
Prioritization Summary.....	139
Prioritization Conclusion.....	142
Appendices	145
Park Classification and Acreage Detail.....	147
Park Summaries and CAD Drawings	149
Town Hall Meeting Materials	265
Senior Focus Group Detail.....	273
Needs Assessment Survey Detail	277
Needs Assessment Survey	278
Needs Assessment Survey Results	280
Capital Improvement Recommendations Detail.....	287

Executive Summary

The Clayton County Department of Parks and Recreation (CCDPR), with assistance from Booz Allen Hamilton, developed this Comprehensive Master Plan to help shape the future direction of the CCDPR with the needs of the Clayton County residents. This Comprehensive Master Plan sets the direction of the Department of Parks and Recreation by identifying the standards, policies, and resources required to achieve the County's goals for its Parks and Recreation Department. Additionally, the Comprehensive Master Plan includes planning for operations, programs, facilities, open space, trails, bikeways, and parkland needs, as well as an assessment of services, organizational structure and administration.

This Master Plan includes the development of a shared vision of the Parks and Recreation Department and the Transportation and Development Department of Clayton County. This Plan establishes the structure and focus of the departments, and provides for an improved delivery of recreational and leisure services to the citizens of Clayton County.

This Comprehensive Master Plan has been designed to provide effective alignment between public and government value, wants, and needs. Clayton County, through the development of this Master Plan, gained an in depth understanding about the needs, preferences, and behaviors of residents, stakeholders, and Clayton County CCDPR employees. This understanding has aided in the creation of a multi-year plan and an iterative process focused on continuing performance assessment and refinement of the improvement recommendations contained in this plan. This Master Plan allows flexibility and adaptability as Clayton County expands and refines its understanding, and continues its commitment to providing quality facilities, programs, and service.

This Master Plan provides baseline data, followed by analysis of research data, improvement recommendations, and a prioritized list of improvement recommendations. The following provides a summary of the key points from each section of the Master Plan.

Clayton County Profile

Clayton County is ranked the fifth most populous county in the state of Georgia and in the Atlanta region. Geographically, Clayton County is the third smallest county in the state with land area totaling approximately 143 square miles. According to the Atlanta Regional Commission (ARC), Clayton County will have approximately 288,600 by the year 2015. For the purpose of this Master Plan, population projections to 2015 are the basis of future recommendations.

The distribution of residents by age for Clayton County is consistent with the distribution for the Nation. According to the 2000 Census, in both national and Clayton County distributions, residents ages 25-44 make up the majority of the population. Clayton County continues to experience growth in ethnic and racial diversity. According to the

2000 Census, the percentage of the County's population identifying themselves as "White" was 38%, a decrease from 74.4% in 1990. However, the "Black or African American" population grew from 23% in 1990 to 52% in 2000. This shift in demographics was considered during the development of the recommendations for the Master Plan.

Overall, the County mean household income is slightly lower than the national average; mean household income of surrounding counties is significantly higher. This presents the Department with a two-fold challenge: providing satisfactory recreation programs and amenities to its citizens while operating within budgetary constraints. This demographic information combined with documented leisure trends serve as a data reference for the development of the service improvement portfolio.

Parks Assessment

A parks assessment was conducted to aid in the development of improvement recommendations for the County's park system. This Master Plan utilizes recommended guidelines outlined in the NRPA *Park, Recreation, Open Space and Greenway Guidelines* publication. These guidelines are considered the national standards and best practices for the management and development of parks and greenspace for any size community. The parks assessment consisted of an analysis of parks and facilities currently operated by the County. Additionally, each park and facility was evaluated good, fair, or poor based on the present condition. Finally, additional park and recreation opportunities offered throughout the County were analyzed. This analysis served as the baseline for the Comprehensive Master Plan.

CCDPR currently has an inventory including mini-parks to large sports complexes. The following table provides a summary of the number of parks by park classification and the corresponding acreage (not including designated greenspace).

Current Park and Facility Inventory

Park Classification	# of Parks and Facilities	Acres
Mini-Park	3	6
Neighborhood Park	8	64
School-Park	2	9
Community Park	7	205
Large Urban Park	1	200
Natural Resource Areas	3	212
Sports Complex	1	200
Special Use	7	N/A
Total	32	896

Currently there are 896 Acres of parkland and 650 acres of designated greenspace. Based on the 2020 population forecast for the County, the Department of Parks and Recreation and the Greenspace Division need to strive to acquire approximately 784 additional acres

of parkland and greenspace to be in line with comparable metro-Atlanta counties. This would raise the amount of parkland and greenspace acreage to 8 acres per 1,000 people. The majority of the parks and facilities appeared to be in good condition. The service improvement portfolio, outlined in detail later in this Master Plan, provides specific capital improvement projects that were identified as a result of the parks assessment.

Needs Assessment

The needs assessment served as a primary data source used in the development of the service improvement portfolio. The needs assessment consisted of gathering input from the public and County employees. This data gathering effort included public town hall meetings, focus groups, and a Needs Assessment Survey. Overall, the public and employee feedback is a critical component used in the development of the improvement recommendations.

Town Hall Meetings

Four public town hall meetings were held in each district throughout the County with a total attendance of 175 residents. The Town Hall meetings presented an opportunity for the public to voice their concerns regarding the County parks and facilities. The main themes from the meetings are the following:

- ▶ Fees associated with programs and recreation centers are too high;
- ▶ Not informed about current inventory of parks and amenities;
- ▶ Lack of transparency of the use of funds and capital improvement projects; and
- ▶ Security and safety at parks is a concern.

Focus Groups

Focus groups provide additional sources of input and are specific to certain stakeholder groups. The Booz Allen Team conducted two focus groups to obtain input for the development of this Master Plan. The first focus group identified the needs and issues of internal Department of Parks and Recreation staff. The second focus group consisted of the senior population. Both of these groups provided insight and feedback that enhance the Needs Assessment section of this Master Plan. Fees, Department transparency, communications, and technology were all areas identified by the focus group participants as areas for improvement.

Needs Assessment Survey

The Needs Assessment Survey was the first large-scale attempt to gain a comprehensive picture of the needs, preferences, and behaviors of residents with regards to park facilities and programs. Much of the new understanding detailed in this report was developed from responses to the Needs Assessment Survey conducted January through March of 2008. During this time period, CCDPR was able to collect 956 responses to the survey.

Key findings about the current parks and recreation environment include the following:

- ▶ 24% of survey respondents stated that they did not use a park or recreational facility within the past year. Of these people, the primary reasons for not using parks or facilities is due to lack of time and safety/security.
- ▶ Usage characteristics are similar across cities, with the exception of Lake City and Morrow. Residents in Lake City had a tendency to respond that they do not use (~42%) parks or facilities. However, residents of Morrow indicated that they use parks and facilities several times a year (~36%).
- ▶ 45% of people under the age of 18 never participate in indoor classes or programs. Similarly 45% of people over the age of 18 never participate in indoor classes or programs.
- ▶ 82% of the residents surveyed said that they do not utilize an existing trail system.
- ▶ Overall, the public reported that park facilities and amenities are in good condition. There were more fair ratings for picnic shelters compared to buildings, playgrounds, and tennis courts. Respondents generally view the buildings as being good or excellent.
- ▶ Respondents to the survey indicated that they receive information on Clayton County Parks and Recreation programs and facilities primarily through friends, family, and neighbors.
- ▶ 17% of respondents surveyed stated that the internet is their primary channel to receive information about parks and programs.

Key findings associated with the future parks and recreation needs include the following:

- ▶ Respondents to the survey are strongly in favor of after school activities for youth and supervised teen activities (39% total when combined).
- ▶ Respondents (23%) have the need and/or want for additional all-purpose indoor recreation centers.
- ▶ The need for open space preservation/passive recreation/trails made up 14% of respondents. Residents of Jonesboro followed by Riverdale indicated that they would like more trails and open space preservation.

The data obtained from the town hall meetings, focus groups, and the Needs Assessment Survey serve as the research foundation for the improvement recommendations outlined in this Master Plan.

Comprehensive Trails Plan

The Comprehensive Trails Plan proposes a system of trails and paths that is destination driven and focuses on giving people the opportunity to travel to specific areas of interest such as parks, historic sites, and hospitals. The Master Plan addresses the trails analysis and recommendations separately from the rest of the Service Improvement Portfolio due to the uniqueness and complexity of the plan as it relates to more than recreation opportunities for the public – it also addresses transportation.

The Comprehensive Trails Plan, developed with the Greenspace Division of the Department of Transportation and Development, outlines the existing trail system in the County, a proposed county-wide trail system, proposed trail segment detail, trail implementation issues, and high level cost estimates. The proposed trail system is centered on the vision of the trails plan:

“Develop a destination driven system of trails throughout the County that not only provides for alternative transportation, but affords a safe environment for our citizens to recreate, relax and learn about our natural environment.”

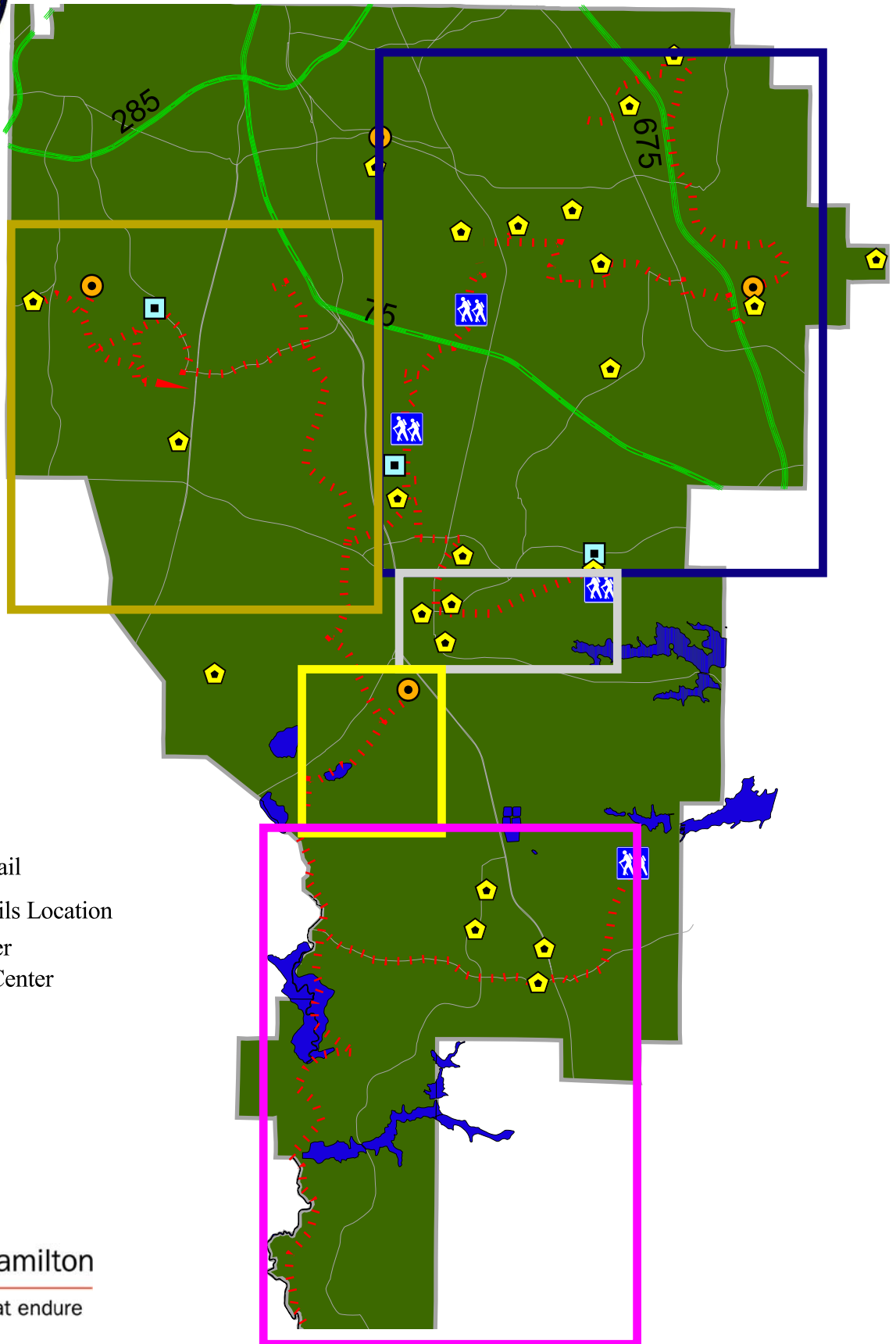
The proposed trails plan, outlined in the figure below, connects existing trails located throughout the County and significant points of interest.



Future Trail System Map

2008 Comprehensive Master Plan

Clayton County, Georgia



Legend

- Section 1
- Section 2
- Section 3
- Section 4
- Section 5
- Proposed Trail
- Existing Trails Location
- Senior Center
- Recreation Center
- County Park

Service Improvement Portfolio

The Master Plan includes four service improvement initiatives, which include detailed recommendations designed to help the Clayton County Department of Parks and Recreation reach the desired future state for service delivery. The service improvement initiatives are listed below, including the objective and an overview of recommendations for each.

1. Marketing/Branding/Promotion

Objective: The Marketing/Branding/Promotion initiative is centered on marketing the facilities and programs that the CCDPR currently has, creating branding standards, and promoting the value proposition of the Department.

2. Technology

Objective: The Technology initiative is designed to improve and enhance Department technology resources to better meet the needs of the employees and citizens of Clayton County. Recommendations within the Technology improvement initiative focus on; bringing the Department up to current parks and recreation technology, and enhancing online functionality for citizens, residents, and Clayton County staff.

3. Organization

Objective: The Organization initiative highlights accountability and ensures the Department has the appropriate resources to effectively and efficiently conduct operations. Additionally, performance and diagnostic measures will help the Department stay focused on the vision and mission. The Organization initiative contains service improvements around people, processes, operations and maintenance, and funding resource development.

4. Park Improvements

Objective: Park improvements are at the heart of the service improvement portfolio. Improvements to physical infrastructure and programming are the crux of the CCDPR vision and mission. The Park Improvement initiative is designed to provide improvement recommendations around physical maintenance and improvements, planning, and park programming.

Service Delivery Assessment

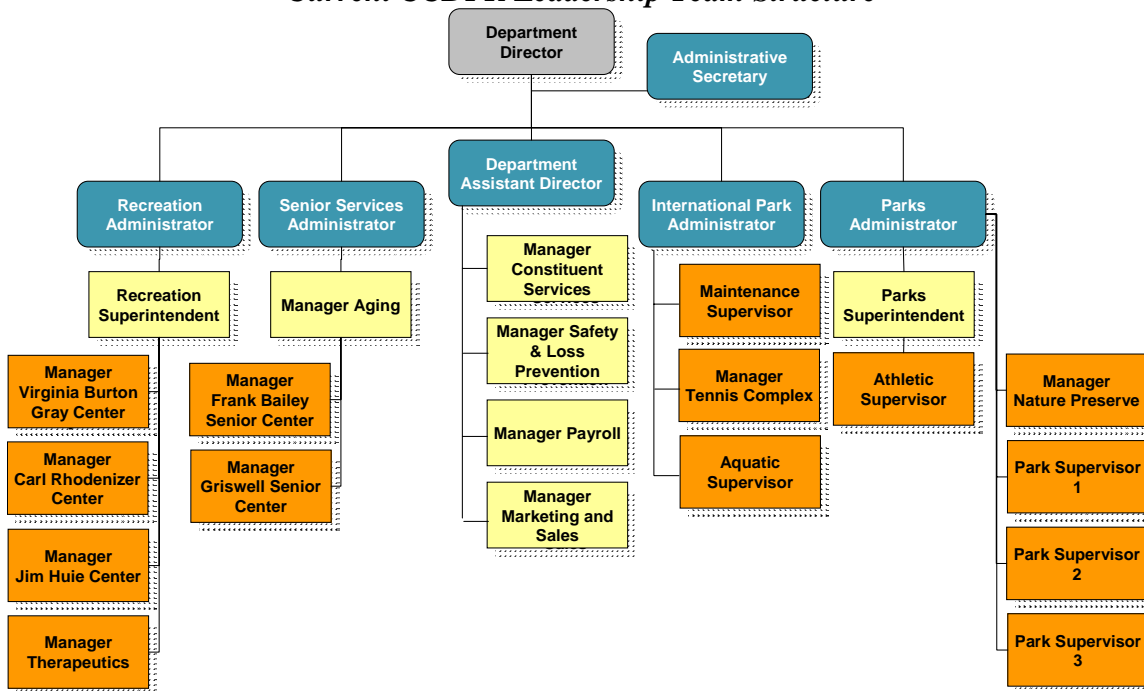
The service delivery assessment analyzes the CCDPR organization and finances associated with operating the Department. The results from this analysis serve as the basis of the organization improvement recommendations. These recommendations are all predicated on the adopted vision of the CCDPR. The vision of the Department is the following:

“Clayton County Department of Parks and Recreation strives to engage and connect communities through people, parks and programs by providing a diverse offering of

events and activities within our parks and facilities while enhancing the quality of life for the residents of Clayton County.”

An analysis of the CCDPR leadership team organizational structure was conducted. The following figure displays the current leadership team structure of the Department.

Current CCDPR Leadership Team Structure



As outlined in the service improvement portfolio, the CCDPR can benefit from certain key positions that will enhance service delivery. These positions are in the specific areas of aquatics, planning, technology, and marketing.

Additionally, a high-level financial assessment of the CCDPR was conducted. In essence, the CCDPR is constrained by the amount of taxes that are collected by the County. With an expected decline in tax revenue in the near future, the CCDPR will need to identify innovative ways to increase programs and service with less money. Capital improvements remain relatively neutral in the overall financial landscape because SPLOST funds are used for major capital improvements only. However, competing capital improvement priorities within the County could pose challenges in the future in obtaining SPLOST funds. According to the Needs Assessment Survey analysis, 67% of respondents stated that they would support a tax measure to maintain existing parks, improve existing parks, acquire more parks, preserve open spaces, develop trails, and develop more recreation facilities. It is important to note that 83% of survey participants own their residence. Therefore, special parks and recreation tax measures, as done in Gwinnett County, Georgia, as well as special park bonds can be avenues to increase the revenue of the CCDPR. Identifying and marketing to potential donors remains an option for increasing revenue. As stated in the Service Improvement Portfolio, working

collaboratively with the County grant writer can potentially provide alternative funding sources for the CCDPR.

Improvement Portfolio Prioritization

Of the service improvement initiatives, several specific improvement recommendations are identified as areas of high priority for the CCDPR to implement. Based on detailed observations as well as feedback gathered from staff and stakeholders, the following areas should be addressed first.

- ▶ Branding the CCDPR
- ▶ Marketing Existing Facilities and Programming
- ▶ Programming Enhancements
- ▶ Technology Improvements
- ▶ Security
- ▶ Organizational Enhancements

In the area of Branding, increased efforts should be used to make citizens aware of the location of all existing facilities, programs, and events. A reoccurring theme found during the evaluation was that citizens had difficulties locating facilities, and did not have knowledge of their existence. All Parks and Recreation facility signage should be updated and consistent across the County to increase brand awareness and allow for better identification of park facilities.

In coordination with Branding efforts, a substantial Marketing campaign should also be launched. There should be increased marketing of existing facilities, their locations, and existing programming. A calendar of upcoming events should also be developed and dispersed through electronic and paper media.

A review of existing Programming should be completed. The review should include vetting programs against feedback received from participants. Many citizens provided feedback that indicated they wanted extended hours of operations and more youth and teen after school activities.

Technology should be addressed in order to effectively monitor and evaluate programs. An accurate system must be in place to track recreation and senior center usage, program participation, and customers purchasing habits. An enterprise system should be put in place for program administration.

The CCPRD should partner with local law enforcement agencies to provide security to the parks. The use of dedicated foot or bike patrol officers will greatly increase the sense of safety while serving as a crime deterrent. Officers would also serve as points of contacts for citizen watch and patrol groups. Additional options for increasing police presence include officers living in the parks or near by neighborhoods. Federal grant programs such as HUD's Officer Next Door provides incentives and rewards for both the community and the individual officers. Crime Prevention through Environmental Design (CPTED) should be evaluated when completing individual Park Master plans. Other

measures aimed at improving safety include increased lighting, posted park rules, police call boxes, and community involvement.

One reoccurring theme during the review and evaluation was park safety. Approximately 17% of responders noted safety as a concern. Addressing the public concern for safety would be a method to increase park usage. Once policies and programs are executed to increase safety, communicating results to the public through marketing campaigns is suggested.

Priority organizational enhancements include the hiring and/or transition of staff to positions including a landscape architect, technology specialist, partnership alliance coordinator, aquatics manager, volunteer management lead, and a marketing lead. Additionally, high impact organizational enhancements also include the implementation of a balanced scorecard, sliding fee scale analysis, and hours & operations analysis.

With these high priority items, the CCDPR will improve service delivery to the citizens of Clayton County and will therefore improve the quality of life for the residents of the County.

Section One – Introduction

Clayton County, Georgia is located south of the City of Atlanta, and is bordered by Fulton, Dekalb, Henry, Fayette and Spalding Counties. The County is comprised of approximately 143 square miles, making it one of the geographically smallest counties in the state of Georgia. In the Northwestern corner of the county is Hartsfield Jackson International Airport, which in 2006 was rated as the nations busiest airport.

Booz Allen Hamilton was chosen to assist the Clayton County Department of Parks and Recreation (CCDPR) with the development of a Comprehensive Master Plan to help shape the future direction of the CCDPR with the needs of the Clayton County residents. This Comprehensive Master Plan sets the direction of the Department of Parks and Recreation by identifying the standards, policies, and resources required to achieve the County's goals for its Parks and Recreation Department. Additionally, the Comprehensive Master Plan includes planning for operations, programs, facilities, open space, trails, bikeways, and parkland needs, as well as an assessment of services, organizational structure and administration.

This Master Plan includes the development of a shared vision of the Parks and Recreation Department and the Transportation and Development Department of Clayton County. The Plan establishes the structure and focus of the departments, and provides for an improved delivery of recreational and leisure services to the citizens of Clayton County.

Development of the Comprehensive Master Plan included analyzing the current parks and recreation system with the National Recreation and Parks Association (NRPA) guidelines. The NRPA guidelines, although useful for benchmarking, are not intended to be universal. Therefore, NRPA guidelines were used as a baseline, but modified with more emphasis placed on public input and feasibility.

As part of the analysis of the current park and facility inventory, a Needs Assessment was conducted to obtain input from the residents of Clayton County. Coupled with the park system analysis, improvement recommendations focused on four areas:

- ▶ Marketing/Branding/Promotion
- ▶ Technology
- ▶ Organization
- ▶ Park Improvements

These improvement areas, or initiatives, serve as the strategic focus for the CCDPR for the next 10 years. The following sections of this Master Plan describe in detail the data, assessment process, and improvement recommendations for the County over the next 10 years.

Section Two – Clayton County Profile

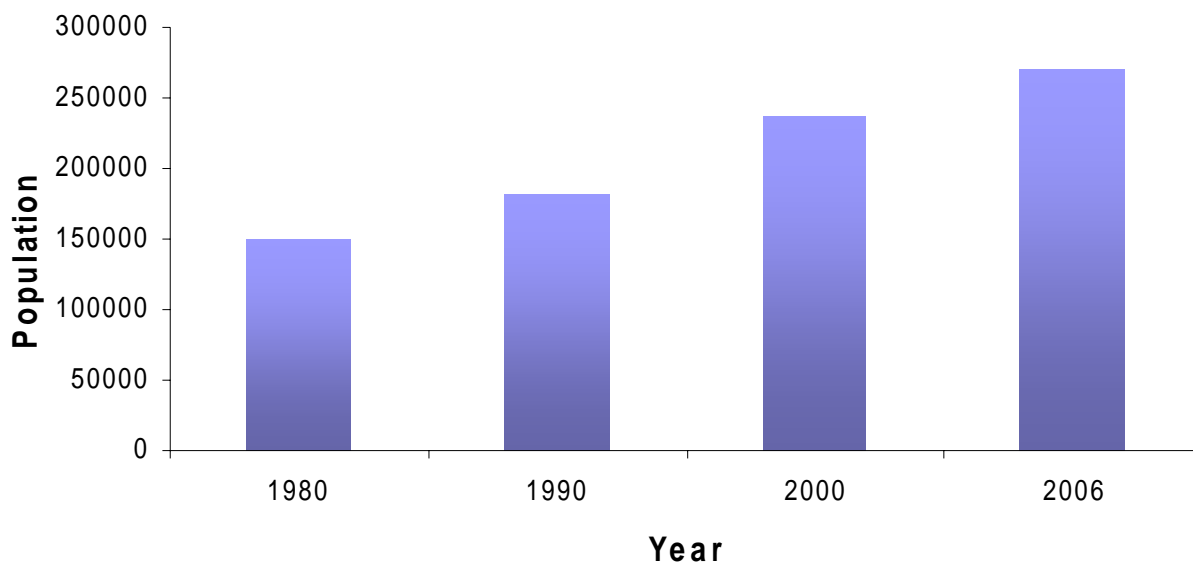
Clayton County, Georgia, is located within metropolitan Atlanta, and encompasses a diverse set of community demographics representing a variety of ethnic groups, race, and age groups. The County is ranked the fifth most populous county in the state and in the Atlanta region. Geographically, Clayton County is the third smallest county in the state with land area totaling approximately 143 square miles. With its steady influx of new residents, the County is consistently faced with an ever changing diversity of challenges and issues in order to meet the needs of new and established residents alike. The Parks and Recreation Master Plan seeks to build on the diversity of its population and further defines itself as a community of “modern living with an old southern charm.”

Demographic Analysis

Population

In 2000, the U.S. Census Bureau estimated the County’s population at 236,617 people.¹ From the year 1980 to 2000, Clayton County experienced a compound growth rate of 9.48%.² The US Census Bureau estimates that the population of Clayton County, Georgia in 2006 was 271,240 people.³ *Figure 2.1* shows the surge experienced by Clayton County in the past two and a half decades.

***Figure 2.1 – County Population
(1980 – 2006)***



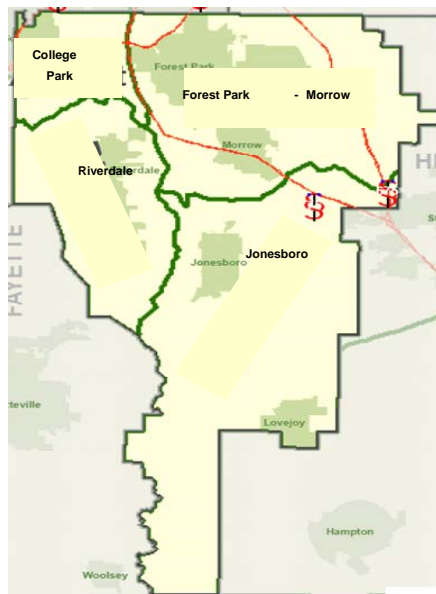
¹ United States Census Bureau, 2000 Census.

² Compound Growth Rate Calculation $((236517/150357)^{1/5})-1 = 9.48\%$.

³ United States Census Bureau, 2006 Population Estimates.

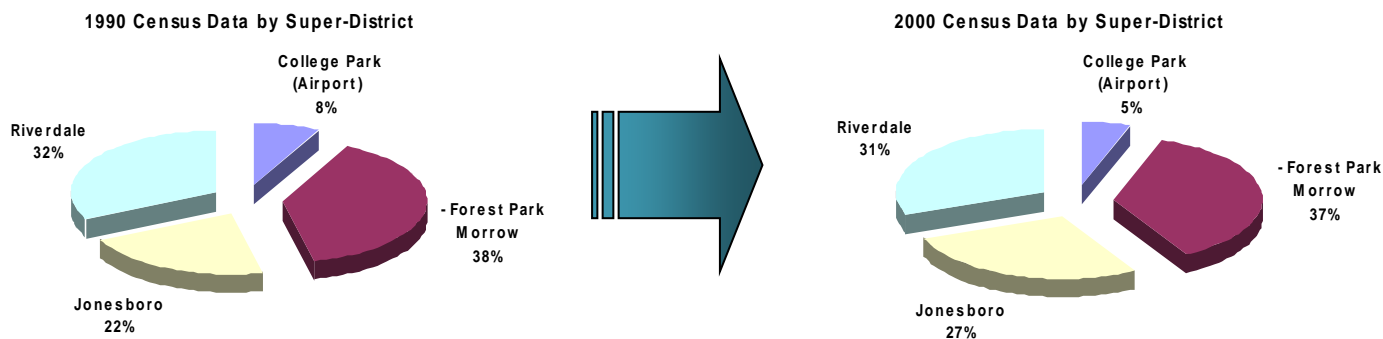
In 1990, the Forest Park-Morrow area, displayed in *Figure 2.2*, was identified as the most populous super-district compared to surrounding areas in the County; the Riverdale area ranked second in population.

Figure 2.2 – Clayton County Super-District Map



In contrast, *Figure 2.3* evidences a slight decline between 1990 and 2000 in the Forest Park-Morrow areas. This indicates that, in 2000, more individuals resided in the Jonesboro super-district in comparison to the County as a whole.

Figure 2.3 – Population Change by Super-District



Since 1990, the only super-district evidencing negative growth was College Park, which experienced an 11.8% decline. This decline is a direct effect of the Atlanta Hartsfield-Jackson Airport expansion.

According to the Atlanta Regional Commission (ARC), the population of Clayton County is forecasted to be approximately 300,000 people in 2030.⁴ This projected population represents an increase of 26.81% from 2000 to 2030. *Table 2.1* outlines the population projections for the County in five year increments.

Table 2.1 – Population Projections to 2030

Year	2000	2005	2010	2015	2020	2025	2030
Population	236,517	263,900	276,170	288,608	291,272	293,954	299,916

According to the ARC, Clayton County will have approximately 288,600 by the year 2015. For the purpose of this Master Plan, population projections to 2015 are the basis of future recommendations.

Age Distribution and Trends

The distribution of residents by age for Clayton County is consistent with the distribution for the Nation. According to the 2000 Census, in both national and Clayton County distributions, residents ages 25-44 make up the majority of the County population. The distribution of age by census tract mirrors those of the County and the Nation as a whole with only a few outliers. Given the similarity in the age distributions, NRPA guidelines will be used, where appropriate, when developing recommendations in the Master Plan, however they will be driven primarily by the Needs Assessment, Town Hall meetings, and best management practices.

Race Distribution

Clayton County continues to experience growth in ethnic and racial diversity. According to the 2000 Census, the percentage of the County's population identifying themselves as "White" was 38%, a decrease from 74.4% in 1990. However, the "Black or African American" population grew from 23% in 1990 to 52% in 2000. Other races, for example, "American Indian and Alaska Native," "Native Hawaiian and Other Pacific Islander," and "Asian" remained fairly constant from 1990 to 2000. The "Hispanic or Latino" population consists of approximately 7% of the total County population in 2000.⁵ This shift in demographics was considered during the development of the recommendations for the Park and Recreation Master Plan.

Household Income Analysis

As of 2006, the Census Bureau estimated that households with income between \$35,000 and \$49,999 were the majority in Clayton County with 21% of households falling into this category.⁶ (Shown in *Figure 2.4*)

⁴ Atlanta Regional Commission (ARC).

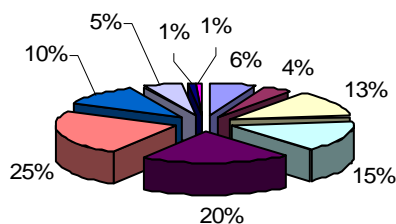
http://www.atlantaregional.com/cps/rde/xchg/arc/hs.xsl/212_ENU_HTML.htm, October 2007.

⁵ United States Census Bureau, 2000 Census.

⁶ United States Census Bureau, 2006 Census County Estimates.

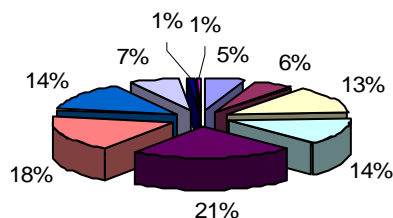
Figure 2.4 – Clayton County Income Distribution (2000 and 2006)

County Income Distribution (2000)



Less than \$10,000	\$10,000 to \$14,999	\$15,000 to \$24,999
\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999
\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999
\$200,000 or more		

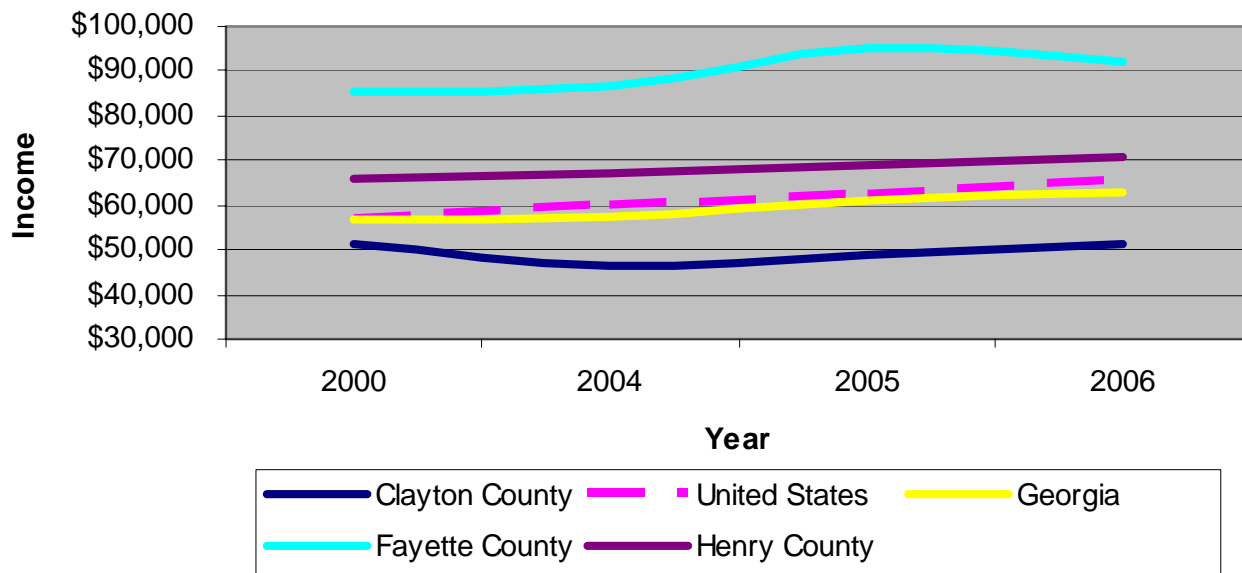
County Income Distribution (2006 Estimate)



Less than \$10,000	\$10,000 to \$14,999	\$15,000 to \$24,999
\$25,000 to \$34,999	\$35,000 to \$49,999	\$50,000 to \$74,999
\$75,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999
\$200,000 or more		

According to the 2000 Census, approximately 44% of County residents claimed a household income between \$35,000 and \$74,999. Estimates for the 2006 Census indicated a decrease of 4.5%, recording only 39.5% of residents maintained that previously reported range of income. In 2000, approximately 23% of household incomes were less than \$24,999 in 2000, with 2006 projections estimating an increase of only 1%. In contrast, 17% of household incomes exceeded \$75,000 in 2000, with an anticipated 6% increase as of 2006 estimates.⁷ As shown in *Figure 2.5*, the County mean household income is slightly lower than the national average; mean household income of surrounding counties is significantly higher.

⁷ United States Census Bureau, 2000 Census.

Figure 2.5 – Clayton County Mean Household Income

Demographic Implications/Impact CCDPR

Population growth continues to be a challenge throughout the Atlanta Metro area, especially on physical infrastructure and government services. Additionally, CCDPR must adapt to its increasing population demands by continually monitoring the needs of a growing population. The impacts of a growing population, to 288,000 by 2015, are multi-faceted. Impacts will include a growing tax base, increase in demand for services, increased maintenance costs, and new physical infrastructure demands.

As the largest population age range (25-44) increases in age, the CCDPR must increase senior services and infrastructure to meet this demand. Additionally, seniors are amongst the most active participants within the Park and Recreation system due to an increase in leisure time. After school programs need to be increased to accommodate the rise in households where both parents work or children live with only one parent. Since the youth and senior populations are the highest users of Park and Recreation services, CCDPR must continue to provide a full array of programming and facilities to meet the increasing demands of these age groups.

Large shifts in ethnic and racial diversity have implications on the current program service offerings and facilities/amenities. Ethnicity and race play a role in the demand on these service offerings due to cultural differences across groups. Therefore, CCDPR must continue to monitor ethnic and racial changes in the county to ensure adequate programming and facilities are offered that meet the needs of all groups.

Clayton County has a below average household income, therefore, CCDPR will need to be cognizant of fees charged to the public while ensuring adequate revenues are available

to maintain operating expenses. CCDPR will need to balance the willingness and ability to pay while providing adequate services to the public. Detailed solutions for surmounting these roadblocks are laid out in the Recommendations Section.

Leisure Trends

The analysis of leisure trends enables the County to compare current park and recreation supply (i.e. parks, facilities, etc.) with ever-changing needs and demands of its citizens. Several studies and surveys were reviewed in order to capture both national and local demands, and behaviors regarding physical activity and recreation. Key findings of that review include:

- ▶ The *2000 National Survey on Recreation and the Environment* by The Outdoor Recreation Resources Review Commission (ORRRC) found; 59.7% of Americans surveyed regularly take walks in their neighborhood or nearby park; 47.2% regularly visit a fitness club or otherwise exercise at least three times per week; and 53.6% regularly take care of, or play with, one or more pets.⁸
- ▶ *Measuring Trends in Leisure: The Allocation of Time Over Five Decades*, published by the Federal Reserve Bank of Boston, found that leisure for men (defined as time spent outside of the labor market) increased 7.9 hours per week from 1965 to 2003, driven by a decline in hours spent working for pay.⁹
- ▶ According to 2006 results from the Centers for Disease Control and Prevention (CDC) Behavior Risk Factor Surveillance System, the majority (65%) of Clayton County residents indicated that they do participate in physical activities.¹⁰

To enhance the analysis and provide local insight, the *2005 National Survey on Recreation and the Environment for Georgia* found that preferred recreation activities were almost identical regardless of the survey area within the Southeast. When surveying the Georgia Market Region, which includes the border states of Alabama, Georgia, Florida, North Carolina, South Carolina, and Tennessee, the State of Georgia, and the Georgia Metropolitan Areas, most respondents answered uniformly. The following are some key findings regarding preferences for park and recreation related activities in these survey areas.

Georgia Market Region



Respondents' First Preferences

In terms of activities in a nature-based setting, respondents from all three areas surveyed chose "Visit a Wilderness or Primitive Area" as their activity of choice. When referring

⁸ The Outdoor Recreation Resources Review Commission (ORRRC). *2000 National Survey on Recreation and the Environment*.

⁹ Federal Reserve Bank of Boston. *Measuring Trends in Leisure: The Allocation of Time Over Five Decades*.

¹⁰ Centers for Disease Control and Prevention. CDC Behavior Risk Factor Surveillance System. 2006.

to a developed-land setting activity, “Walk for Pleasure” was chosen unanimously among the three. For water-based activities, the Georgia Market Region chose “Visit a Beach” as a top choice, while the State of Georgia and Georgia Metropolitan Area respondents preferred “Swimming in an Outdoor Pool.” This finding may reflect the fact that many Georgians are within closer proximity to a pool than they are coastline or lakefront. Regarding snow/ice activities, respondents from all three areas chose “Snow/Ice Activities of Any Type.” Under learning activities, again the three areas unanimously voted for “View/Photograph Natural Scenery.” For individual sports, “Running or Jogging” was preferred among all three and for team sports “Attend Outdoor Sports Events” was chosen by the three survey areas.

These leisure trends suggest that facilities conducive to running, jogging, or walking are paramount for meeting resident needs/desires for physical activity. By creating, expanding, and improving upon existing trails in an array of settings such as nature, developed-land, etc., resident preferences can be met in four different categories (nature-based setting, developed-land setting, learning activity, and individual sport). In addition, availability of pool facilities to satisfy the Georgia Metropolitan and State of Georgia preferences may be important to note as well.

Respondents Second Preferences

The same respondents were polled on their second tier preferences. In terms of nature-based activities, all three surveyed areas chose “Day Hiking” behind “Visit a Wilderness or Primitive Area.” For develop-land setting activities, the respondents uniformly denoted “Family Gathering” as a second preference. When it came to water-based activities the survey areas switched their responses. The Georgia Market Region chose “Swimming in an Outdoor Pool” while the State of Georgia and Georgia Metropolitan areas opted for “Visit a Beach.” In terms of snow/ice activities, the Georgia Market Region voted for “Sledding” as a second preference, while the other two areas voted for “Downhill Skiing.” For learning activities, all three survey areas chose “Visit Nature Centers.” Second preferences for the individual sport category showed differences between the Georgia Market Region which elected “Golf” and the other two areas which preferred “Inline Skating.” For team sports, all three areas preferred “Basketball.”

These leisure trends are used in the development of improvement recommendations going forward for the CCDPR and are presented in detail in Section Six of this Master Plan. This information will be used in conjunction with the Needs Assessment survey data to compile improvement recommendations that fit the needs and uniqueness of Clayton County citizens.

Section Three – Parks Assessment

A parks assessment was conducted to aid in the development of improvement recommendations for the County parks system. This Master Plan utilizes recommended guidelines outlined in the NRPA *Park, Recreation, Open Space and Greenway Guidelines* publication. These guidelines are considered the national standards and best practices for the management and development of parks and greenspace for any size community. In this publication, the NRPA outlines an approach for planning that is “needs-based, facilities-driven, and land-measured.”¹¹

Park Classifications and Inventory

Park Classifications

Clayton County currently operates 32 parks and recreation centers. Using the NRPA parks, open space, and pathways classifications, each County park and recreation center were categorized according to the classification standards. The following are the NRPA park classifications definitions that are used in the development of the Master Plan.¹²

- ▶ **Mini-Park** – Used to address limited, isolated or unique recreational needs. Mini-Parks are usually a maximum of 5 acres in size and are located in residential areas.
- ▶ **Neighborhood Park** – These parks are between 5 to 10 acres in size and remains the basic unit of the park system. The neighborhood park serves as the recreational and social focus of the neighborhood with a focus on informal activity and passive recreation.
- ▶ **School-Park** – School parks are used to combine parks with school locations thus offering joint-use opportunities for the County.
- ▶ **Community Park** – Encompassing 30 to 50 acres, community parks serve broader purposes than neighborhood parks by focusing on community-based recreation needs as well as preserving unique landscapes and open spaces.
- ▶ **Large Urban Park** – The large urban parks focus on meeting community-based recreational needs, as well as preserving landscapes and open space. Although similar to the community parks, the large urban parks are much larger being 50 acres or more. These parks also serve entire communities rather than a few neighborhoods.
- ▶ **Natural Resource Areas** – Lands set aside for preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics/buffering.

¹¹ NRPA Park, Recreation, Open Space and Greenway Guidelines. p. 63.

¹² Ibid., p. 94.

- ▶ **Sports Complex** – Usually a minimum of 25 acres in size, the sports complex consolidates heavily used programmed athletic fields and associated facilities to larger and fewer sites located throughout the County.
- ▶ **Special Use** – Includes senior centers and recreational centers, which usually are oriented toward a single-purpose use.

Table 3.1 outlines the parks and facilities classification summary for the existing inventory of parks and facilities.

Table 3.1 – Current Parks and Facilities Classification Summary¹³

Park Classification	# of Parks and Facilities	Acres
Mini-Park	3	6
Neighborhood Park	8	64
School-Park	2	9
Community Park	7	205
Large Urban Park	1	200
Natural Resource Areas	3	212
Sports Complex	1	200
Special Use	7	N/A
Total	32	896

This summary indicates that the County has more neighborhood and community parks than any other type of park. In addition, the current inventory of parks shows that the County has approximately 896 acres of parkland available to the public. According to the US Census 2006 Population Estimates, this equates to 3.3 acres of parkland per 1,000 people. This calculation does not account for the nearly 650 acres of greenspace owned by the County because most of this greenspace is unavailable for public use.¹⁴ This plan will identify improvement recommendations that will take under consideration the incorporation of some of these greenspace lands.

For comparison, Gwinnett County and DeKalb County have approximately 10.77 and 8.29 acres of parkland and greenspace per 1,000 people respectively.¹⁵ Compared to surrounding counties, Clayton County appears to be in need of additional parkland and greenspace. However, additional analysis is presented in detail in the Needs Assessment portion of this plan, which will address whether the current acreage per 1,000 people is sufficient. These calculations include greenspace acreage, and therefore Clayton County has approximately 5.7 acres of parkland and greenspace per 1,000 people. Even with the inclusion of the additional greenspace property, Clayton County is in need of more acreage to keep up with population increases. Based on the 2020 population forecast for the County, the Department of Parks and Recreation and the Greenspace Division need to strive to acquire approximately 784 additional acres of parkland and greenspace to be in

¹³ Park classification detail with park acreage by park is listed in the appendix.

¹⁴ Clayton County, Georgia Greenspace Office of the Department of Transportation and Development. December 6, 2007.

¹⁵ Gwinnett County, Georgia 2004 Comprehensive Parks and Recreation Master Plan. March 2004. p. 86. and United States Census Bureau, 2006 Population Estimates. And www.co.dekalb.ga.us/parks, December 5, 2007.

line with the comparable metro-Atlanta counties. This would raise the amount of parkland and greenspace acreage to 8 acres per 1,000 people.

Park Inventory

Clayton County has many parks and recreational facilities located throughout the County. *Figure 3.1* displays the parks located throughout the County.

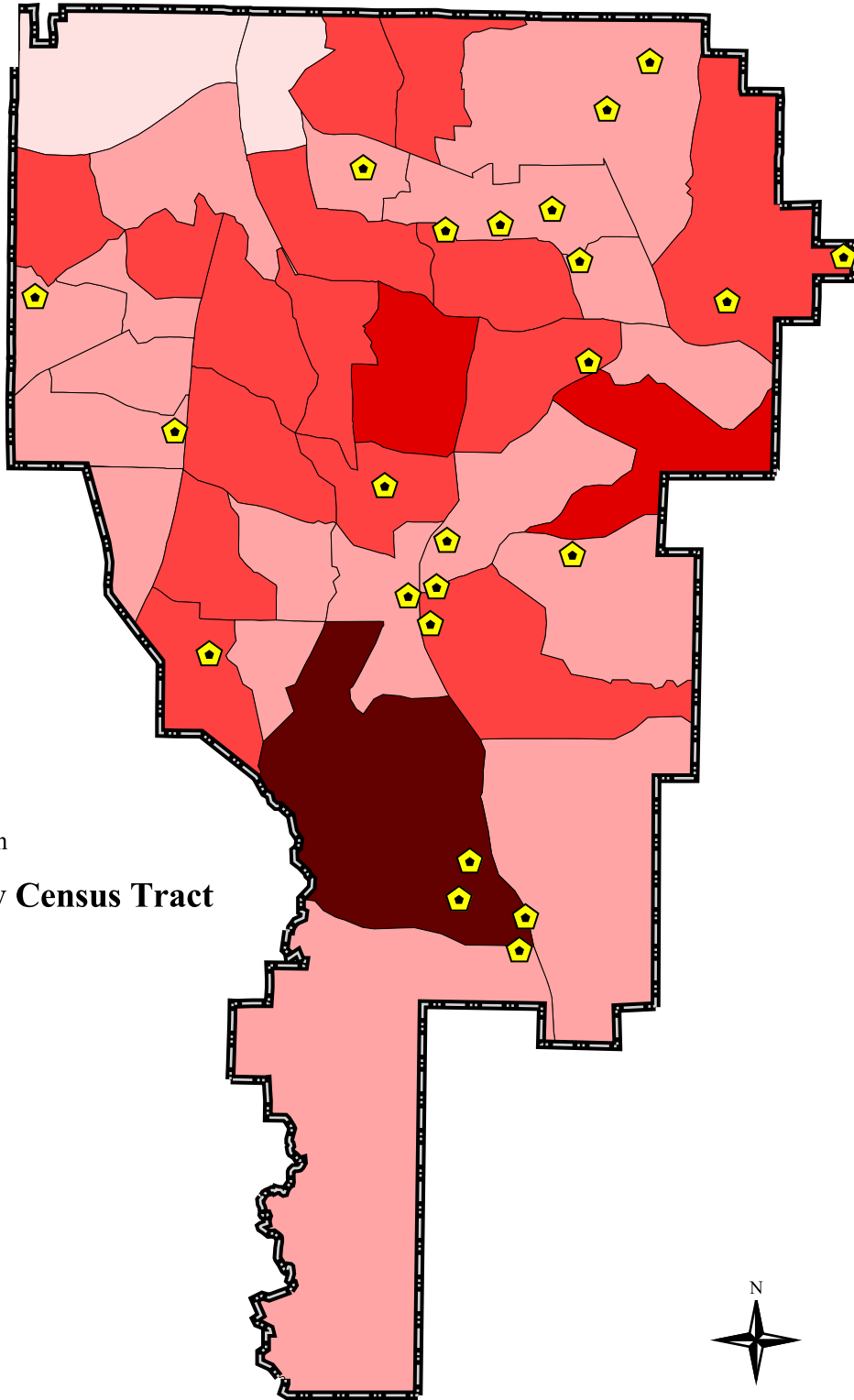


County Park Locations

Figure 3.1

2008 Comprehensive Master Plan







Clayton County, Georgia



Legend

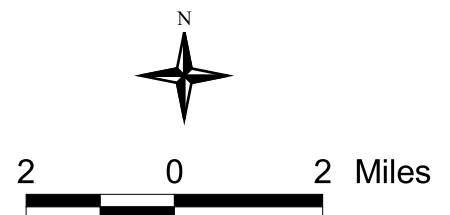
 County Park Location

Population Data by Census Tract

	0- 3000
	3001 - 6000
	6001 - 9000
	9001 - 12000
	12001 - 15000
	15001 - 18000

Booz | Allen | Hamilton

delivering results that endure



Clayton County offers many amenities at County parks and recreation centers. Table 3.2 provides amenity details for each park classification within the County system.

Table 3.2 – Park Amenity Detail

		Indoor Amenities					Outdoor Amenities									
	Pool	Gymnasium	Multi-Purpose Rooms	Fitness/Weight Room	Catering Kitchen	Tennis Courts	Basketball Courts	Volleyball Courts	Walking Trails	Mountain Biking Trails	Playground	Picnic Areas	Soccer Fields	Football Fields	Baseball/Softball Fields	
Mini Park																
Sigma Chi Memorial Park												●				
Bonanza Pool																
Bonanza Park							●									
Neighborhood Park																
J.W. Arnold Park											●	●			●	
Grant Road Park							●				●	●			●	
Key Street Park															●	
Maddox Road Park							●				●	●				
Pine Circle Park							●				●	●			●	
Jesters Creek Park												●				
Forest Park Park												●			●	
Paradise Park							●				●				●	
School Park																
Lee Street Park						●			●			●		●	●	
Tar Creek Mini-Park																
Community Park																
Trevon Wilson Park									●		●	●		●	●	
J. Charlie Griswell Park at Rum Creek											●	●			●	
Flat Shoals Park						●					●	●	●	●	●	
Independence Park						●			●		●	●			●	
Morrow/Lake City Park											●	●		●	●	
Panhandle Park											●	●		●	●	
Rex Park									●		●	●			●	
Large Urban Park																
International Park	●		●	●	●	●		●	●	●	●	●	●		●	
Natural Resource Areas																
Rex Equestrian Park																
Reid Stevens Property																
Reynolds Nature Preserve			●						●			●				
Sports Complex																
Gerald Matthews Sports Complex						●			●		●	●	●		●	
Special Use																
Jim Huie Recreation Center	●	●	●								●					

	Pool	Indoor Amenities				Outdoor Amenities									
		Gymnasium	Multi-Purpose Rooms	Fitness/Weight Room	Catering Kitchen	Tennis Courts	Basketball Courts	Volleyball Courts	Walking Trails	Mountain Biking Trails	Playground	Picnic Areas	Soccer Fields	Football Fields	Baseball/Softball Fields
Virginia Burton Gray Recreation Center	●	●	●	●	●										
Carl Rhodenizer Recreation Center	●	●	●	●	●				●		●				
Aging Division															
Frank Bailey Senior Center	●		●	●	●										
Wilma W. Shelnett Senior Adult Center			●												
Therapeutics Division															

Parks and Recreation Service Analysis

Each recreation facility and/or activity is specific to a particular geographic service area. The recreation facility/activity service analysis is intended to show geographic coverage that each facility and/or activity has in the County. CCDPR analyzed the NRPA guidelines regarding service areas and service needs per thousand people. *Table 3.3* shows the guidelines as outlined by the NRPA.

Table 3.3 – NRPA Guidelines

Activity / Facility	NRPA Service Radius	1 Unit Per Population (NRPA Guideline)
Basketball	1/2 Mile	5,000
Tennis	1/2 Mile	2,000
Volleyball	1 Mile	5,000
Baseball / Softball	1/2 Mile	5,000
Football	15 Min Travel Time	20,000
Soccer	2 Miles	10,000
Swimming Pool	15 - 30 Min Travel Time	20,000
Recreation Center	15 Min Travel Time	N/A
Senior Center	15 Min Travel Time	N/A

Throughout the development of this Master Plan, the guidelines were reviewed and adjusted based on the unique characteristics of the County. *Table 3.4* outlines the adopted guidelines that are used in this analysis.

Table 3.4 – Adopted Park Analysis Guidelines¹⁶

Activity / Facility	NRPA Service Radius	1 Unit Per Population (NRPA Guideline)	Service Radius (County Adopted Guideline)	1 Unit Per Population (County Adopted Guideline)	Reason for Deviation From NRPA Guideline
Basketball	1/2 Mile	5,000	2 Miles	5,000	N/A
Tennis	1/2 Mile	2,000	2 Miles	5,000	Current tennis court inventory is under utilized. Demand for tennis courts is lower in the County compared to the National guidelines
Volleyball	1 Mile	5,000	2 Miles	30,000	Current volleyball court inventory is under utilized. Demand for volleyball is lower in the County compared to the National guidelines
Baseball / Softball	1/2 Mile	5,000	2 Miles	5,000	N/A
Football	15 Min Travel Time	20,000	2 Miles	20,000	N/A
Soccer	2 Miles	10,000	2 Miles	10,000	N/A
Swimming Pool	15 - 30 Min Travel Time	20,000	2 Miles	20,000	N/A
Recreation Center	15 Min Travel Time	N/A	2 Miles	1 square foot per resident	Based on benchmark communities nationwide, 1 square foot per resident will ensure the County is adequately meeting the resident needs
Senior Center	15 Min Travel Time	N/A	2 Miles	1 square foot per resident	Based on benchmark communities nationwide, 1 square foot per resident will ensure the County is adequately meeting the resident needs

Given the expanse of the Atlanta metropolitan area, residents generally travel farther than other metropolitan cities. In the case of Clayton County the NRPA service radius guidelines do not fit well within this context. For example, by following the NRPA guideline for baseball fields the County should strive to have one baseball field every one mile. This is using the guideline of a ½ mile service radius for each field. Given the size of the County this would not be feasible given demand and resources of the County. Therefore, the Clayton County analysis is based on a uniform service radius for all facilities and activities. A service radius of 2 miles is used to provide consistency for this analysis, especially since Clayton County is a relatively small county. This assumption was vetted through the Needs Assessment and public Town Hall meetings. *Figure 3.2*

¹⁶ Note: Senior center adopted standards for the 2020 projection only include the portion of the population that is 55+ years of age.

displays each park and facility location within the Department of Parks and Recreation with service areas.

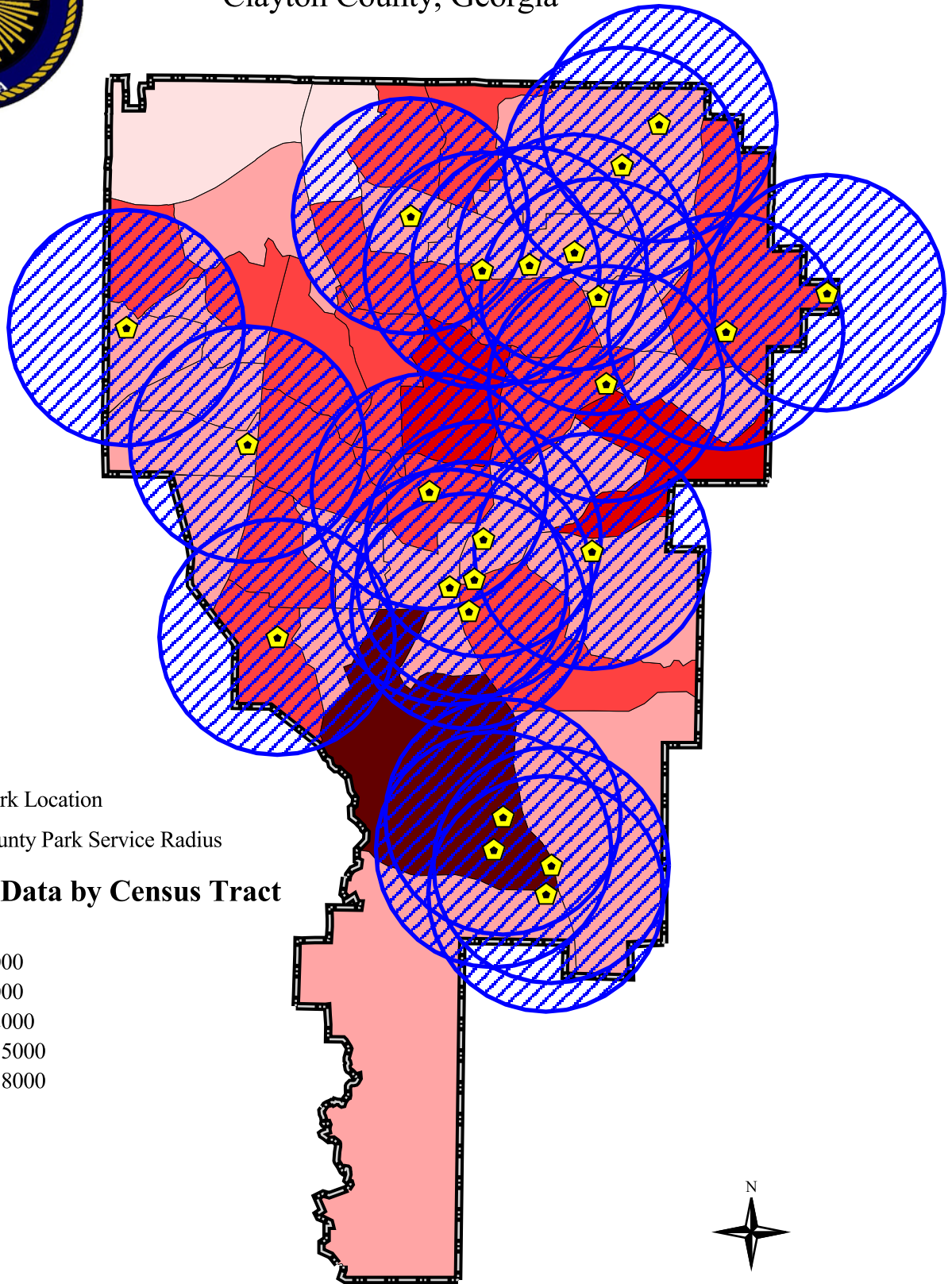


County Park Service Areas

Figure 3.2

2008 Comprehensive Master Plan

Clayton County, Georgia



Legend

- County Park Location
- 2 Mile County Park Service Radius

Population Data by Census Tract

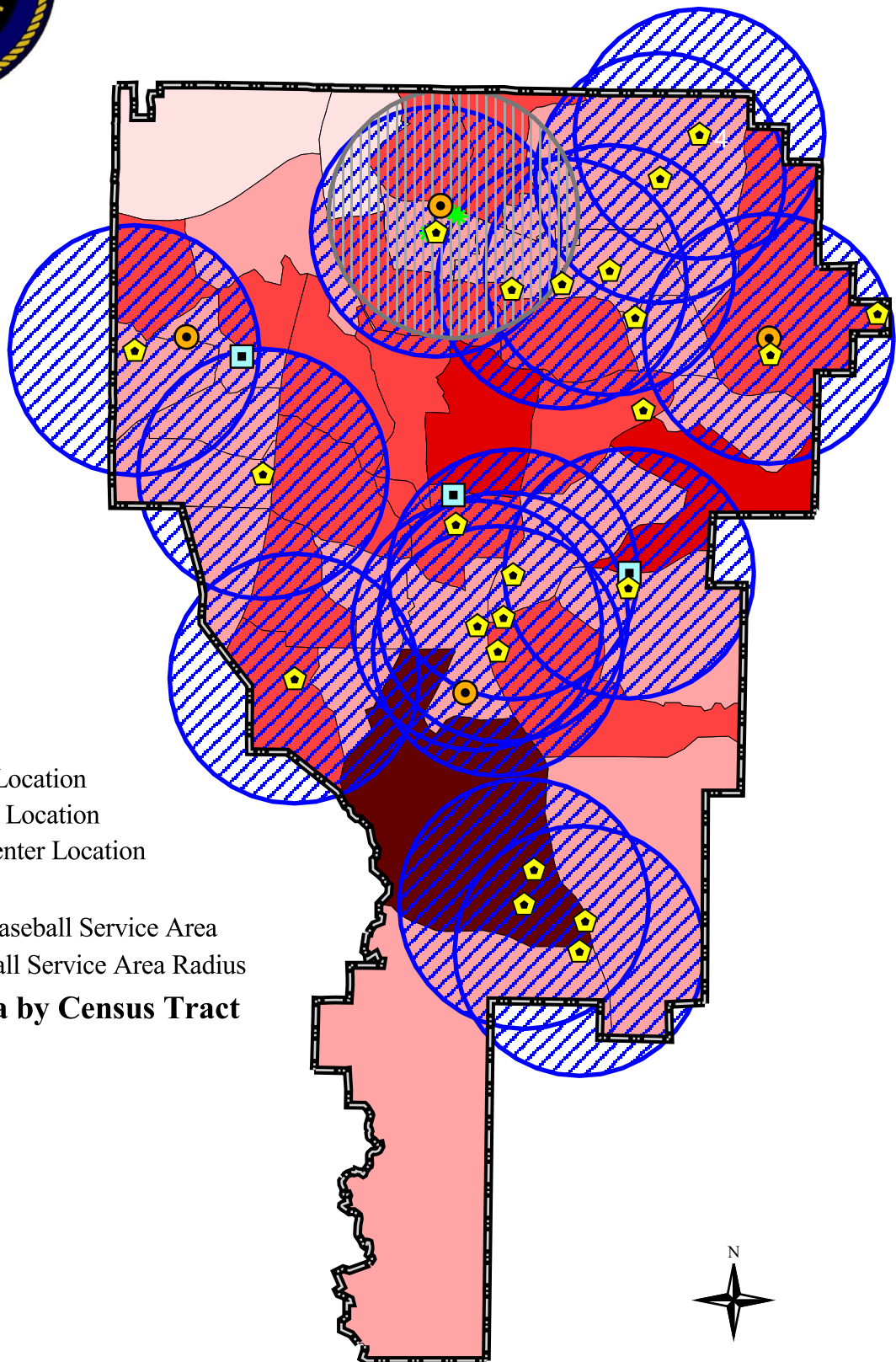
	0- 3000
	3001 - 6000
	6001 - 9000
	9001 - 12000
	12001 - 15000
	15001 - 18000

Baseball/Softball

Clayton County owns and maintains 57 baseball/softball fields throughout the County. Additionally, Forest Park owns and operates 5 baseball/softball fields. This gives a total of 62 baseball/softball fields countywide, not including schools, churches, and privately-owned fields. According to the NRPA guidelines, the County should have 1 field available per 5,000 residents. Based on the 2006 census data this equates to 54 required fields. Population estimates for 2020 indicate that the County should have approximately 58 fields in the County. Thus, the County is compliant with the NRPA guidelines of 1 ball field per 5,000 residents. *Figure 3.3* displays the locations of the baseball/softball fields with a 2 mile service radius.



Baseball/Softball Locations - Figure 3.3 2008 Comprehensive Master Plan Clayton County, Georgia



Legend

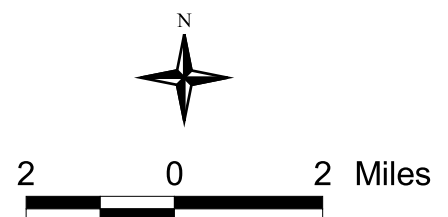
- County Park Location
- Senior Center Location
- Recreation Center Location
- City Facility
- 2 Mile City Baseball Service Area
- 2 Mile Baseball Service Area Radius

Population Data by Census Tract

- 0- 3000
- 3001 - 6000
- 6001 - 9000
- 9001 - 12000
- 12001 - 15000
- 15001 - 18000

Booz | Allen | Hamilton

delivering results that endure



According to the adopted standards by the County, additional baseball/softball facilities are not needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.5* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.5 – Baseball/Softball Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Baseball / Softball	2 miles	5000	54	58	57	5	Meets	0

Basketball

The County has indoor and outdoor basketball courts located throughout the its communities. The County maintains approximately 8 outdoor courts, which include half and full courts. The City of Forest Park supplements this inventory by providing two parks with outdoor basketball courts. In addition, the County’s recreation centers have indoor basketball facilities. The Virginia Burton Gray and Carl Rhodenizer Centers each have two indoor gymnasiums with six basketball goals in each gymnasium. The Jim Huie Recreation Center has one gymnasium with six indoor basketball goals. *Figure 3.4* displays the locations and a 2 mile service radius around each basketball facility.



Basketball Court Locations - Figure 3.4

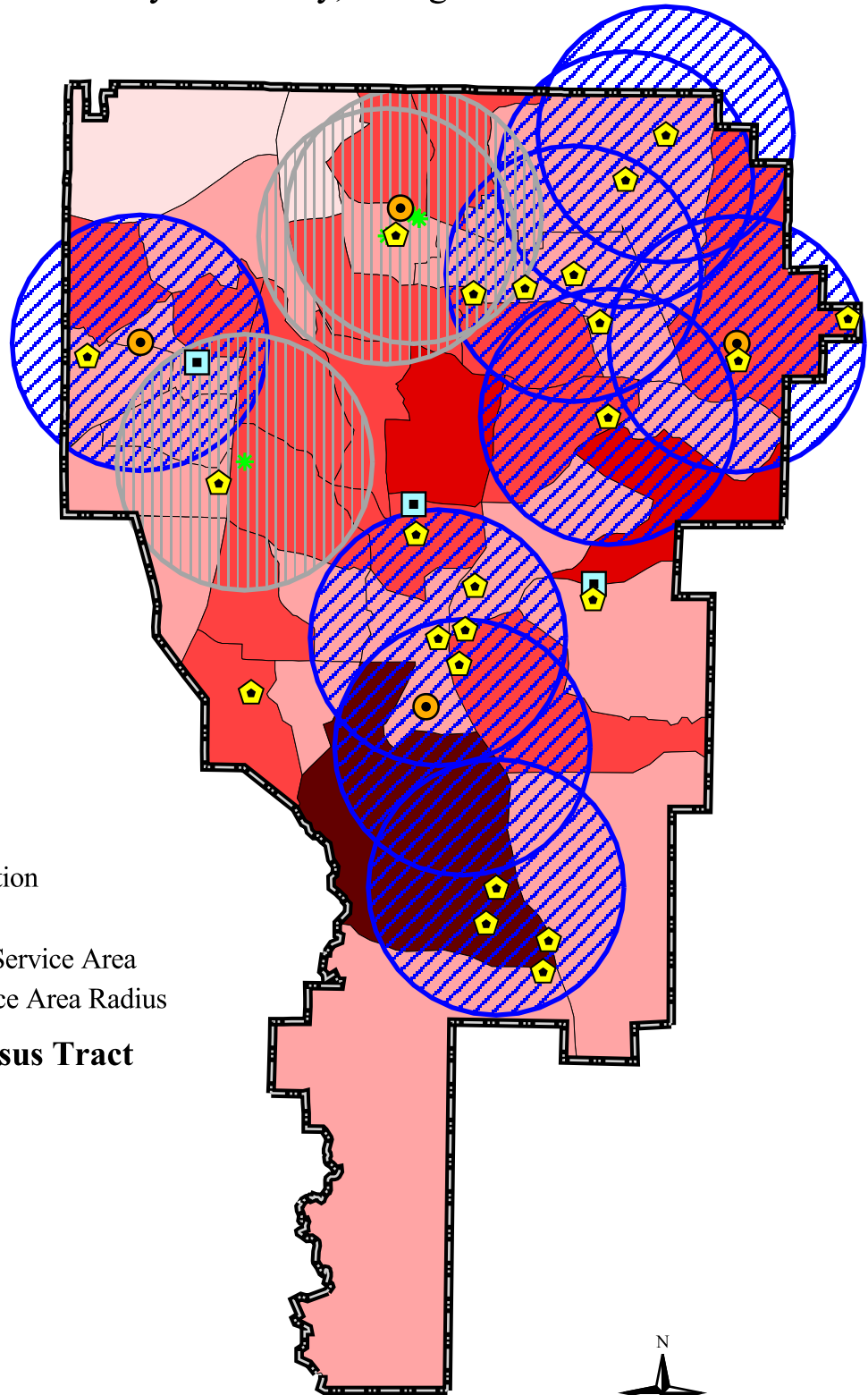
2008 Comprehensive Master Plan
Clayton County, Georgia

Legend

- County Park Location
- Senior Center Location
- Recreation Center Location
- City Facility
- 2 Mile City Basketball Service Area
- 2 Mile Basketball Service Area Radius

Population Data by Census Tract

- 0- 3000
- 3001 - 6000
- 6001 - 9000
- 9001 - 12000
- 12001 - 15000
- 15001 - 18000



1 0 1 2 Miles

A horizontal scale bar with alternating black and white segments, indicating distances of 1 and 2 miles.

Booz | Allen | Hamilton

delivering results that endure

According to the adopted standards by the County, additional basketball facilities are needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.6* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.6 – Basketball Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Basketball	2 miles	5,000	54	58	23	2	Does Not Meet	33

Soccer

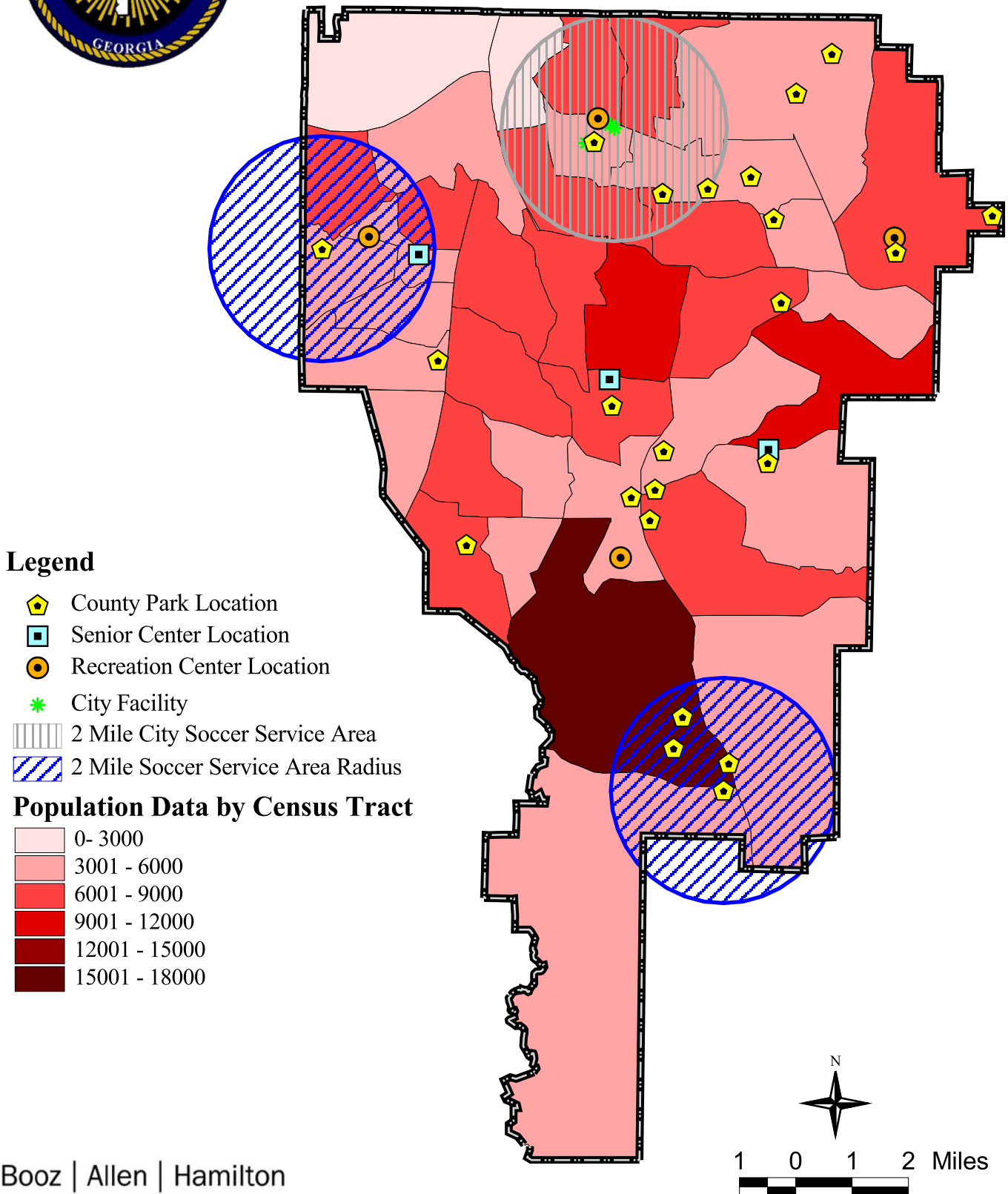
There are approximately 25 soccer fields located in the County. The concentration of soccer fields is in the Lovejoy area at the Gerald Matthews Sports Complex. This complex boasts a large soccer complex with formal lighted fields and practice fields. Additional soccer fields within the county are operated by city departments including one field in the City of Riverdale and one field within the City of Forest Park. Using a 2 mile service radius, the County appears to be lacking soccer facilities in the Jonesboro to Ellenwood portion of the County. *Figure 3.5* displays the locations and a 2 mile service radius around each soccer facility



Soccer Field Locations - Figure 3.5

2008 Comprehensive Master Plan

Clayton County, Georgia



According to the adopted standards by the County, additional soccer facilities are needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.7* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.7 – Soccer Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Soccer	2 miles	10,000	27	29	10	2	Does Not Meet	17

Football

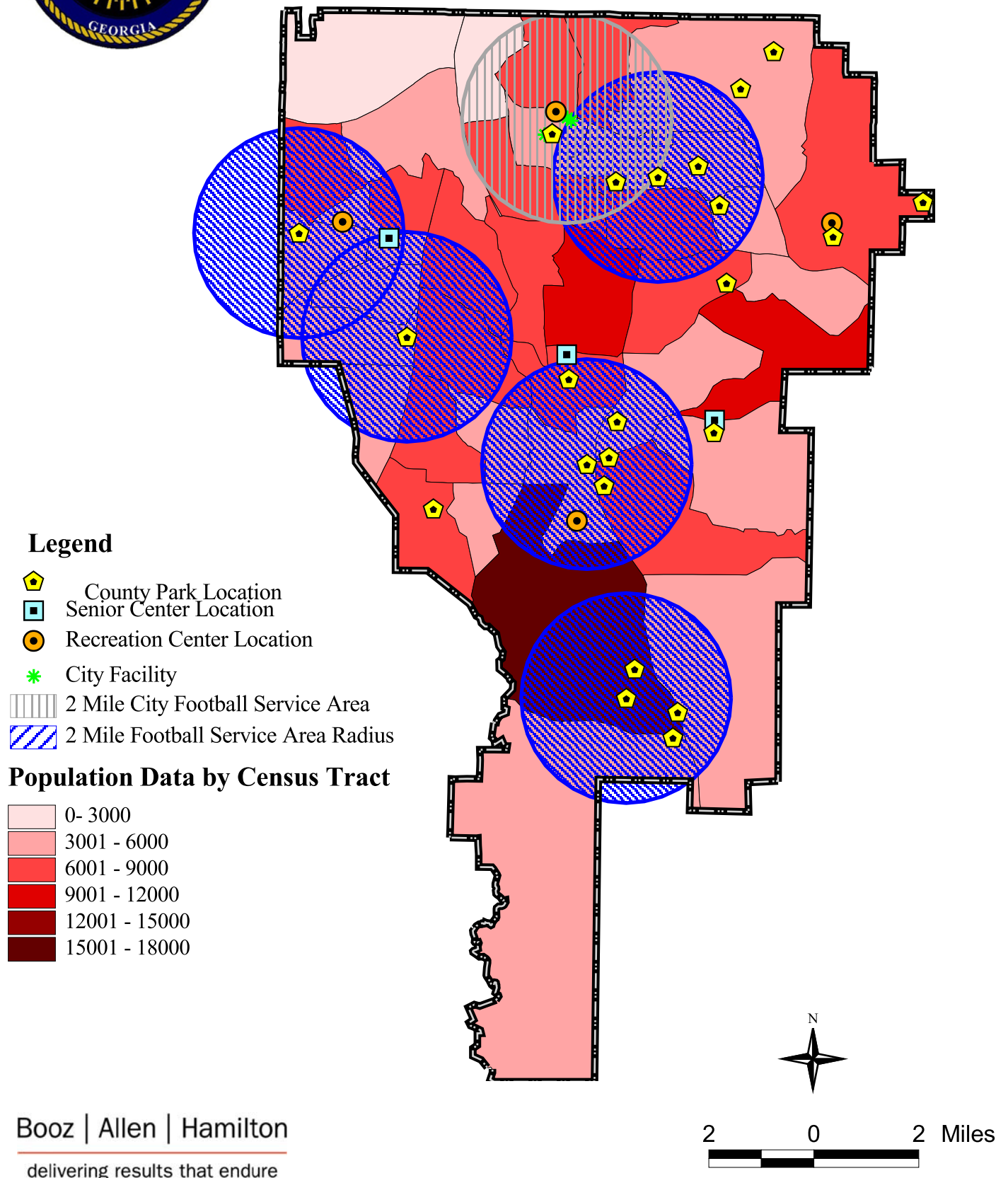
Clayton County has five County parks with formal football fields. In addition to the County, the City of Forest Park also has a football field and stadium. *Figure 3.6* displays each football location, excluding schools, with a 2 mile service radius around them.



Football Field Locations - Figure 3.6

2008 Comprehensive Master Plan

Clayton County, Georgia



According to the adopted standards by the County, additional football facilities are needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.8* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.8 – Football Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Football	2 miles	20,000	14	15	5	1	Does Not Meet	9

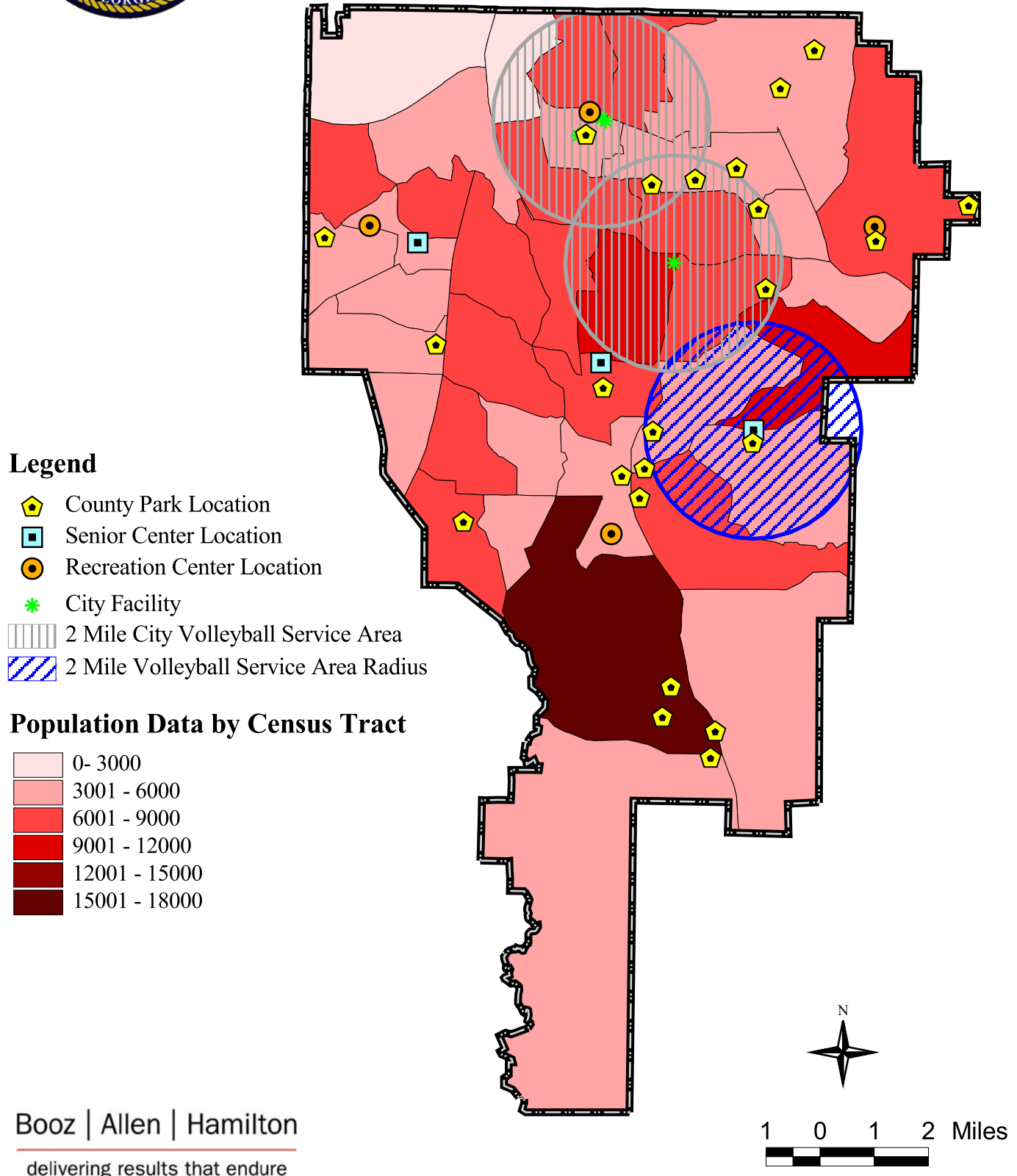
Volleyball

The Clayton County International Park contains 11 beach volleyball courts where some of the world's greatest athletes competed for the gold during the 1996 Summer Olympic Games. The courts are available to residents by reservation. Part of the volleyball amenities at the park include a stadium court, which can be converted to cater to other events in addition to volleyball. *Figure 3.7* displays each volleyball location with a 2 mile service radius around them.



Volleyball Court Locations - Figure 3.7

2008 Comprehensive Master Plan
Clayton County, Georgia



According to the adopted standards by the County, additional volleyball facilities are not needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.9* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.9 – Volleyball Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Volleyball	2 miles	30,000	9	10	13	2	Meets	0

Swimming

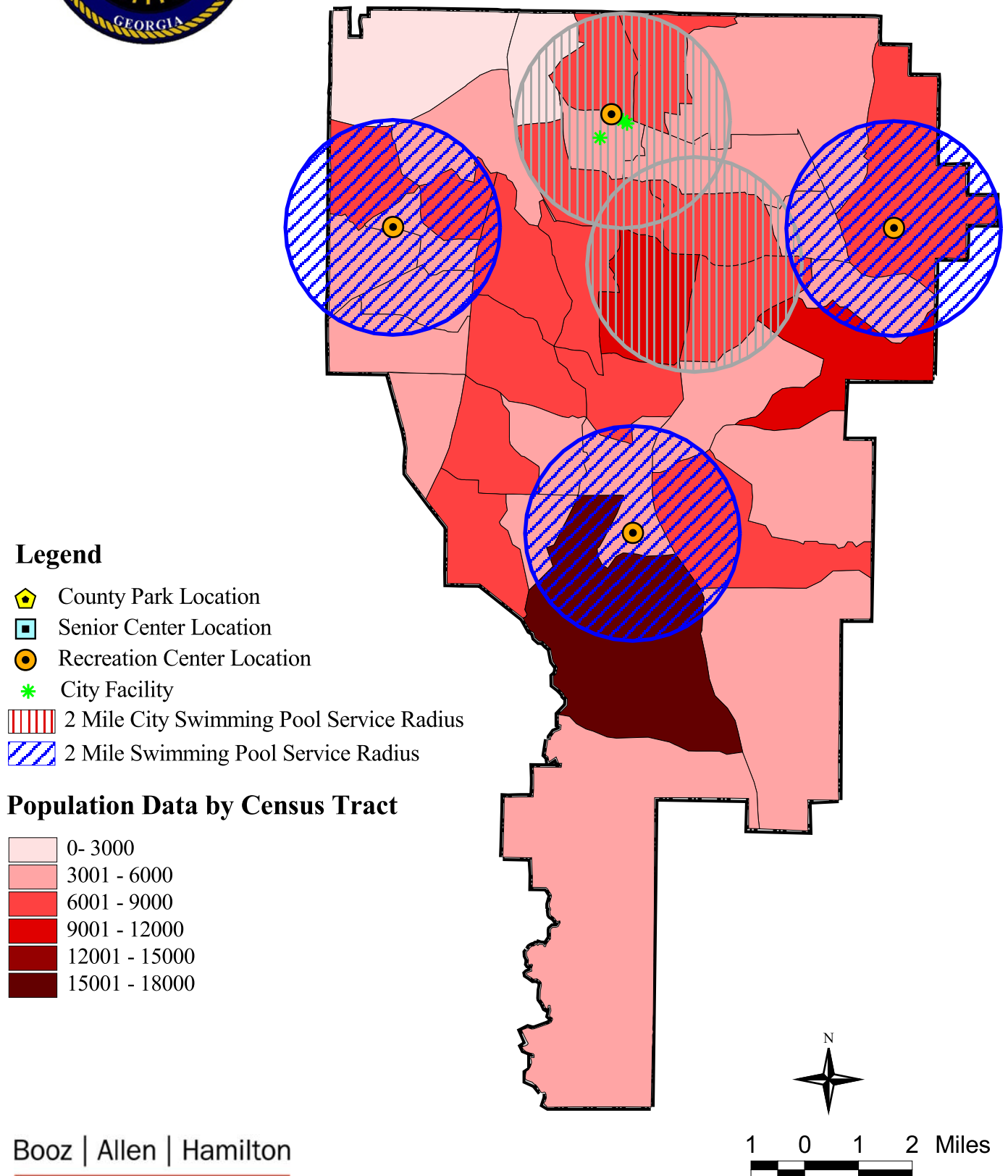
The center piece of the swimming facilities located in Clayton County is the Steve Lundquist Aquatics Center, which has a heated 50 meter lap pool, a heated 25 meter instructional pool, and four diving boards (3 one meter and 1 three meter). Additionally, the County has swimming facilities at each of the other Recreation Centers. The Virginia Burton Gray Recreation Center has an indoor pool and the Carl Rhodenizer has an outdoor lane pool. All pool facilities operated by the County are ADA accessible. The City of Forest Park operates and maintains an outdoor and indoor pool off of Forest Parkway. *Figure 3.8* displays the swimming locations, including the proposed site for a new recreation center, with a 2 mile service radius.



Swimming Pool Locations - Figure 3.8

2008 Comprehensive Master Plan

Clayton County, Georgia



According to the adopted standards by the County, additional swimming facilities are needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.10* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.10 – Swimming Pool Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Swimming Pool	2 miles	20,000	14	15	3	1	Does Not Meet	11

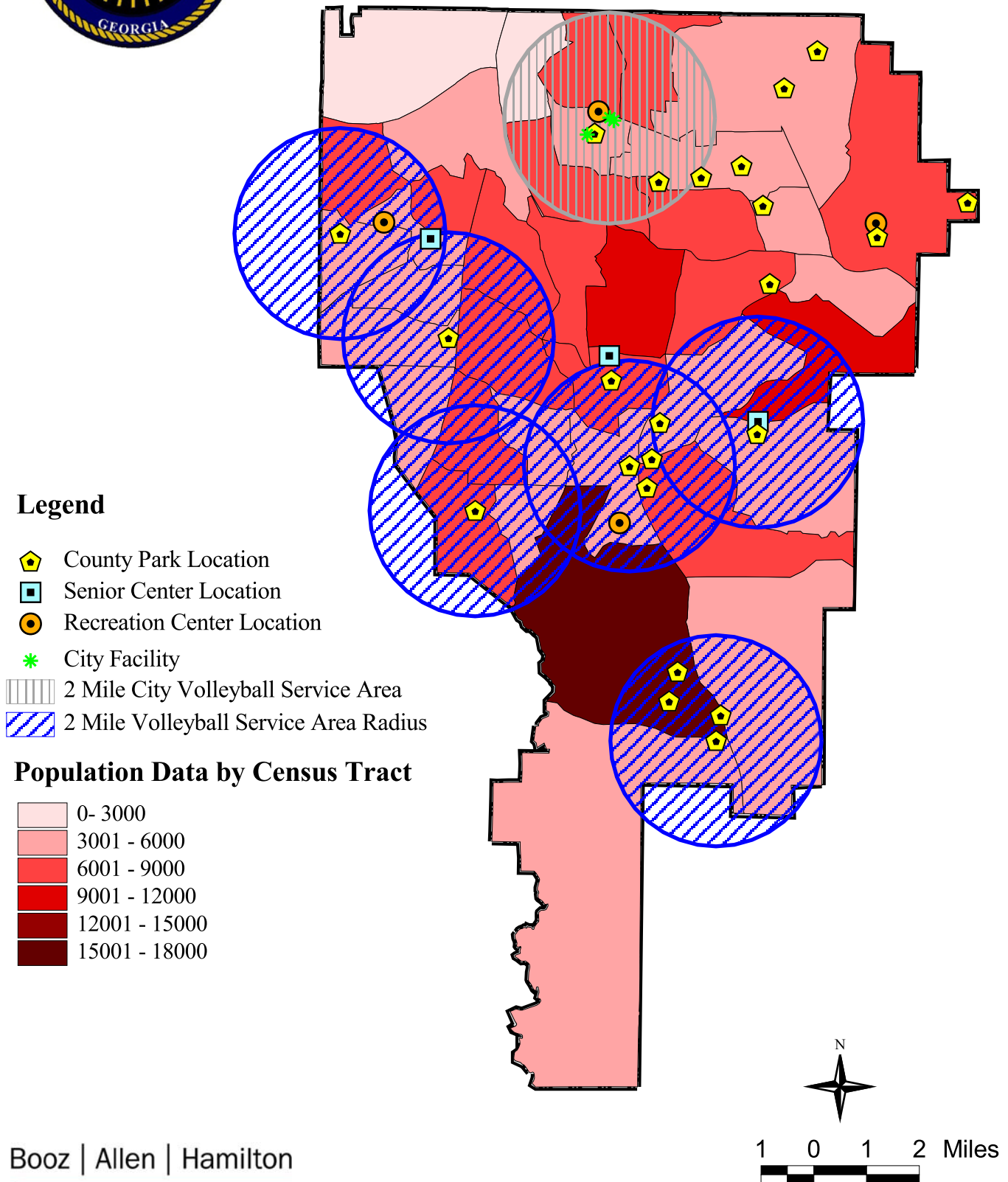
Tennis

Clayton County has 36 tennis courts located throughout the County. Of these 36 tennis courts, 31 are owned and operated by the CCDPR, 4 are owned and operated by Clayton Board of Education, and 1 is owned and operated by the City of Forest Park. There are additional tennis courts located on school property and operated by the Board of Education. Tennis courts located on school property have not been included in this inventory because they are not readily available to the general public. NRPA guidelines suggest 1 tennis court per 2,000 residents with a ½ mile service radius. Given this guideline Clayton County is well under the recommended NRPA guidelines. However, given the participation/usage trends of the tennis courts, a two mile service radius is being used for consistency. *Figure 3.9* displays the tennis locations with a 2 mile service radius.



Tennis Courts Locations - Figure 3.9

2008 Comprehensive Master Plan
Clayton County, Georgia



According to the adopted standards by the County, additional tennis facilities are needed in the County. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.11* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.11 – Tennis Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Tennis	2 miles	5,000	54	58	35	1	Does Not Meet	22

Recreation and Senior Center Detail

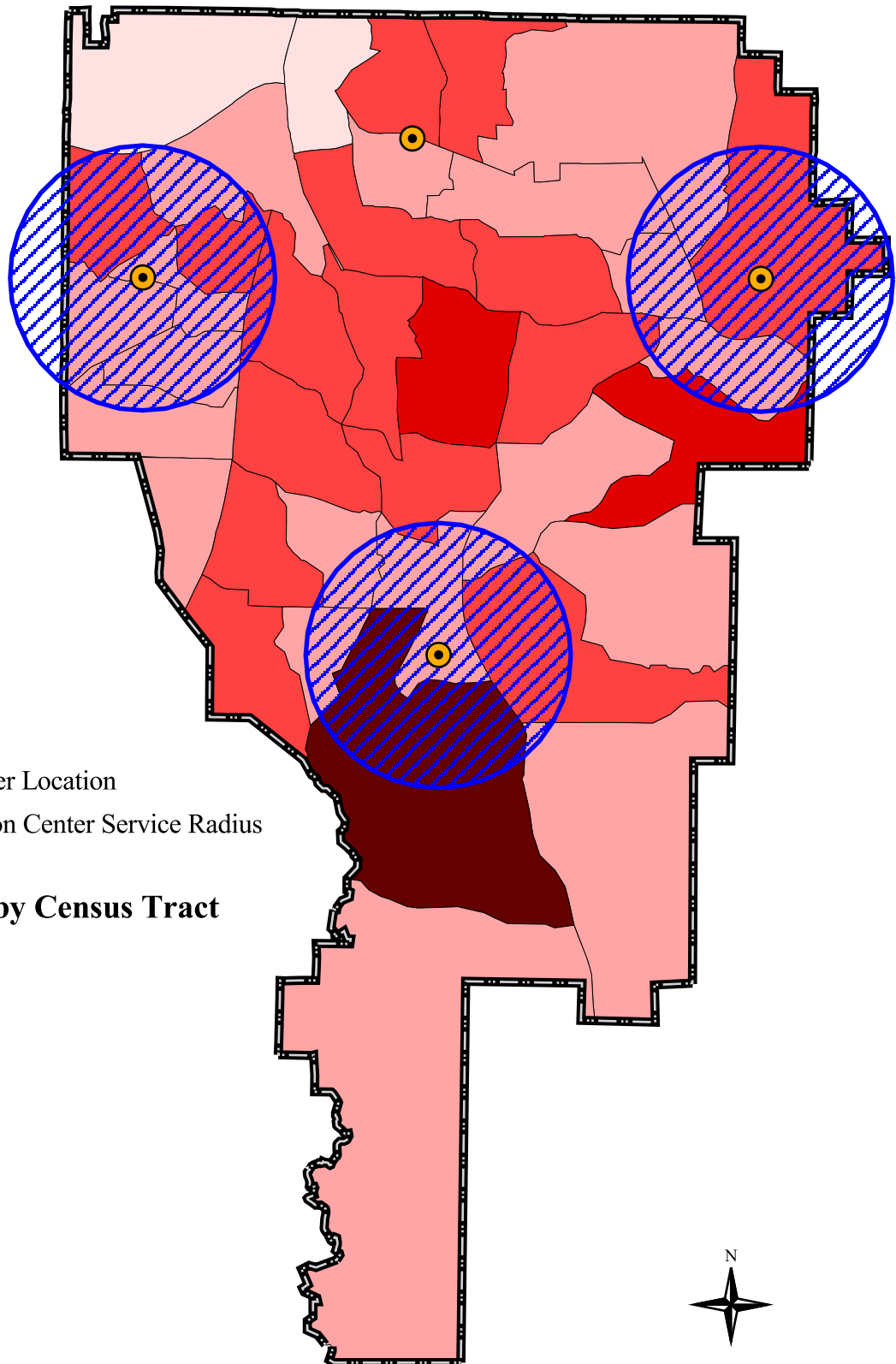
Recreation centers and senior centers play an important role in the parks and recreation system. These facilities offer recreation programs and amenities to all age groups. Clayton County has recently constructed three new recreation and one new senior center. In addition to these newly constructed facilities, the County operates an additional senior center located in Riverdale.

Recreation Centers

Clayton County currently has 3 recreation centers with plans to build additional centers in the near future. These centers are the Carl Rhodenizer Recreation Center, Virginia Burton Gray Recreation Center, and the Jim Huie Recreation Center. In addition to these centers, the County has the Steve Lundquist Aquatics Center, which is located with the Jim Huie Recreation Center. *Figure 3.10* displays the locations of each recreation center. Note: The Therapeutics Division is included in the recreation center map since this division is responsible for providing recreation services to the disabled or physically challenged residents.



Recreation Centers Locations Figure 3.10 2008 Comprehensive Master Plan Clayton County, Georgia



Legend

- Recreation Center Location
- 2 Mile Recreation Center Service Radius

Population Data by Census Tract

	0- 3000
	3001 - 6000
	6001 - 9000
	9001 - 12000
	12001 - 15000
	15001 - 18000

Virginia Burton Gray Recreation Center

The Virginia Burton Gray Recreation Center is located in Riverdale on East Fayetteville Road. This new facility opened in the spring of 2007. Mirroring the design of the Carl Rhodenizer Recreation Center, the center has 2 gymnasiums, an indoor pool, and an indoor walking track. The center has experienced an increase in usage since opening. Table 3.12 displays a sampling of usage data for the months of September and October of 2007.¹⁷

**Table 3.12 – Virginia Burton Gray Recreation Center Usage Data
(September – October 2007)**

Passes	September	October
Youth	51	66
Adult	460	251
Seniors	792	1029
1 Month	740	1185
3 Month	273	373
Daily Passes		
Youth/Seniors	389	467
Adult	706	729
Non-Resident	13	17
Total	3,424	4,117

Additionally, there were 712 tours conducted in September and 439 tours conducted in October.

Jim Huie Recreation Center / Steve Lundquist Aquatics Center

The Jim Huie Recreation Center, located in Jonesboro off of highway 19-41, offers a basketball gym with six goals, two arts and crafts rooms (offering clay and pottery capabilities), two fitness rooms, and a community room with kitchenette.

**Table 3.13 – Jim Huie Recreation Center Attendance
(September – October 2007)**

	September	October
Attendance	4,250	4,600

Located within the same building as the Jim Huie Recreation Center is the Steve Lundquist Aquatic Center, which contains a heated 50 meter lap pool, a heated 25 meter instructional pool, four diving boards (3 one meter and 1 three meter). The Aquatic Center offers a variety of swimming classes as well as water aerobics classes.

¹⁷ Note: Attendance data for all centers were obtained from CCDPR staff.

**Table 3.14 – Steve Lundquist Aquatics Center Attendance
(September – October 2007)**

	September	October
Attendance	5,400	5,100

Carl Rhodenizer Recreation Center

The Carl Rhodenizer Recreation Center is located at the front of Rex Park in Rex, Georgia. The center provides 2 gyms, an outdoor swimming pool, aerobic room, dance rooms, a fitness area, and a suspended overhead track around the entire facility. Additionally, the center offers meeting rooms and community rooms for events.

**Table 3.15 – Carl Rhodenizer Recreation Center Attendance
(September – October 2007)**

	September	October
Attendance	2,650	3,350

Figure 3.11 provides a comparison of the attendance levels among the County Recreation Centers for the months of September and October 2007.

Figure 3.11 – Recreation Center Attendance Comparison

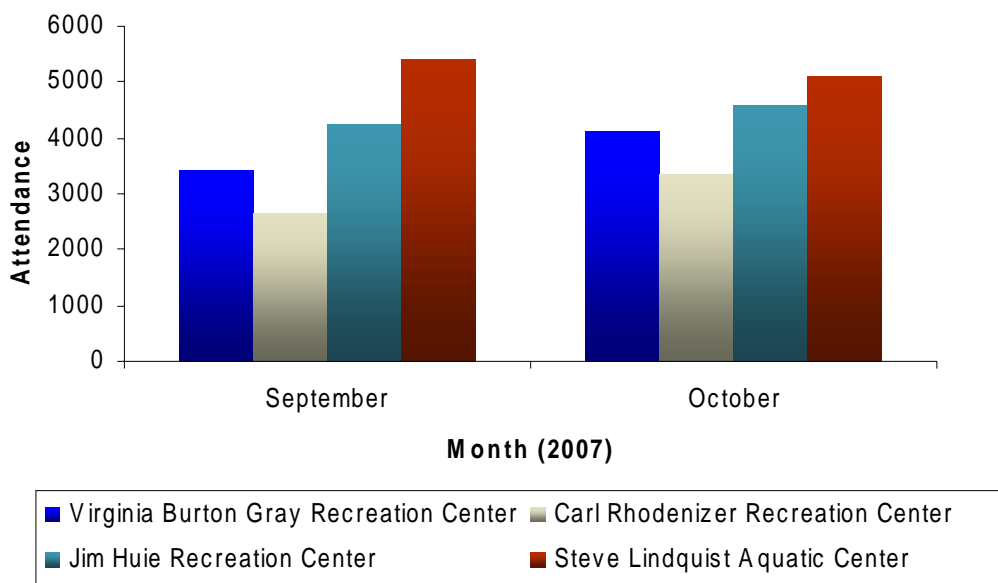


Figure 3.11 distinctly shows increased participation, through attendance, at the County recreation centers. Although this is only a sample of a couple of months, it is believed that increased participation can be expected through increased marketing and awareness of the new recreation centers. The data for the months of September and October were analyzed because the recreation centers are new facilities. It is recommended that the County records and tracks this data on an annual basis going forward. Only then can actual trends be noticed.

According to the adopted standards by the County, additional recreational centers are needed in the County. However, public input and need should be considered before constructing additional facilities. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.16* outlines the future needs for the County based on the adopted standards and population forecasts.

Table 3.16 – Recreational Center Standards Comparison

Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Recreation Center	2 miles	40,000	7	7	3	1	Does Not Meet	3

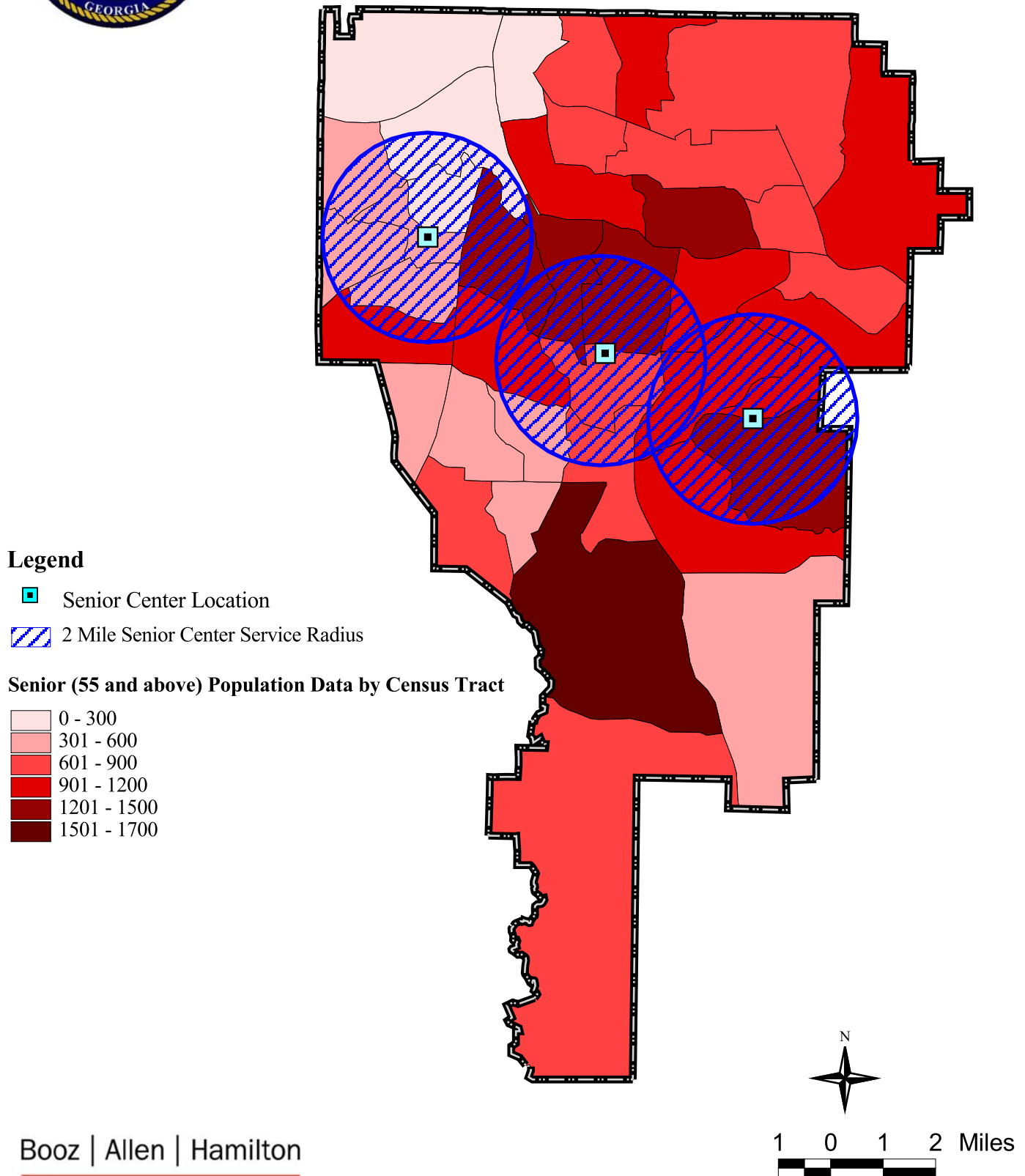
Senior Centers

Clayton County operates two senior centers focused on providing recreation programs and amenities to visitors aged 55 and older. The county also plans to build additional senior centers using 2007 SPLOST funding. Additionally, the County operates the Shelnut Center, which provides Adult Day Health and Kinship programs. The Frank Bailey and Charley Griswell senior centers are available to County residents for a \$1 annual fee. Non-residents may use the facilities for a \$10 annual fee. *Figure 3.12* displays the locations of the senior centers and the Shelnut Center.



Senior Center Locations - Figure 3.12

2008 Comprehensive Master Plan
Clayton County, Georgia



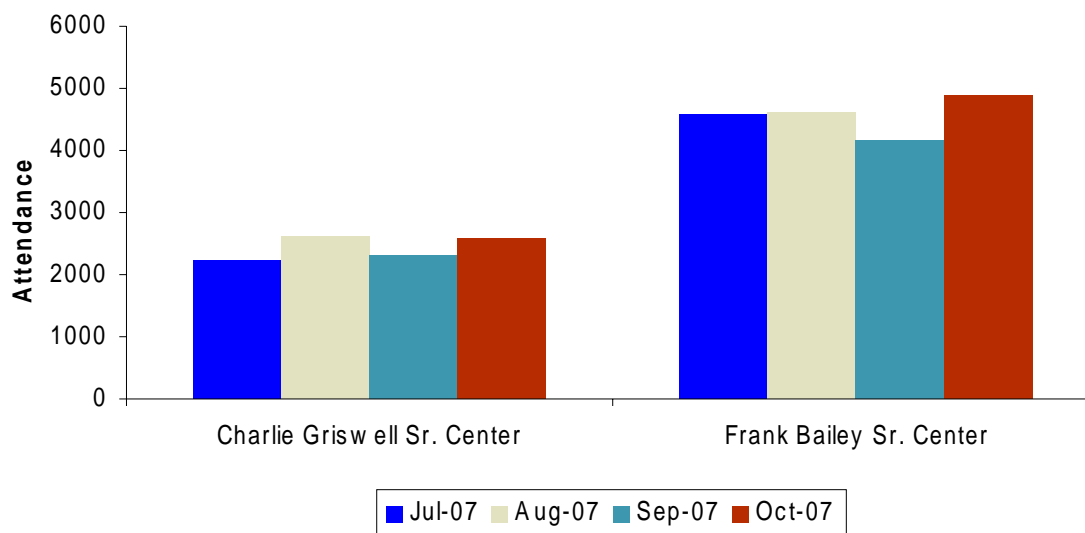
Frank Bailey Senior Center

The Frank Bailey Senior Center is located in Riverdale and is available to citizens over the age of 55. The senior center currently has a total of 4,483 members and was built in 2002.¹⁸ The center offers programs such as dance, art classes, aquatics, and yoga. The senior center includes an indoor therapy pool, a fitness room, and a dining room that seats 200. The center also provides travel assistance opportunities for trips to local attractions for a small fee.

J. Charley Griswell Senior Center

The J. Charley Griswell Senior Center is a 28,000 square foot facility located in Jonesboro, Georgia. This new senior center features an indoor salt water pool, a fitness center, a lobby with fireplace, and a rocking chair back porch overlooking the lake at International Park. The senior center also offers a variety of water classes and fitness classes such as yoga, tai chi, aerobics, massage therapy and free health seminars. Educational classes are also offered including computer classes, beginning Spanish, cooking, quilting, sketching, painting, and more. *Figure 3.13* displays the attendance trends for the Frank Bailey Senior Center and the J. Charley Griswell Senior Center for the months of July, August, September, and October of 2007.

**Figure 3.13 – Charley Griswell/Frank Bailey Senior Center Attendance
(July – October 2007)**



According to the adopted standards by the County, additional senior centers are needed in the County. However, public input and need should be considered before constructing additional facilities. The project prioritization section of this Master Plan will outline the projects that should be implemented by the County. *Table 3.17* outlines the future needs for the County based on the adopted standards and population forecasts.

¹⁸ Clayton County, Georgia. Frank Bailey Senior Center Membership Data. November 2007.

Table 3.17 – Senior Center Standards Comparison




Activity / Facility	Adopted Service Radius	1 Unit Per Population (Adopted Standard)	Number of Units Per Standard for Clayton County (2006)	Number of Units Per Standard for Clayton County (2020)	Number of Units County Operated in Clayton County (2007)	Number of Units City Operated in Clayton County (2007)	Comparison Against Standard for 2020	Future Needs
Senior Center	2 miles	10,000	4	4	2	0	Does Not Meet	2

Park Condition Ratings

The Development of the Master Plan included facility visits and visual assessments of the Department's current inventory of parks and facilities. Based on the Park Assessments, the parks and facilities maintained by the Department of Parks and Recreation were ranked good, fair, or poor according to the condition of the park and facilities. The ratings good, fair, and poor were determined based on the information collected in the Needs Assessment Survey, Town Hall meetings, focus group discussions, and visual site visit inspections. For instance, if a particular park or facility was mentioned as having a security problem in one of the Town Hall meetings, then that information was used in the determination of a condition rating for that park or facility.

The condition ratings are a resource tool used in the development of the improvement recommendations for the CCDPR. *Table 3.18* outlines the criteria used to determine the rating of a current park or facility.










Table 3.18 – Condition Rating Definitions








Condition Rating	Rating Definition
<i>Good</i> 	▶ Park or facility is generally well-maintained, has adequate parking, ADA accessible, park equipment is in good condition, park is safe, provides different recreational opportunities for the public
<i>Fair</i> 	▶ Park or facility is maintained, but may be showing “wear and tear” due to age and use. The park or facility has some parking and some ADA features. The park or facility only provides a few recreation options. In addition, the park appears to be safe at times, but there are some security concerns.
<i>Poor</i> 	▶ Park or facility is not maintained well and shows significant “wear and tear” due to age and use. The park or facility limited parking and no ADA features. The park or facility provides limited recreation options. In addition, the park appears to be unsafe for residents.

Overall, the current inventory of County parks and facilities are considered to be in good condition. However, some are experiencing significant wear due to age and not accessible to the public. The dilapidated condition of these parks and facilities give them a poor rating. *Table 3.19* provides the park and facility condition ratings with the rationale behind the ratings. Additional park specific detail is provided in the appendix section of this report.

Table 3.19 – Current Park/Facility Condition Ratings

Park / Facility	Condition Rating	Rating Rationale
Flat Shoals Park	●	► The park is in overall good condition. The fields appear to be maintained, and the playground is in good condition. The restrooms are not ADA compliant. There is adequate parking available in the park. The park offers a variety of amenities including fields, tennis courts, picnic areas, and a playground.
Independence Park	◐	► The park is beginning to show significant “wear and tear” due to age and use. Security is a concern. The amenities are generally in fair condition, but the park does offer a variety of amenities including a walking track.
Gerald Matthews Sports Complex	●	► The complex is in good condition with a wide variety of recreation offerings and amenities. The walking path is in good condition around the south side of the property. The manhole cover at the lake spillway is missing and presents a safety hazard. Graffiti is present on the picnic pavilion south of the soccer fields.
Morrow/Lake City Park	●	► The facilities are in good condition. The open area on the south end of the property is showing wear from cars parking on the gravel/grass.
Panhandle Park	●	► Park amenities are in good condition. The new playground is a welcome/needed addition to the park. There are many areas within the park for picnics. Baseball field #3 is in poor condition due to the intrusion of the bleachers being utilized for the football field, which consumes a majority of field space.
Rex Park	●	► Park amenities are in good condition. Potential erosion issues exist around the playground area. There is adequate parking throughout the park. The park offers opportunities for walkers and joggers with a paved path approximately .63 miles in length.
Reynolds Nature Preserve	◐	► Overall the preserve is in fair condition. The trails are relatively well-maintained, but they are showing signs of wear. There are certain locations on the trails that do not contain signage. The lower parking lot is closed, and limits parking at the preserve. Additionally, no fishing is allowed in the lakes.

Park / Facility	Condition Rating	Rating Rationale
Trevon Wilson Park		► The park is owned by the City of Riverdale. The park lacks adequate walking/jogging areas. The BBQ pavilion is closed due to age and condition. Security is a concern in the park.
J. Charley Griswell Park at Rum Creek		► The park facilities and amenities appear to be in generally good condition. The park has adequate parking and lighting. Trail potential exists around the perimeter of the park.
J.W. Arnold Park		► The park amenities are in good condition with a large baseball field that can be used for multiple sports. The restrooms and concession building appears to be new. Parking is very limited.
Grant Road Park		► The park has extensive graffiti on park amenities and does not have adequate lighting. The field is in fair condition.
Key Street Park		► The park has one multi-purpose field, that limits recreation activities provided. The park has potential to be enhanced to service surrounding neighborhoods. Unmarked parking is available in a grass area, but contributes to erosion around the field.
Lee Street Park		► The football field turf is in “fair to poor condition”. Signs are present stating “park construction area keep out.” The walking track around the parking lot, approximately .15 miles in length, is well utilized.
Maddox Road Park		► The playground is in good condition as is the new basketball court. However, the basketball court interrupts the potential for the informal baseball field to be fully utilized. The remainder of the property is open greenspace with a playground.
Paradise Park		► The park’s amenities are generally in good condition. A portion of the fence in outfield is missing and needs to be repaired. The park is well marked with signs and has adequate parking.
Pine Circle Park		► The condition of park amenities is generally good. Given the geographic location of the park, there are security concerns. The park gate was closed when visited but opened by a citizen. Extensive dumping is occurring on adjacent property.

Park / Facility	Condition Rating	Rating Rationale
Sigma Chi Memorial Park		► This small park has well-maintained greenspace and a monument. Parking is limited, and security is a concern. The park is mostly greenspace with no recreation amenities with exception of one picnic table.
Tar Creek Mini Park		► The park is closed to the general public. The park is now used solely by Morrow High School. Gates are closed and locked with no access allowed by the public. The parking lot now has classroom trailers covering all parking spaces.
Jim Huie Recreation Center and Steve Lundquist Aquatics Center		► The recreational and aquatics center is a new facility offering a variety of amenities and services. The center has adequate parking and ADA compliant.
Carl Rhodenizer Recreation Center		► The recreational and aquatics center is a new facility offering a variety of amenities and services. The center has adequate parking and ADA compliant. Upon site visit, the elevator was not working. The center director suggested adding speed bumps to the parking lot outside of the recreation center to slow traffic.
Virginia Burton Gray Recreation Center		► The recreational and aquatics center is a new facility offering a variety of amenities and services. The center has adequate parking and ADA compliant.
Aging Division	N/A	► The aging division offers services to seniors. The facility is only administrative office space and not a public recreational facility. Therefore the facility is not rated.
Clayton County International Park		► The condition of the park is good, however, the park appears to be well under utilized in the fall and winter season. The muscle beach fitness center is in fair condition and needs updating. The tennis center is in good condition, but appears to be under-utilized. The park offers many picnic areas. The park also provides fishing opportunities for visitors, however the fishing dock is in poor condition. The volleyball courts and stadium are under utilized.
Charley Griswell Center		► The senior center is a new facility and offers a variety of amenities and services. The center has adequate parking and is ADA compliant.

Park / Facility	Condition Rating	Rating Rationale
Frank Bailey Senior Center	●	► Overall the facility is in good condition. The center has adequate parking and offers a wide variety of recreational services to adults that are older than 55 years of age.
Wilma W. Shelnett Senior Center	◐	► This center is no longer a senior center. The facility houses the Kinship program and the ADH program. These programs provide a variety of services to seniors and youth who are eligible for the programs. The actual facility is in fair condition. New paint and updated restrooms are in progress. The basement is used as general storage and could be used for additional recreation space. There are security concerns at night.
Therapeutics Division	◐	► The facility is in the old Clayton County Health Department building located in Forest Park. There is no sign for the facility. The Therapeutics Division moved into the facility during 2007, and improvements are expected to be made.
Jesters Creek Park and Greenway	○	► The park is mostly greenspace. The park was closed when visited. This park has potential to be incorporated into the Jesters Creek Trail system and more recreational amenities can be offered. The park is not well marked and is very difficult to locate.
Rex Equestrian Park	○	► The equestrian park is not open to the public. The equestrian ring is in poor shape and appears that it is not used. An archery area on the north end of the property appears to be used, but the area is not formally marked as an archery area.
Forest Park Park	●	► The park is small, but provides access to 2 baseball fields. The park also has a picnic pavilion and concession building that appears to be in good condition. The old concession building is in poor condition and should be assessed for repair or demolition.
Bonanza Pool	○	► The pool is no longer present. The site is a vacant lot located in a neighborhood. Recommend liquidating the property.
Bonanza Park	◐	► The park is in fair condition with 2 full court basketball courts. The open greenspace is under utilized and could be the site for a new playground. The park is not marked and parking is on the adjacent neighborhood street.

Park / Facility	Condition Rating	Rating Rationale
Reid Stephens Property	○	► This property is currently closed to the public. The house and outbuildings are in disrepair. The property does have potential for a trails system and interpretive historic area.

The condition ratings listed above are used in the development of improvement recommendations focused on rehabilitation or enhancements and are presented later in the Master Plan.

Additional Park and Recreation Opportunities

In addition to the Department of Parks and Recreation parks and facilities, the general public has access to recreation opportunities offered by cities, schools, area churches, and private organizations.

Cities

City-owned and operated parks located in the County are a necessary component to the County-wide parks system and enhance the recreational opportunities for the residents of Clayton County. Generally, the city parks provide recreation services and opportunities to local residents for daily use. Clayton County has 7 formal cities, including Forest Park, Riverdale, Morrow, College Park, Jonesboro, Lake City, and Lovejoy. *Table 3.20* provides information on the parks offered by the cities located throughout the County.

Table 3.20 – City Owned Parks Summary

City	Acres	Amenities
Forest Park¹⁹		
Starr Park – Located adjacent to the Recreation Center and covering an area from the back of the Recreation Center Parking Lot to South Avenue	18	This park area includes an outdoor lighted tennis court, lighted sand volleyball court, three picnic pavilions, barn-style entertainment stage, walking track (1,068') with night lighting, an outdoor pool with dressing rooms and an office area, 18-hole mini golf course, fitness area, children's (6-12 years old) and tiny tot playgrounds, 5 lighted softball/baseball fields; a lighted 2,500 seat capacity football stadium and field with concession, dressing rooms, press box, storage rooms, and office areas; 4 concession stands, restrooms, benches, and patio areas.

¹⁹ City of Forest Park, Georgia. *City of Forest Park Comprehensive Plan 2005 – 2025*. p. 95 – 96.

City	Acres	Amenities
Located at the corner of Georgia Avenue and Ash Street	3	This park area includes a 2,500 square-foot community building which houses 4 small meeting rooms, 1 assembly area, restrooms, a small kitchen, 1 junior-sized soccer field, 1 midget-sized soccer field, and a parking lot.
Located on Scott Boulevard adjacent to Hendrix Drive Elementary School	7.5	This park area includes a 2.5 acre nature habitat development with picnic tables, sitting area, small stage, and a parking lot.
Located at the corner of West Street, Perkins Drive (Old Spring Street) and Elbo Alley	3	This park area includes picnic pavilion, grills, lighted multi-purpose/basketball area, playground, landscaping, benches, and a small parking area.
Located at 5077 Lake Drive	1	This park area includes 2 community buildings, landscaping, and a small parking area. One community building serves as a meeting room with a small kitchen and restroom. The other community building serves as a classroom with an open area.
Located on Main Street between Lake Drive and West Street	3.1	This park area, which is adjacent to businesses and the library on Main Street, was developed as a walking track with a small gazebo, benches, water fountain, landscaping, night lighting, and parking lot.
Ash Street, Bridge Avenue, and Georgia Avenue	12.5	This acreage includes 7 linear greenway strips on Ash Street, Bridge Avenue, and Georgia Avenue which include walking paths, landscaping, and benches.
Railroad right-of-way from West Street to Phillips Drive	12	This acreage along the railroad right-of-way from West Street to Phillips Drive includes landscaping and sidewalks.
Forest Parkway from Bartlett Drive to the Georgia State Farmers Market at Pine Tree Street	7	This acreage includes medians of Forest Parkway from Bartlett Drive to the Georgia State Farmers Market at Pine Tree Street and includes intense landscaping.
Ellenwood²⁰		
County Line Park	8	Multi-use field, basketball court, tennis courts, multi-use courts, playground, picnic area and trails
Fork Creek Mountain Park	35	Multi-use field, picnic area and trails
Riverdale²¹		

²⁰ The Ellenwood parks listed are located in DeKalb County.

²¹ The City of Riverdale owns Trevon Wilson Park, which is leased to the County. Therefore, the park is currently included in the County system inventory. Additionally, the City of Riverdale owns and maintains 51+ acres of designated greenspace located near Walker Road. This is currently not accessible to the public.

City	Acres	Amenities
Riverdale Basketball Court	1.5	Basketball court
Banks Park	.33	
Church Street Park	5.8	Circular trail with a rock dust surface
Morrow²²		
Jim and Peggy Millirons Park	2.29	Covered pavilion, park benches, and a granite multipurpose trail connection system
Charles Sorrow Park	.4	Park benches
Shirley and Wendell Watterson Park	.367	Picnic and playground areas
Milton Daniel Park	4.9	Playground, covered picnic pavilion, volleyball court, and exercise track
John Robert Park	.31	
J.L. Christian Park	.489	Greenspace
Parker E. Duffey Memorial Park	.644	Picnic tables and playground
Frost & Thelma Ward Park	.516	Park benches
Hammack Park	2.9	
Barton Memorial Park	43	<i>Planned Park in Conceptual Phase</i>
Jonesboro		
Battlefield Park		Pavilion
Massengale Park		Pavilion

Schools

The County's school system provides recreation opportunities to residents who are school aged. This plan assumes that the general public outside of school-aged residents are not able to access the recreation opportunities and amenities offered by the County school system. Therefore, the elementary schools and amenities listed in *Table 3.21* are noted as being present within the County, but are not recreation services available to the general public. Almost every elementary school has a playground and/or gym located on the school property.

Table 3.21 – Clayton County Elementary Schools

Elementary School	Address	Facilities	
		Playground	Gym
Anderson	4199 Old Rockcut Road Conley, GA 30288	✓	✓
Arnold	216 Stockbridge Road Jonesboro, GA 30236	✓	✓
Brown	9771 Poston Road Jonesboro, GA 30236	✓	✓

²² Barton Memorial Park in the City of Morrow is in the conceptual phase, and therefore is not included in the inventory.

Elementary School	Address	Facilities	
		Playground	Gym
Callaway	120 Oriole Dr. Jonesboro, GA 30238	✓	✓
Church Street	7013 Church Street Riverdale, GA 30274	✓	✓
East Clayton	2750 Ellenwood Road Ellenwood, GA 30049		✓
Edmonds	4495 Simpson Road Forest Park, GA 30297	✓	✓
Fountain	5215 West Street Forest Park, GA 30297	✓	✓
Harper	93 Valley Hill Rd SW Riverdale, GA 30274	✓	✓
Hawthorne	10750 English Road Hampton, GA 30228	✓	✓
Haynie	1169 Morrow Road Morrow, GA 30260	✓	✓
Hendrix Drive	4475 Hendrix Drive Forest Park, GA 30297	✓	✓
Huie	1260 Rock Cut Road Forest Park, GA 30297	✓	✓
James Jackson	7711 Mt Zion Blvd Jonesboro, GA 30236	✓	✓
Kemp Elem School	10990 Folsom Road Hampton, GA 30228	✓	✓
Kemp Primary	1090 McDonough Rd Hampton, GA 30228	✓	✓
Kilpatrick	7534 Tara Road Jonesboro, GA 30236		✓
Lake City	5354 Phillips Drive Lake City, GA 30260	✓	✓
Lake Ridge	7900 Lake Ridge Circle Riverdale, GA 30274	✓	✓
Lee Street	178 Lee Street Jonesboro, GA 30236	✓	✓
Lewis Academy of Excellence	6390 Church Street Riverdale, GA 30274	✓	✓
Martin Luther King, Jr.	5745 West Lee's Mill Rd College Park, GA 30349		✓
Morrow	6115 Reynolds Road Morrow, GA 30260	✓	✓
Mount Zion	2984 Mount Zion Road Jonesboro, GA 30236	✓	✓

Elementary School	Address	Facilities	
		Playground	Gym
Northcutt	5451 West Fayetteville Road College Park, GA 30349	✓	✓
Oliver	1725 Cheryl Leigh Drive Riverdale, GA 30296	✓	✓
Pointe South	631 Flint River Road, SW Riverdale, GA 30274	✓	✓
River's Edge	205 North Bridge Road Fayetteville, GA 30215	✓	✓
Riverdale	6630 Camp Street Riverdale, GA 30274	✓	✓
Roberta T. Smith	6340 Highway 42 South Rex, GA 30273	✓	✓
Suder	1400 Lake Jodeco Road Jonesboro, GA 30236	✓	✓
Swint	500 Highway 138 Jonesboro, GA 30238	✓	✓
Tara	937 Mount Zion Road Morrow, GA 30260	✓	✓
Thurgood Marshall	5885 Maddox Road Morrow, GA 30260	✓	✓
Unidos Dual Language Charter School	4475 Hendrix Drive Forest Park, GA 30297	✓	✓
West Clayton	5580 Riverdale Road College Park, GA 30349	✓	✓
William M. McGarrah	2201 Lake Harbin Road Morrow, GA 30260	✓	✓

Table 3.22 outlines the amenities offered at area middle schools. In general, these amenities focus more on team sports.

Table 3.22 – Clayton County Middle Schools

Middle School	Address	Facilities				
		Gym	Baseball/ Softball Field	Football Field	Track	Tennis Courts
Adamson	3187 Rex Road Rex, GA 30273	✓		✓	✓	
Babb	5500 Reynolds Road Forest Park, GA 30297	✓		✓	✓	

Middle School	Address	Facilities				
		Gym	Baseball/ Softball Field	Football Field	Track	Tennis Courts
Forest Park	930 Finley Drive Forest Park, GA 30297	✓		✓	✓	
Jonesboro	1308 Arnold St Jonesboro, GA 30236	✓		✓	✓	
Kendrick	7791 Kendrick Road Jonesboro, GA 30238	✓		✓	✓	
Lovejoy	1588 Lovejoy Road Lovejoy, GA 30250	✓				
M. D. Roberts	1905 Walt Stephens Road Jonesboro, GA 30236	✓		✓	✓	
Morrow	5968 Maddox Road Morrow, GA 30260	✓				
Mundy's Mill	1251 Mundy's Mill Road Jonesboro, GA 30238	✓		✓		✓
North Clayton	5517 West Fayetteville Road College Park, GA 30349	✓		✓	✓	
Pointe South	626 Flint River Road, SW Jonesboro, GA 30238	✓		✓	✓	
Rex Mill	6380 Evans Drive Rex, GA 30273	✓		✓	✓	
Riverdale	400 Roberts Drive Riverdale, GA 30274	✓	✓	✓		
Sequoyah	95 Valley Hill Road SW Riverdale, GA 30274	✓	✓	✓	✓	

Similarly, the County high schools also focus on team sports as outlined in *Table 3.23*.

Table 3.23 – Clayton County High Schools

High School	Address	Facilities				
		Gym	Baseball/ Softball Field	Football Field	Track	Tennis Courts
Forest Park	5452 Phillips Drive Forest Park, GA 30297	✓	✓	✓	✓	
Jonesboro	7728 Mount Zion Boulevard Jonesboro, GA 30236	✓	✓	✓	✓	
Lovejoy	1587 McDonough Road Hampton, GA 30228	✓	✓	✓	✓	
Morrow	2299 Old Rex Morrow Road Morrow, GA 30260	✓	✓	✓	✓	✓
Mount Zion	2535 Mount Zion Parkway Jonesboro, GA 30236	✓	✓	✓	✓	
Mundy's Mill	9652 Fayetteville Rd. Jonesboro, GA 30238	✓	✓	✓	✓	✓
North Clayton	1525 Norman Drive College Park, GA 30349	✓	✓	✓	✓	✓
Riverdale	160 Roberts Drive Riverdale, GA 30274	✓	✓	✓	✓	

Churches

Although there are numerous churches located throughout the County, this plan focuses on the basic recreation services that are formally offered by area churches. *Table 3.24* displays the recreation activities provided by some of the area churches. First Baptist Jonesboro provides a wide offering of recreation activities to youth and adults. In general, basketball is the most popular recreation activity provided by churches in Clayton County.

Table 3.24 – County Church Recreation Offerings Summary

Church	Address	Recreation Activity			
		Aerobics or Yoga	Baseball/ Softball	Basketball	Other (Cheerleading, Game Room, Weight Room, etc.)
First Baptist Jonesboro	147 Church Street Jonesboro GA 30236	✓	✓	✓	✓
Jonesboro First UMC	142 South Main Street Jonesboro, GA 30236	✓			✓
New Birth South Metropolitan Church	2450 Mt. Zion Parkway Suite 400 Jonesboro, GA 30236			✓	✓
Unity South Atlanta Church	7483 Mt. Zion Blvd. P.O. Box 2180 Jonesboro, GA 30237	✓			
Christians for Change	2110 Bethsaida Rd Riverdale, GA 30296			✓	
Community Fellowship Christian Church	107 Highland Hills Rd Riverdale, GA 30296			✓	
Divine Faith Ministries	9800 Tara Blvd. Jonesboro, GA 30238			✓	
Calvary Baptist Church	109 Oak St Hampton, GA 30228			✓	

Privately-Owned Facilities

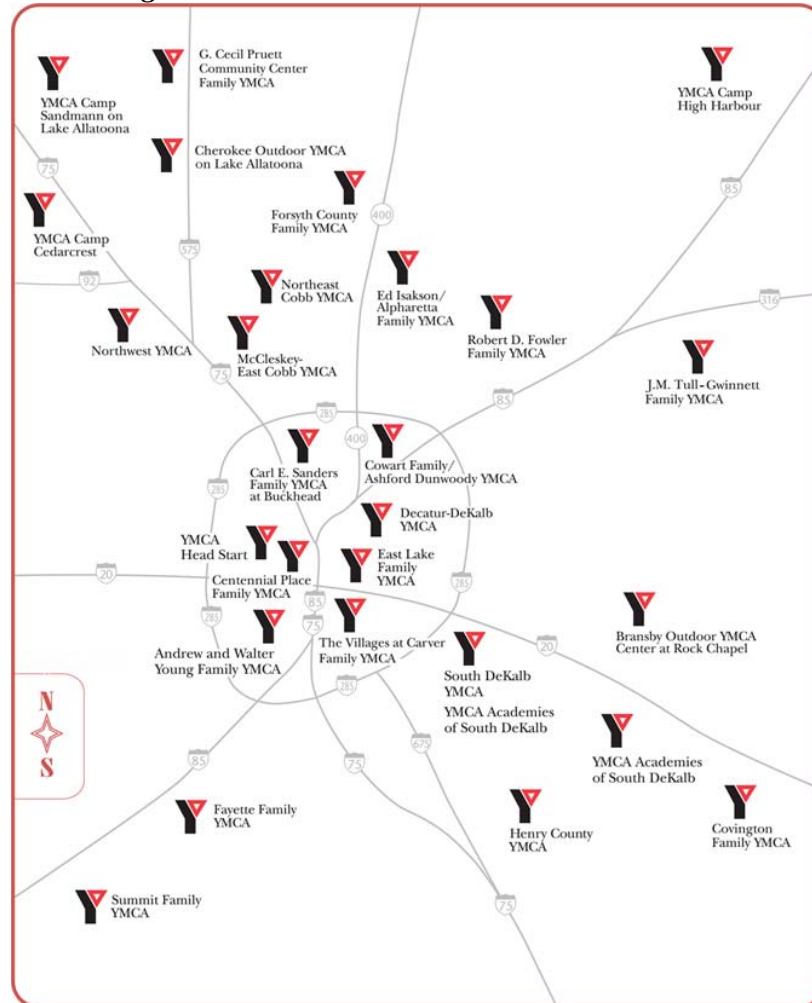
Privately-owned facilities provide recreation services to the paying public and therefore are mentioned in this analysis. However, because the businesses require membership fees, these businesses are not included in the County inventory park and recreation inventory.

Currently, there are approximately 12 active for-profit recreation/fitness facilities located in Clayton County.²³ Many provide aerobic and weight room service offerings. The

²³ Privately-owned facility information obtained through phone surveys conducted by Booz Allen Hamilton.

Metro-Atlanta YMCA

Figure 3.13 – Metro-Atlanta YMCA Locations



CLAYTON COUNTY
Parks
& RECREATION DEPARTMENT

Section Four – Needs Assessment

The Needs Assessment portion of the Master Plan is designed to obtain feedback and input from all stakeholders within the parks and recreation system. This includes the general public, employees and staff, and County leadership. Therefore, the Needs Assessment utilized multiple avenues to collect and analyze feedback and input for the creation of this Master Plan. The Needs Assessment includes data and analysis from the public Town Hall meetings, focus groups with specific user groups, and the Needs Assessment survey.

Town Hall Meetings

The Department of Parks and Recreation provided opportunities for the general public to participate and provide input into the Master Plan. The Town Hall meetings were conducted during the last week of February 2008. The meeting schedule is shown in *Table 4.1* below:

Table 4.1 – Town Hall Meeting Dates and Locations

Date	Location	Attendees
February 25, 2008	Carl Rhodenizer Recreation Center	55
February 26, 2008	Virginia Burton Gray Recreation Center	22
February 27, 2008	International Park – VIP Complex	25
February 28, 2008	Jim Huie Recreation Center	73
Total Attendance		175

The purpose of the Town Hall meetings was to obtain public input regarding park facilities, amenities, security, programs, and future park development. Additionally, the Town Hall meetings presented an opportunity to “pulse” the public on what they think is working well and what are the most important priorities regarding parks and recreation within Clayton County. The four meetings attracted a total of 175 people in attendance. Detailed questions and answers from the town hall meetings can be found in the Appendix section of the Master Plan.

The Town Hall meetings presented an opportunity for the public to voice their concerns regarding the County parks and facilities. The main themes from the meetings are the following:

- ▶ Security and safety at parks is a concern;
- ▶ Fees associated with programs and recreation centers are too high;
- ▶ Not informed about current inventory of parks and amenities; and
- ▶ Lack of transparency of the use of funds and capital improvement projects

The main themes are a source of input for the development of improvement recommendations.

Focus Groups

In addition to the Town Hall Meetings, focus groups were conducted with a cross-section of stakeholders. Focus groups provide additional sources of input and are specific to certain stakeholder groups. The Booz Allen Team conducted two focus groups to obtain input into the development of this Master Plan. The first focus group identified the needs and issues of internal Department of Parks and Recreation staff. The second focus group consisted of the senior population. Both of these groups provided insight and feedback that enhance the Needs Assessment section of this Master Plan.

Department of Parks and Recreation Employee Focus Group

The Booz Allen Team facilitated a focus group meeting with select employees representing all areas of the Department of Parks and Recreation on January 11, 2008. The objective of the meeting with the focus group was to obtain input from staff about what is working well within the Department, and what can be improved internally. The meeting focused on key areas of the organization including people, processes, technology, facilities, and customer delivery. The focus group identified key areas of excellence and improvements within the Department. A sampling of strengths included a sincere concern for the seniors of the community and a desire to fill their needs; room for growth/career advancement (many participants were former part-time and seasonal workers); Connecting people and the community together, especially school systems. Key themes for improvement collected from the focus group include:

- ▶ Improving communication between service departments
- ▶ Increase marketing to keep new programs going and to garner support and resources for program initiatives
- ▶ Technology enhancements can be made to assist the Department in executing it's mission effectively

Senior Focus Group

The growing senior population, with the introduction of the baby boomer generation, presents a unique challenge to local governments. Given this unique challenge of planning for an influx of people entering the senior population (55+ years old), the CCDPR decided to conduct a focus group with the senior population. The Senior Focus Group session was held on February 12, 2008 at the Frank Bailey Senior Center in Riverdale, Georgia. There were approximately 59 seniors representing all areas of the County in attendance.

The Senior Focus Group meeting presented an opportunity for the senior population to voice their concerns regarding the County parks and facilities. The main themes from the meeting are the following:

- ▶ Fees for Senior Centers and programming
- ▶ Transparency on the use of funds generated by the Senior Centers
- ▶ Transportation for senior programming
- ▶ Equality in level of service and amenities across Senior Centers

Detailed questions and answers from the Senior Focus Group meeting is available in the Appendix.

Needs Assessment Survey

As the foundation for the Master Plan project, CCDPR and Booz Allen Hamilton conducted extensive research to help Clayton County better understand needs and concerns from the resident's perspective. This was the first large-scale attempt to gain a comprehensive picture of the needs, preferences, and behaviors of residents with regards to park facilities and programs. Much of the new understanding detailed in this report was developed from responses to the Needs Assessment Survey conducted January through March of 2008. During this time period, CCDPR was able to collect 956 responses to the survey. The following is a summary of the key findings from the survey. Complete results including the survey instrument can be found in the Appendix. The survey was divided into three sections including demographics, participation and usage, and awareness and support.

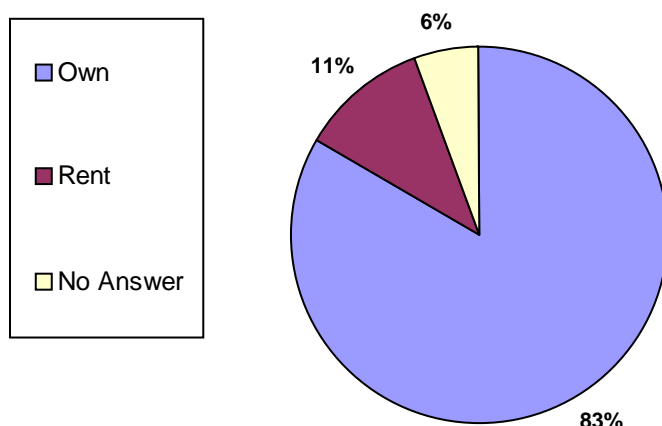
Demographic Characteristics of the Respondents

The Needs Assessment Survey utilized multiple communication channels to both promote the survey as well as to collect responses. The survey was hosted online, mailed to a random sample of residents throughout the County in the water authority utility bills, and passed out at the Town Hall Meetings. Given the wide array of communication channels used, the CCDPR was able to obtain a representation of all areas of the County.

Household Composition

Eighty-three percent of respondents own their house while 11% of respondents indicated that they are currently renters. The remaining 6% of respondents did not indicate an answer. *Figure 4.1* graphically depicts the household composition results of the survey.

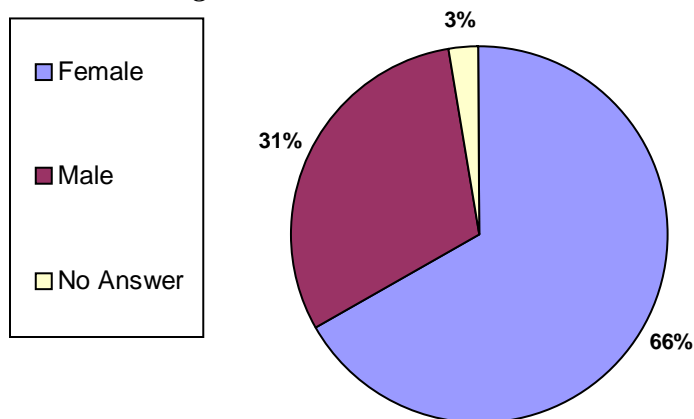
Figure 4.1 – Household Composition



Sex Distribution

Sixty-six percent of the participants to the survey indicated that they are female. 31% stated they are male. The remaining 3% did not answer the question. *Figure 4.2* graphically depicts the sex distribution results of the survey.

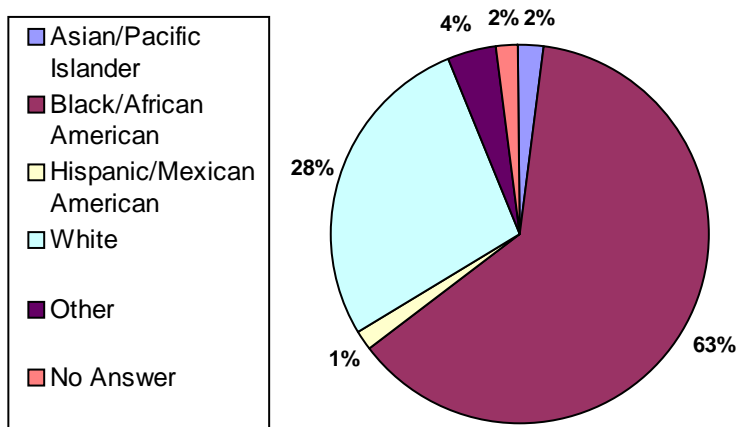
Figure 4.2 – Sex Distribution



Racial Composition

Sixty-three percent of respondents indicated that they are Black/African American followed by 28% who indicated they are White. *Figure 4.3* graphically depicts the racial composition results of the survey.

Figure 4.3 – Racial Composition



Participation and Usage Findings

Usage

The Needs Assessment Survey included 7 questions regarding participation and usage of parks and recreational facilities. Twenty-four percent stated that they did not use a park

or recreational facility within the past year. Of these people the primary reason for not using the parks or facilities is due to lack of time. Other notable responses for reasons for not using the parks or facilities are because of safety/security (17%), do not have kids at home (13%), and there are not enough facilities (10%). Enhancements to security and facilities may help in attracting this population segment to use parks and recreational facilities. Marketing, branding, and promotion can help attract people who believe that parks and recreational facilities are only for kids.

For the residents that are using the facilities, the following are the most widely used:

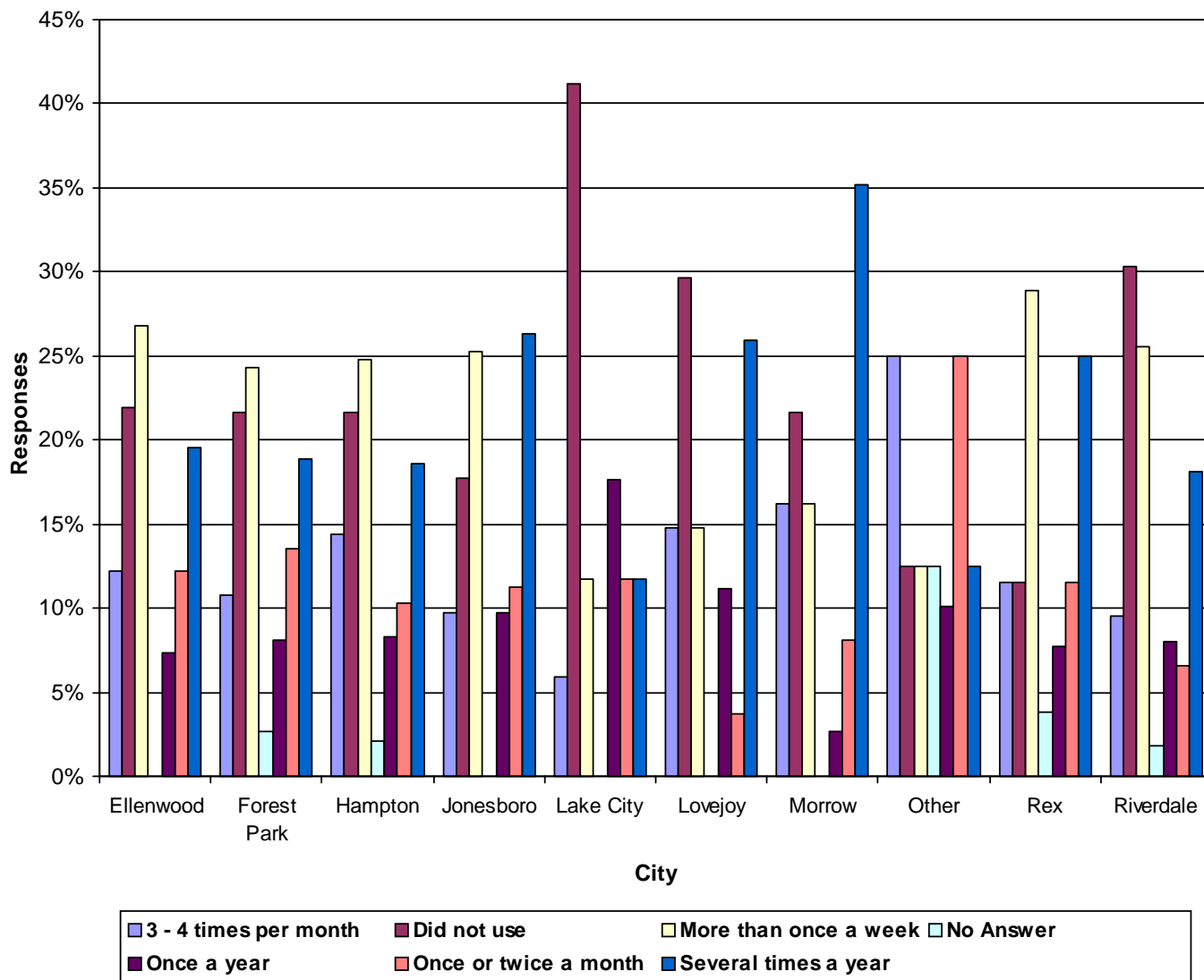
- ▶ Wilma W. Shelnutt Senior Adult Center (159 responses)
- ▶ Frank Bailey Senior Center (104 responses)
- ▶ Carl Rhodenizer Recreation Center (100 responses)
- ▶ J. Charley Griswell Senior Center (98 responses)
- ▶ Jim Huie Recreation Center (92 responses)

For the residents that are using the parks, the following are the most widely used:

- ▶ Trevon Wilson Park (110 responses)
- ▶ The Beach located at International Park (106 responses)
- ▶ Panhandle Park (97 responses)
- ▶ International Park (94 responses)
- ▶ Flat Shoals Park (92 responses)

Park and facility usage characteristics are similar when looking at the responses by city. *Figure 4.4* shows the park and facility usage responses by city.

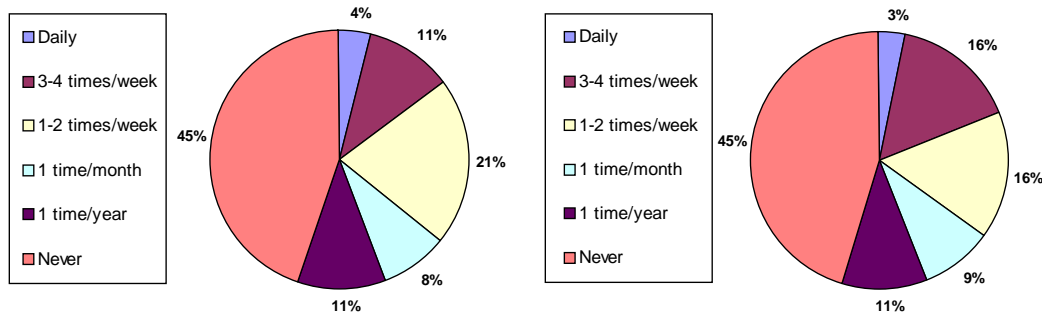
Figure 4.4 – Park and Facility Usage by City



Usage characteristics are similar across cities, with the exception of Lake City and Morrow. Residents in Lake City had a tendency to respond that they do not use (~42%) parks or facilities. However, residents of Morrow indicated that they use parks and facilities several times a year (~36%). This information can be used when marketing events to reach out to residents who are not using the park system amenities and offerings.

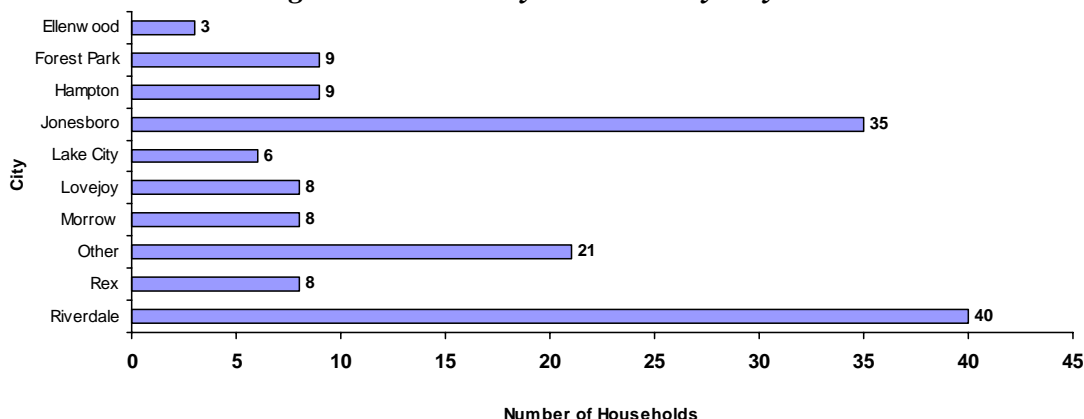
Respondents were asked how often members of their household participate in indoor recreational classes or programs. Forty-five percent of people under the age of 18 never participate in indoor classes or programs. Similarly 45% of people over the age of 18 never participate in indoor classes or programs. Figure 4.5 displays the similarity in usage of indoor classes or programs across the two age categories.

Figure 4.5 – Indoor Classes and Programs Usage
Under 18 Over 18



Trails tend to be under-utilized throughout the County. Eighty-two percent of the residents surveyed said that they do not utilize an existing trail system. *Figure 4.6* displays the distribution of where the current users reside.

Figure 4.6 – Trail System Users by City

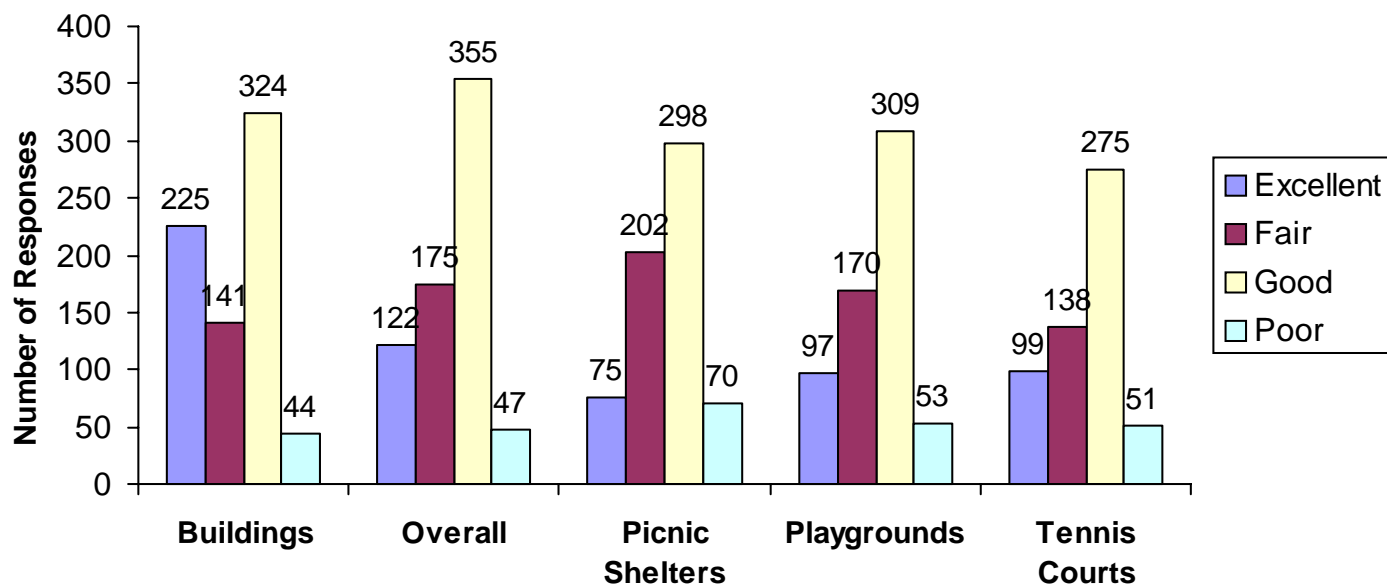


As *Figure 4.6* shows, residents of Riverdale and Jonesboro are the highest trail users.

Physical Facility Condition Ratings

Overall, the public reported that park facilities and amenities are in good condition. There were more fair ratings for picnic shelters compared to buildings, playgrounds, and tennis courts. Respondents generally view the buildings as being good or excellent. Park maintenance in the future should focus on improving physical condition ratings, especially with picnic shelters. *Figure 4.7* displays the full results for the physical condition ratings.

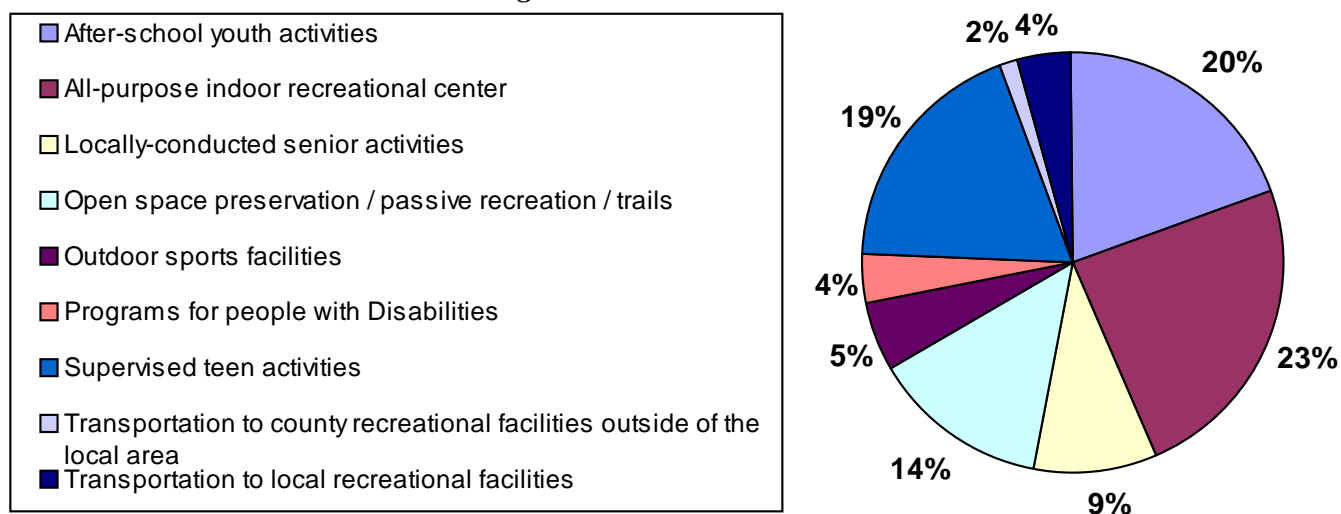
Figure 4.7 – Physical Facility Condition Ratings



Future Needs and Wants

Identifying the future needs and wants of Clayton County residents is the primary purpose behind the Needs Assessment Survey. As shown in Figure 4.8, respondents to the survey are strongly in favor of after school activities for youth and supervised teen activities (39% total when combined).

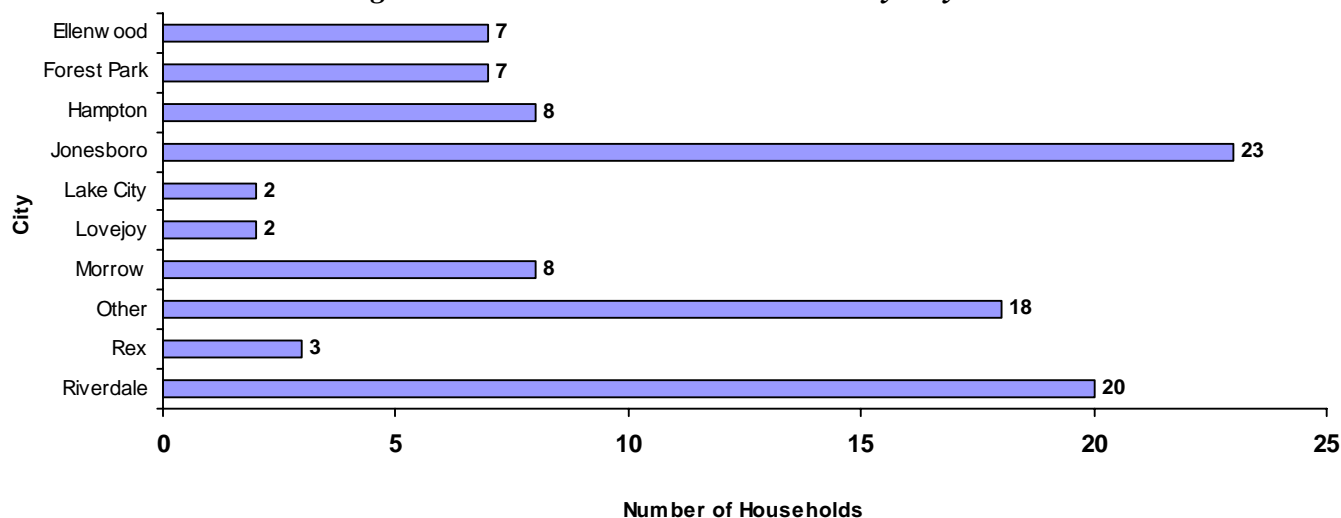
Figure 4.8 – Future Needs/Wants



Secondly, respondents overwhelmingly have the need and/or want for additional all-purpose indoor recreation centers. Finally, open space preservation/passive recreation/trails made up 14% of respondents. Although only 18% of respondents indicated that they currently utilize an existing trail system, it appears that the residents

would like to have more trails. This could imply that the current inventory of trails is not well known or marketed. *Figure 4.9* displays the want for trails by city.

Figure 4.9 – Future Trail Needs/Wants by City



Residents of Jonesboro followed by Riverdale indicated that they would like more trails and open space preservation. This data is in line with the current users of existing County trails.

This data provides information that is used in the development of improvement recommendations outlined in detail later in the plan. Additionally, this data supports the need for a trails Master Plan, which is presented in the Comprehensive Trails Plan section of this Master Plan.

Awareness and Support Findings

Respondents to the survey indicated that they receive information on Clayton County Parks and Recreation programs and facilities primarily through friends, family, and neighbors. This shows that word of mouth is still the dominant marketing channel being used by the public. However, with 17% of respondents surveyed, the internet is their primary channel to receive information about parks and programs. This is followed by the newspaper and postings at recreational sites. As outlined further in the Service Improvement Portfolio section of this Master Plan, the Department should utilize these highly visible marketing channels to effectively communicate news of the Department and services.

Additionally, survey participants were asked whether they would support a tax measure to maintain parks, improve parks, preserve open spaces, and develop trails and recreation centers. This question is intended to gauge support for the Department of Parks and Recreation. 67% of participants stated that they would support a tax measure. 33% stated that they would not support a tax measure.

Overall, the Needs Assessment Survey uncovered key themes regarding the CCDPR and are used as a central piece of support and research for the development of the improvement recommendations outlined later in this Master Plan. The primary themes include:

- ▶ Security is a concern in parks
- ▶ Multiple channels (primarily word of mouth and the media) are the preferred channels for obtaining parks and recreation information
- ▶ Residents would like more supervised programming for youth and teens
- ▶ Residents are in favor of more greenspace and trails
- ▶ Physical conditions of parks and facilities are considered “good”

Section Five – Comprehensive Trails Plan

As the population of Clayton County grows, the County is faced with many challenges, some of which include providing adequate infrastructure as well as recreation opportunities. For this reason, the County seeks to develop a comprehensive trail system. The comprehensive trail system is destination driven and focuses on giving people the opportunity to travel to specific areas of interest such as parks, historic sites, and hospitals. The comprehensive trails plan includes the involvement from the Department of Parks and Recreation as well as the Department of Transportation and Development's Greenspace Division. Additionally, the plan is focused on promoting greenspace through the Clayton County Greenspace Program Land Trust, which was specifically designed to maintain and protect greenspace throughout the County. The Greenspace Program has committed "to promote the permanent protection of greenspace for at least 20% percent of Clayton County's geographic area."²⁴

Trails Vision

Just as the vision of the Department of Parks and Recreation serves as the foundation of the organization and thus is the foundation of this Master Plan, the vision for the trails plan serves as a guiding principle for design and operation of current and future trails.

The trails Master Plan vision states:

"Develop a destination driven system of trails throughout the County that not only provides for alternative transportation, but affords a safe environment for our citizens to recreate, relax and learn about our natural environment."

Benefits of Trails Systems

The addition of a well planned trail system into a community has many proven benefits. Several communities across the country have realized several positive impacts as a result of including trails as a core part of their programming. The cities of Ashville, NC and Atlanta, GA are prime examples of communities of well practical trails systems. Typical trail systems benefits are seen in the areas of infrastructure, fiscal, environment, health and safety, and community.

The most obvious benefit of trails and greenways are their physical role as green infrastructure. When laid out in a manner focusing on popular destinations and activity nodes, greenways serve to expand the community's transportation network. This provides an alternative to roadways, helping to reduce traffic congestion and improve air quality. Greenways also serve to protect the watershed when laid out in parallel to streams and rivers. Wetland and forest buffers help to slow and filter stormwater runoff, thus reducing the need for "grey" infrastructure such as flood control devices, retention facilities, and filtration plants. In some cases, greenways are established to help protect

²⁴ Clayton County, Georgia. *Bylaws of Clayton County Greenspace Program Land Trust: Article II.*

flood plains from development, and can reduce the cost of flood insurance for surrounding properties.

Fiscally, greenways provide benefits to surrounding properties. For instance, homes located on or near greenways often sell for higher prices than similar homes in other areas.²⁵ Due to the increase in value that greenways can add to a property, whether residential or commercial, they can augment the return from property taxes. The amenity of greenways can also serve to attract new businesses and talent workers, as well as retain present ones.

Greenways also create new economic activity within the community by facilitating movement between destinations and providing an environment where recreation oriented business and employment can grow. Greenways are also an important component of ecotourism, the fastest growing segment of the tourism industry. Physical activity through the use of greenways lowers the risk for heart disease, diabetes, and high blood pressure, among other diseases. In addition, access to nature has proven to have significant positive impacts on mental health, even lessening symptoms of ADD and ADHD in children, and possibly decreasing mortality rates for the elderly.²⁶ By providing a place for bikers, joggers, and walkers that is separate from the roadway system, greenways reduce the risk of injury posed to these groups from automobiles. In increasing the traffic of passerby to the areas served, greenways can act as a deterrent to crime through the “eyes on the street” effect.

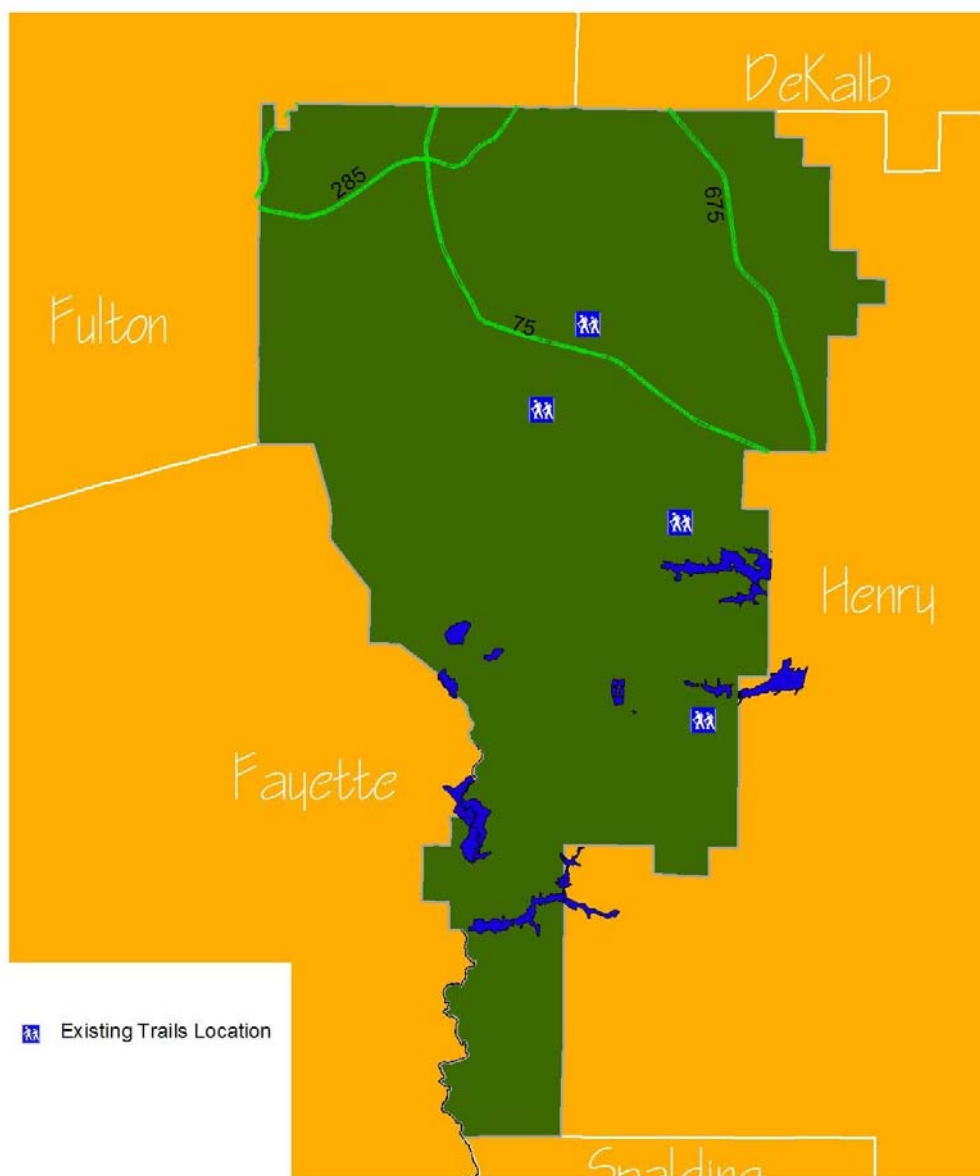
When parallel to roadways, greenways can act as a buffer and help to mitigate noise, light, and exhaust fumes, which have a negative impact on the quality of life of those living in nearby residential areas. Additionally, greenways can improve the aesthetics of the areas that are served. This in turn improves quality of life and residents’ pride in their community. When outfitted with interpretive signage and educational nodes, greenways can also serve as outdoor classrooms for the community.

Current Trail System

The current trail system for Clayton County includes the trails at Reynolds Nature Preserve, the Jesters Creek Trail, the trail at the Melvin L. Newman Wetlands Center, the mountain biking trails located at International Park, and city owned and operated trails. *Figure 5.1* below displays the locations of the current trail systems in relation to the County map.

²⁵ Asheville Greenways Master Plan Report, 2002

²⁶ The Beltline Health Impact Assessment, GA Tech Center for Quality Growth and Regional Development, 2007

Figure 5.1 – Existing Trail Locations

Reynolds Nature Preserve

Located in the City of Morrow, Reynolds Nature Preserve is a 145-acre nature preserve with the mission to “preserve a spot of beauty and serenity for the enjoyment of both man and wildlife.”²⁷

One of the preserve’s featured amenities is a comprehensive trails system covering the entirety of its land expanse. While not paved, the trails afford the public with an opportunity to enjoy and experience nature in a well-maintained setting. *Figure 5.2*

²⁷ Clayton County, Georgia. <http://web.co.clayton.ga.us/reynolds/about.htm> December 11, 2007.

shows the trails system located within the preserve. The trails system offers the public with approximately 3.5 miles of walking trails.

Figure 5.2 – Reynolds Nature Preserve Map



Jesters Creek Trail

The Department of Parks and Recreation operates the Jesters Creek Trail. As the name implies, the Jesters Creek Trail follows Jesters Creek located in Jonesboro. The trail provides a combination of asphalt and concrete surfaces as well as boardwalks over the wetlands near Jesters Creek. The trail currently runs north to south from Morrow Industrial Boulevard / Mt. Zion Blvd. to south of Tara Stadium. The trail has access trails to Tara Stadium and the library. The County plans to build an access trail to Jesters Creek Park in the future, which would complete the planned trail system. *Figure 5.3* shows the trail route outlined in white.

Figure 5.3 – Jesters Creek Greenway Multi-Purpose Trail

The trail system outlined in white is complete and open to the public. Future plans for the trail include a proposed connection to Jesters Creek Park at the South end of the trail. This connection is proposed to be a loop crossing Jesters Creek in two places, which will provide complete access to the trail.

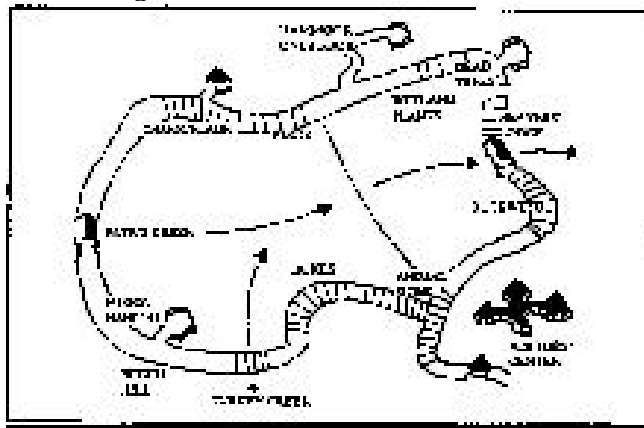
Melvin L. Newman Wetlands Center

The Melvin L. Newman Wetlands Center, operated by the Clayton County Water Authority, aims to “demonstrate the importance of preserving wetlands environments and to provide public education in matters of natural resource conservation.”²⁸ The center preserves 32 acres of wetlands and includes a trail that is “½ mile long, a very easy walk on a surface alternating between crushed stone through forested areas and boardwalk over the swamp. It is very flat, with seating, covered areas and a water fountain. Wheelchairs

²⁸ Clayton County, Georgia. Clayton County Water Authority. <http://www.ccwa1.com/facilities/wetlands.center.aspx>
December 11, 2007.

and baby strollers can be accommodated on the trail.”²⁹ *Figure 5.4* shows the ½ mile trail system located at the center.

Figure 5.4 – Wetland Center Trail



International Park

International Park provides opportunities for mountain bikers on the trails located at the North end of the park. *Figure 5.5* represents a map of the trail system at the International Park. The trails are operated and maintained by the Southern Off-Road Bicycle Association (SORBA).

²⁹ Ibid.

Figure 5.5 – International Park Mountain Biking Trails



City-Owned Trail Systems

In addition to County owned and operated trail systems, cities provide an additional source of trails to contribute to the County-wide system. The City of Morrow is the only city in the County with a formal trail system design and plan. *Figure 5.6* shows the future phased plan for the trail system.³⁰ The planned comprehensive trail system for the City of Morrow will connect neighborhoods, businesses, and provide recreation opportunities for local residents. The proposed trail system will primarily follow Jesters Creek with connections to surrounding neighborhoods. The trail system is expected to end near Reynolds Nature Preserve that lies to the north. Phase 1 of the plan is currently under construction.

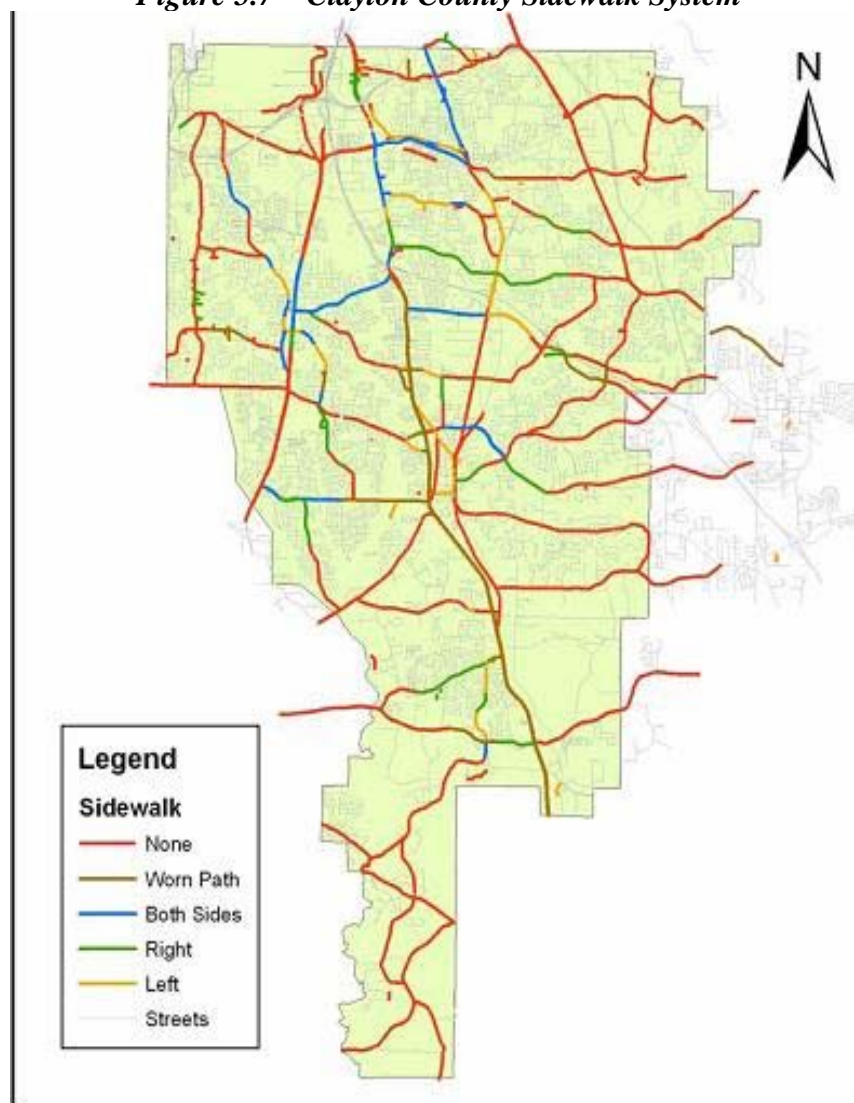
³⁰ City of Morrow Public Works Department. This is the current rendering of the planned trail system as of December 2007. Alterations or modifications to the trail system can be made, and therefore will slightly change the trail system design as shown.

Figure 5.6 – City of Morrow Jesters Creek Trail System



County Sidewalk System

In addition to the County's formal trails system, roadside sidewalks another alternative transportation method for County residents. These pedestrian friendly sidewalks can alleviate traffic congestion and serve as key linkages to formal trail systems. Figure 5.7 shows the current County sidewalk system along the major thoroughfares.

Figure 5.7 – Clayton County Sidewalk System

Trail System Enhancement & Development Guidelines

The trails component of the Master Plan has specific design elements and development guidelines that were taken into consideration through the development process of the proposed trail system. Enhancements and development guidelines include, but are not limited to incorporating key points of interest, public involvement, and specific design considerations.

Points of Interest

The trails Master Plan is designed to be destination driven and focused on giving people the opportunity to travel to specific areas of interest. The proposed trail system includes the following sites of historic significance:

- ▶ Historic Jonesboro

- ▶ Native American Fish Weir South of Woolsey Road and in the Flint River
- ▶ Steve Lundquist Aquatic Center
- ▶ Jester's Creek Greenway Trail
- ▶ City of Morrow's Trail System
- ▶ International Park
- ▶ Reid Stephens's Heritage Park
- ▶ Fort Gillem's Redevelopment
- ▶ Villages of Ellenwood's Trail System
- ▶ Southern Regional Hospital
- ▶ Reynolds Nature Preserve

Public Involvement

The development of the future trail system incorporated feedback from the general public and users of the Department of Parks and Recreation. A needs assessment survey, discussed in detail in the Needs Assessment section of this Master Plan, was conducted and asked questions to the public regarding the use of trails. The following questions were presented to the public in the needs assessment survey.

Do you currently utilize and existing trail system? (Yes or No)

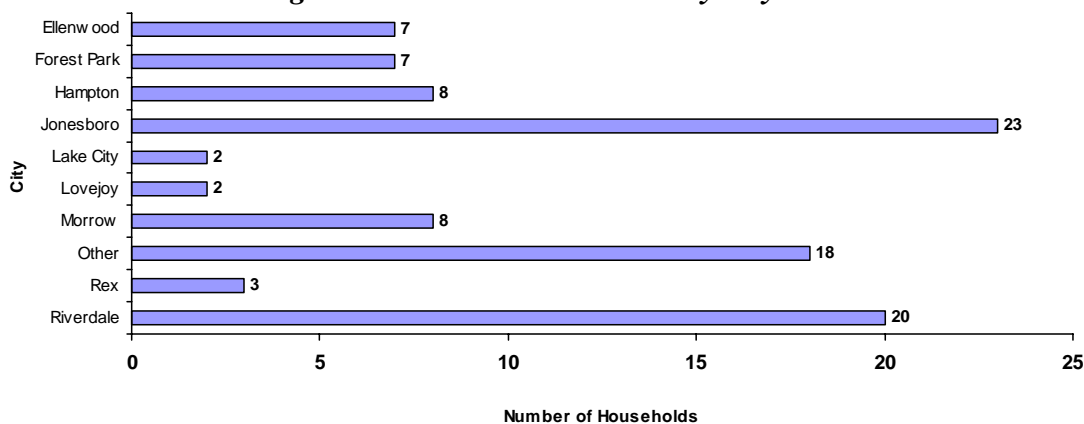
82% of respondents indicated that they currently do not utilize an existing trail system.

Going forward, what would your household consider the most valuable addition to Clayton County's recreational offerings?

14% of respondents indicated that they would like more open space preservation, passive recreation, and trails.

Additionally, further analysis of the survey responses indicate that residents of Jonesboro and Riverdale want more trails. *Figure 5.8* outlines the responses by city.

Figure 5.8 – Trail Wants/Needs by City



Town hall meetings were also conducted during the month of February of 2008 to obtain public input on comments or concerns regarding the Department of Parks and Recreation. Citizens of Clayton County indicated that they would like more connectivity to the points of interest throughout the County.

Design Considerations and Guidelines

The future trails design considers the design guidelines outlined prior to the creation of the trails Master Plan. The primary design guidelines for routing the future trails are as follows:

- ▶ 12 feet wide in all places
- ▶ Attainment of property and/or easements
- ▶ Terrain considerations
- ▶ Traffic (both pedestrian and motor)
- ▶ Ability to easily install trailside utilities

Additionally, the trails Master Plan attempts to focus the future trail system within floodplains. However, where it is disadvantageous to use floodplains, both road right-of-ways and utility easements are considered. Private property is considered as a last resort effort of routing a trail through the community. The future trail system attempts to utilize County-owned property as much as possible.

Future Trail System Plan

The comprehensive trail system recommendation focuses on utilizing the 650 acres of County-owned greenspace as well as floodplains and other County-owned land located throughout the County.

According to public workshops conducted by the Department of Transportation and Development for the development of the County's transportation plan, the residents expressed the following needs and wants throughout the County:³¹

- ▶ Sidewalks throughout the County
- ▶ Connect downtowns with bicycle routes
- ▶ Greenways and bikeways with connections to points of interest

The feedback given for the Transportation Master Plan coincides with the public input received through the Needs Assessment portion of this Master Plan.

Future Trail System Map

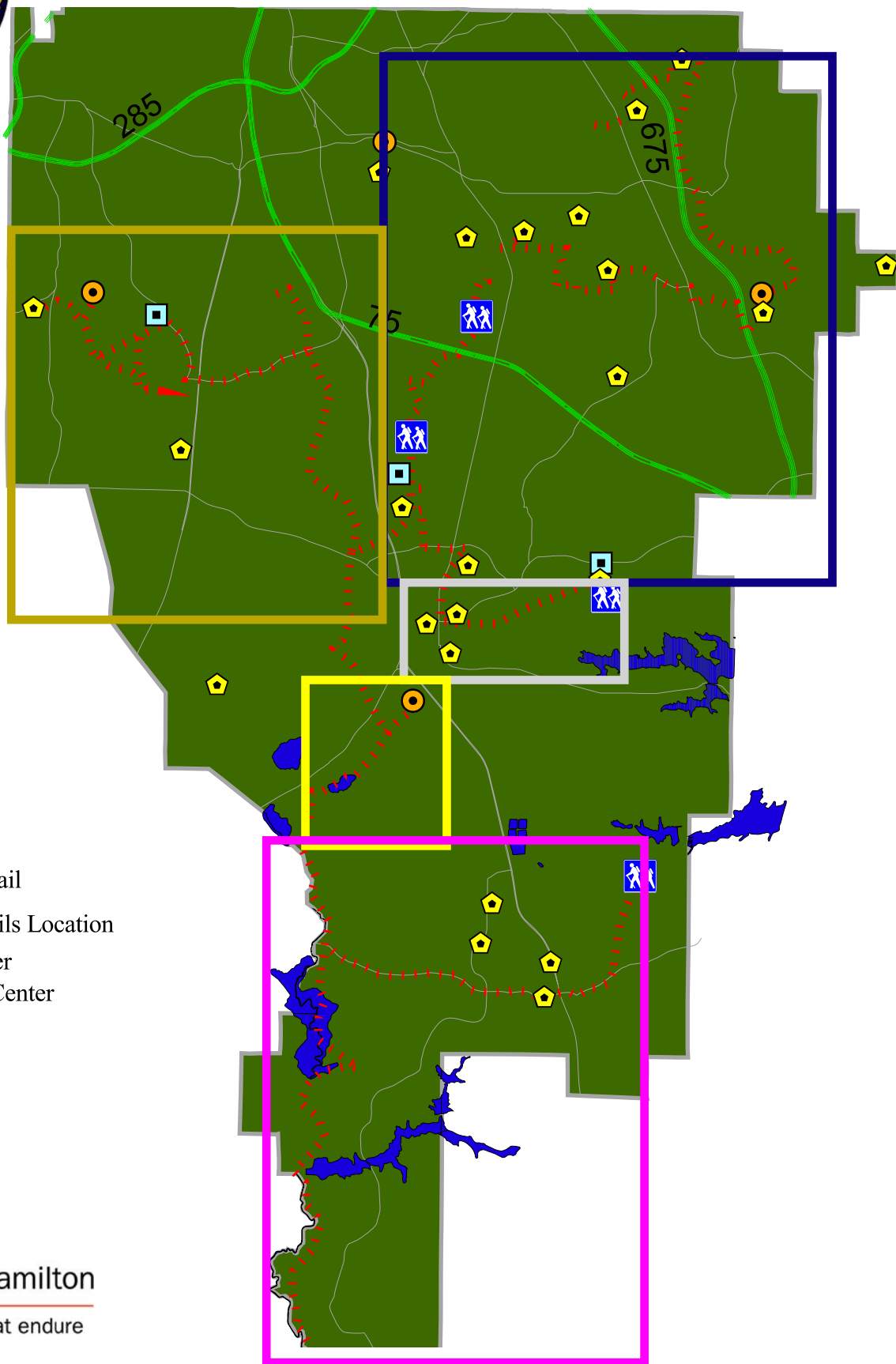
The future trail system map, shown in *Figure 5.9*, provides a high level view of the routing for the proposed trail system (outlined in red). The colored boxes surrounding the proposed trail create the sections of the proposed trail and are discussed in detail later in this plan.

³¹ Clayton County Department of Transportation and Development. *Clayton County Comprehensive Transportation Plan: First Round of Public Workshops Summary*.












Future Trail System Map Figure 5.9

2008 Comprehensive Master Plan
Clayton County, Georgia



Legend

-  Section 1
-  Section 2
-  Section 3
-  Section 4
-  Section 5
-  Proposed Trail
-  Existing Trails Location
-  Senior Center
-  Recreation Center
-  County Park

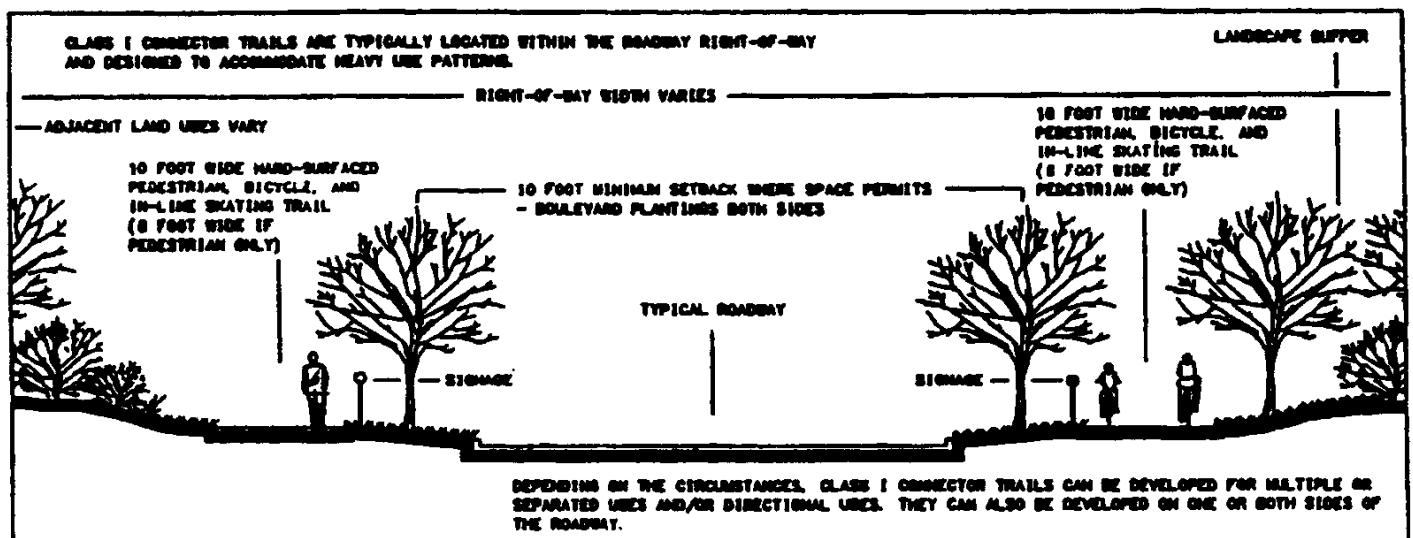
Future Trail Section Detail

As depicted above in the Future Trail System Map, trail specific descriptions are included within this section. Trail sections are detailed in a chart, which categorizes each segment within the section by surface material type and by phase or priority of the anticipated design and construction of the trail.

National Recreation and Park Association (NRPA) guidelines were used in the development of the trail Master Plan. The trails Master Plan focuses on connecting communities and providing a safe environment for pedestrians to travel from parks and surrounding communities. Therefore, the trails Master Plan utilizes connector type trails. According to the NRPA, connector trails are categorized into two trail types. Those two trail types are:³²

- ▶ **Type I** – Type I trails are used in situations where use patterns dictate separate paths for pedestrians, bicyclists and, if necessary, in-line skaters.

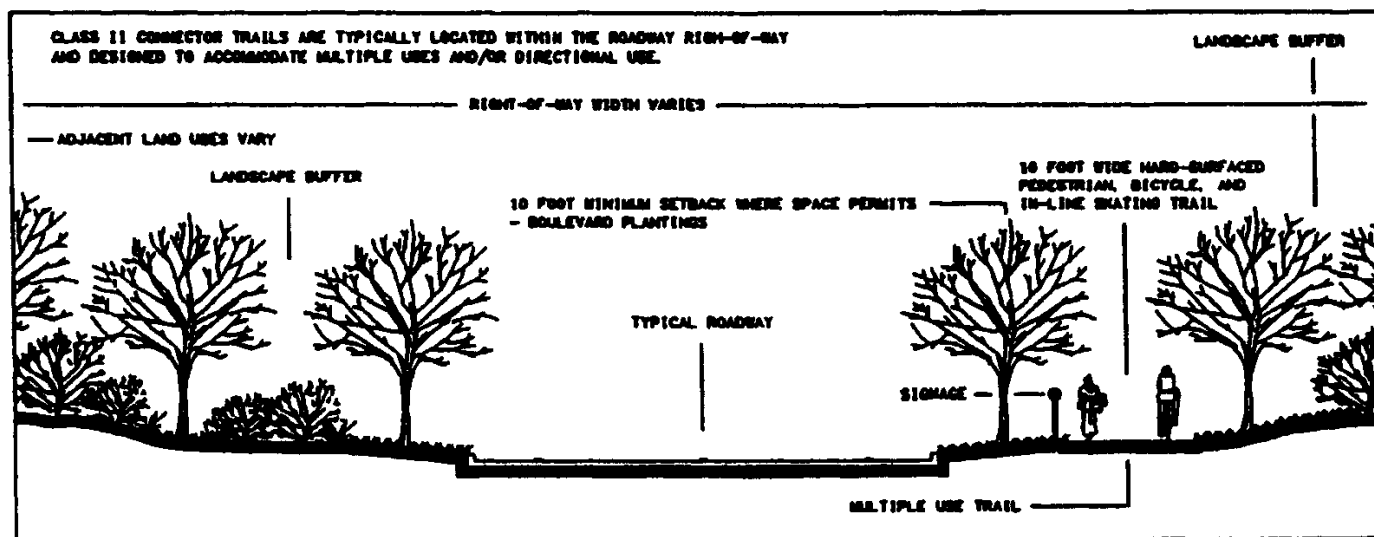
Figure 5.10 – Type I Connector Trail



- ▶ **Type II** – Type II trails are suited to lighter use patterns, such as a link between a parkway or thoroughfare and a nearby housing development.

³² Mertes, James D. and James R. Hall. *Park, Recreation, Open Space and Greenway Guidelines*. National recreation and Park Association (NRPA). 1996. p. 115-116.

Figure 5.11 – Type II Connector Trail



The proposed trail system is comprised of type II connector trails. Additionally, each trail segment is characterized by the primary surface material. Surface material types are described as the following:

- ▶ **Type A: Hard Surface** – Hard surfaces are constructed with asphalt or concrete surfaces.
- ▶ **Type B: Soft Surface** – Soft surfaces include natural surface paths or trails with the use of mulch, dirt, and/or artificial surfacing materials such as recycled tires, etc.
- ▶ **Type C: Elevated Surface** – Elevated surfaces include boardwalks and bridges and are primarily used in floodplains and to traverse creeks and other obstacles.
- ▶ **Type D: Sidewalks** – These routes are sidewalks which complete linkages in the trail system and are constructed with concrete.

The proposed trail system utilizes a wide variety of land types including floodplains, utility right-of-ways, and roads and sidewalks. To specifically address concerns related to utility right-of-ways, there are many advantages of using utility corridors for trails. These advantages include:³³

- ▶ Separation from traffic and noise.
- ▶ Combining facilities for economy of development.
- ▶ Making utility corridors more attractive.
- ▶ Using a potentially divisive barrier as a connector instead.
- ▶ Opportunity for public-private partnerships in providing for recreation.
- ▶ Better use of valuable urban land by combining corridor functions.

Utility right-of-ways, as well as sidewalks, are used as little as possible, but due to the urban constraints of Clayton County these avenues could not be avoided entirely.

³³ <http://www.americantrails.org/resources/greenways/GrnwyUrbanSHM.html>.

Table 5.1 outlines the proposed trail system by section and segment. The trail segment detail table provides detailed descriptions on the routing of the proposed trail as well as land type, trail surface type, and an estimated high level cost estimate (low and high) for trail implementation.³⁴ The high level cost estimates are provided for decision making purposes only and should only be used for this intended purpose.³⁵ Costs will fluctuate depending on cost of materials, labor, elevation challenges, etc. Cost estimates do not include costs associated with land acquisition and maintenance.³⁶ Trail segment priority is based on cost, public need/want, land ownership status, and difficulty to implement based on site visit observations. Priority of implementation should be re-evaluated based on available resources and changes in public interests.

³⁴ Low Cost: Assumes the construction of a concrete trail approximately 4 inches in depth and is 12 feet wide. Low cost estimates for concrete are \$400,000 per mile of trail. Additionally, boardwalk construction assumes a cost of \$1,200,000 per mile of construction. Where it is indicated a combination of hard surface trail and an elevated surface trail costs are derived by 75% concrete construction and 25% elevated surface, or boardwalk, construction.

High Cost: Assumes the construction of a concrete trail approximately 4 inches in depth and is 12 feet wide. High cost estimates for concrete are \$600,000 per mile of trail. Additionally, boardwalk construction assumes a cost of \$1,800,000 per mile of construction. Where it is indicated a combination of hard surface trail and an elevated surface trail costs are derived by 75% concrete construction and 25% elevated surface, or boardwalk, construction.

³⁵ Source of comparable cost information: Iowa Trails 2000. Iowa Department of Transportation.

Asheville Greenways Master Plan Report, November 2002. The City of Asheville NC Trust for Public Lands
Chester County, PA. <http://dsf.chesco.org/planning/lib/planning/trailguide/trailguideappc.pdf>

³⁶ Costs per mile are derived from research from 4 municipalities from around the nation. Costs researched include planned and actual costs for trail construction. Cost per mile includes clearing, grading, granular subbase, concrete, and seeding/mulching.

Additional costs must be considered when implementing the proposed trail system. Other costs include design, construction documents, construction services, and administrative services. These costs can be 5 - 15% of the total trail construction cost.

Cost estimates do not include the acquisition of land, which can significantly impact cost.

All costs are represented in 2008 dollars.

Costs are shown for sidewalk usage as well and are consistent with the concrete path construction. Although these may be high cost estimates, they are included in the plan as a conservative estimate and encapsulate any road improvements that may be necessary.

Table 5.1 – Trail Segment Detail

Trail Section #	Segment #	Brief Description	NRPA Trail Type	Primary Land Type	Primary Trail Material				Approximate Length (feet)	Phase/ Priority	Comments	Cost (Low)	Cost (High)
					A	B	C	D					
1	1	Virginia Burton Gray Recreation Center and Flat Shoals Park connection to Riverdale. Farthest trail segment to the Northwest of the county.	II	Floodplain	✓		✓		9,240	High	Trail segment follows the floodplain from Flat Shoals Park southeast to the utility right of way. Additionally, the trail has a connection north to the recreation center.	\$ 1,050,000	\$ 1,575,000
1	2	Neighborhood loop within the City of Riverdale owned greenspace off of Wilson and Walker roads.	II	Floodplain	✓		✓		8,976	High	Trail segment is a loop from off of segment 1 of section #1.	\$ 1,020,000	\$ 1,530,000
1	3	Connection from the City of Riverdale neighborhood loop east along roads and floodplain to the new Clayton County High School site.	II	Utility Right-of-Way, Floodplain, and Road	✓			✓	14,362	Medium	Concerns regarding this segment include the use of the utility right-of-way (GA Power), using GA Hwy 139 and crossing GA Hwy 85.	\$ 1,088,000	\$ 1,632,000
1	4	Riverdale utility right-of-way connection to Valley Hill Road SE via the floodplain.	II	Floodplain	✓		✓		13,834	High	The Department of Education and a private landowner owns the floodplain area north of Upper Riverdale Rd. The county owns the land south of Upper Riverdale Road.	\$ 1,572,000	\$ 2,358,000
1	5	Countywide trail system hub location. Along floodplain south to Flint River Rd. and east along utility right-of-way.	II	Floodplain	✓		✓		21,490	High	Potential implementation issues regarding the use of the utility right-of-way (gas) as well as crossing US 1941. Trail hub concept includes the recommendation to build parking and an information center with rentals.	\$ 2,442,000	\$ 3,663,000
2	1	Connection to Jesters Creek Trail and Southlake Mall via the floodplain. Jesters Creek Trail comprises most of this trail segment.	II	Floodplain	✓		✓		15,840	High	Note: only ~1 mile or 5,280 feet would require new trail construction due to most of this segment comprising of the Jesters Creek trail. Implementation issues include crossing I-75 via a drain culvert.	\$ 600,000	\$ 900,000
2	2	City of Morrow trail system with a connection to Reynolds Nature Preserve.	II	Floodplain	✓	✓	✓		6,336	High	Note: the county would not be responsible for the construction of this segment. This is currently being built by the City of Morrow. The county would be responsible for connecting into this trail system.	\$ -	\$ -

Trail Section #	Segment #	Brief Description	NRA Trail Type	Primary Land Type	Primary Trail Material				Approximate Length (feet)	Phase/ Priority	Comments	Cost (Low)	Cost (High)
					A	B	C	D					
2	3	Clayton State trail. Connection to Clayton State University via the utility right-of-way. Trail would run through the university to the east to Morrow High School.	II	Utility Right-of-Way and University Property	✓				9,240	High	Trail from the City of Morrow trail system to Clayton State University. Issues include crossing Jonesboro Rd. and coordination with the university.	\$ 700,000	\$ 1,050,000
2	4	Trail connection to Morrow High School continuing east linking neighborhoods.	II	County Land and Floodplain	✓		✓		9,029	Low	Utilize Board of Ed owned land. Proceed east along Rex Rd. from Morrow High School. Proceed south along Moreland Ave. Follow floodplain from Moreland Ave. Implementation issues include acquiring the easement necessary over private land along floodplain (creek). and following Rex Rd. and Moreland Ave.	\$ 1,026,000	\$ 1,539,000
2	5	Trail from Morrow neighborhoods to the Cart Rhodenizer Recreation Center	II	Floodplain	✓		✓		7,656	Low	Route trail along floodplain to the Board of Ed owned land off Rex Road and I-675. Continue the trail south to Evans Drive. Cross I-675 and continue north to the Cart Rhodenizer Recreation Center. Issues include the condition of Evans Drive over I-675.	\$ 870,000	\$ 1,305,000
2	6	Rex trail system. Connection to historic Rex via the Cart Rhodenizer Recreation Center along Rex Road and creek near the Rex Mill.	II	Road and Floodplain	✓		✓		9,926	Medium	Follow the creek North/Northwest to Double Bridge Road. Issues include enhancement of Rex Road and routing trail through private property.	\$ 1,128,000	\$ 1,692,000
2	7	Ellenwood connector trail via historic Rex.	II	Floodplain	✓		✓		7,603	Medium	Follow floodplain over county owned land. Implementation issues include crossing Ellenwood Road.	\$ 864,000	\$ 1,296,000
2	8	Villages of Ellenwood. Grant Road Park, and Dekalb county connection via Grant Road and Anvil Block Road.	II	Road				✓	11,299	High	Continuing north on Grant Road connect to the Villages of Ellenwood trail system. Continue west on Anvil Block Road crossing I-675 towards Ft. Gillem. Issues include the use of Grant Road and Anvil Block Road.	\$ 1,284,000	\$ 1,926,000
2	9	Continue southeast off Anvil Block Road utilizing an abandoned railroad bed. Connection to Pine Circle Park and Fort Gillem.	II	Old Railroad Bed	✓				3,802	Medium	Utilize old railroad bed (county owned) and connect to Pine Circle Park. Cross GA Hwy 42 via the abandoned railroad bridge into Fort Gillem. Connect to the Fort Gillem redevelopment plan.	\$ 288,000	\$ 432,000

Trail Section #	Segment #	Brief Description	NRPA Trail Type	Primary Land Type	Primary Trail Material				Approximate Length (feet)	Phase/ Priority	Comments	Cost (Low)	Cost (High)
					A	B	C	D					
3	1	Historic Jonesboro trail with connections to International Park and the Reid Stephens Property	II	Road and Floodplain	✓		✓	✓	18,322	High	Continue trail from Jestors Creek along utility right-of-way to Tara Road. Continue south along Tara road to Spur 138. Continue trail to Rum Creek Park and southeast to International Park. Implementation issues include the use of the roadway where sidewalks are not present. Additionally, crossing Walt Stephens Road.	\$ 2,082,000	\$ 3,123,000
4	1	South trail from the trail hub with connection to the Jim Huie Recreation Center and Steve Lundquist Aquatic Center	II	Easement	✓				9,346	Medium	Continue south from Flint River Road along easement through county water authority property. Continue on easement southeast to county owned land and connect to the recreation center and Justice Center. Implementation issues include acquiring the rights to use the easement. The easement appears to be an old road bed.	\$ 708,000	\$ 1,062,000
4	2	South trail from Jim Huie Recreational Center. Connection to Mundys Mill School and South to the Fish Weir.	II	Floodplain	✓		✓		7,234	Low	Trail continues south along the floodplain to Mundys Mill School. Utilize county owned school property. Implementation issues include crossing Mundys Mill Road and acquiring the private land between the Board of Ed land and the recreation center.	\$ 822,000	\$ 1,233,000
4	3	South trail with connections to the fish weir and Gerald Matthews Sports Complex.	II	Floodplain	✓		✓		12,936	Low	Utilize the floodplain including water authority land along the county border south. Issues include the acquisition of private land where county land is unavailable.	\$ 1,470,000	\$ 2,205,000
4	4	South trail along Flint River	II	Floodplain	✓		✓		11,299	Low	Utilize floodplain and water authority land where possible. Utilize the utility right-of-way where floodplain cannot be used.	\$ 1,284,000	\$ 1,926,000
5	1	Gerald Matthews Sports Complex spur via the Fish Weir trail	II	Utility Right-of-Way and Road	✓			✓	17,635	Low	Route the trail along McDonough Road. Follow McDonough Road to the Gerald Matthews Sports Complex.	\$ 1,336,000	\$ 2,004,000
5	2	Wetlands Center Connection via Gerald Matthews Sports Complex.	II	Road and Floodplain	✓		✓	✓	14,731	Medium	Follow McDonough Rd. across US-1941 to Freeman Road. Utilize water authority land to route the trail north to the wetlands center. Implementation issues include using the roadway for the trail and to cross US-1941. Additionally, gaining access to build a trail on the water authority land.	\$ 1,674,000	\$ 2,511,000

Trail Section #	Segment #	Brief Description	NAPA Trail Type	Primary Land Type	Primary Trail Material				Approximate Length (feet)	Phase/ Priority	Comments	Cost (Low)	Cost (High)
					A	B	C	D					
5	3	Fish Weir trail connection following the Flint River.	II	Utility Right-of-Way and Floodplain	✓		✓		14,890	Low	Follow the utility right-of-way (GA Power) southwest to the Flint River and the water authority owned property along the Flint River.	\$ 1,692,000	2,538,000
5	4	Fish Weir trail following the Flint River.	II	Floodplain	✓		✓		14,784	Low	Route the trail south along the Flint River to the fish weir south of Woodsey Road. Implementation issues include the acquisition of private property along the river and floodplain. Utilize utility right-of-way where private land cannot be used.	\$ 1,680,000	2,520,000
Total												\$ 26,680,000	\$ 40,020,000

Leisure and Educational Nodes

The proposed trail system is meant to foster health and education for the residents of Clayton County. Furthermore, the trail is intended to provide an alternative form of transportation. To enhance the experience for the trail user, leisure and educational nodes will be placed throughout the system. Leisure and educational nodes are recommended at every point of interest, trail access points, and approximately every mile within the actual trail. These nodes should include an educational, leisure, and rest component. Ideally, restroom facilities should be constructed near access points and leisure and educational nodes in the immediate area. Materials to be located at each leisure and/or educational node could include trail brochures, interpretive signage, benches, picnic tables, restroom facilities, water fountain, exercise stations, and/or educational literature on boards.

Trail segment descriptions included in table 5.2 and as indicated on the proposed trail system map provide general direction for the implementation of the future trail system. The trails Master Plan is a living document and therefore alternative trail alignments and locations may be considered at the time of implementation based on the needs of Clayton County, private property concerns, and environmental/cultural resources issues.

Future Trail System Implementation

The proposed future trail system requires many actions to address key issues when implementation of the trail becomes a reality. Much of the implementation issues require mitigation strategies including, but not limited to:

- ▶ Establishing conservation easements
- ▶ Developing intergovernmental agreements
- ▶ Coordination with State of Georgia Agencies
- ▶ Land acquisition

These are examples of some of the mitigating strategies that may be necessary to implement the proposed trail system. Additionally, partnerships are key to the successful implementation of the trail. Clayton County should partner with organizations such as the PATH Foundation to implement the trail and address some of the issues associated with implementation.

The CCDPR and Greenspace Division have various avenues available for the acquisition of land to be used for trail development, parks, and/or greenspace. The following government tool box includes a comprehensive list of available options for local governments.³⁷

³⁷ Evans, Gregory. Thomas Jefferson Institute for Public Policy. *Campaign '99 Issue Paper. Preserving Virginia's Heritage: Approaches for Protecting Open Space*. p. 5-15.

Administrative Tools

- ▶ **Dedications** – These are requests from a local government that a developer dedicate a negotiated portion of his or her land to open space as a condition to obtaining approval to build.
- ▶ **Impact Fees** – These are fees assessed to the developer to help pay for infrastructure and public amenities necessitated by the new development.
- ▶ **Development Incentives** – These includes bonus densities offered to landowners or developers who wish to set aside large portions of their land (usually more than half) as open space.
- ▶ **Development Disincentives** – These discourage conventional “cookie cutter” development designs. A disincentive could involve significant density reduction in lot yield (i.e. 33 percent or more) for those developers who discount community open space objectives.
- ▶ **Deed Restrictions** – This is a constraint on the use of one’s property that is recorded on the property’s deed. Deed restrictions can be required of new developments or negotiated with current landowners. The right to enforce the restriction is given to a tax-exempt charitable organization or a government agency. A common form of deed restriction is a conservation easement which will be discussed separately.

Zoning Tools

- ▶ **Agricultural and Forestal Districts** – These help protect blocks of agricultural and forest lands, are initiated by individual or adjacent landowners, generally require a large minimum aggregate acreage, and must be kept in agricultural or forestal use for the length of the agreement which may vary from four to 10 years. In exchange, the community agrees to minimize the impact of adjacent development on agriculture.
- ▶ **Sliding Scale Zoning** – The key concept of this zoning tool is that the number of development rights is inversely proportional to the size of the parcel. This means a baseline number of development rights for a parcel are granted above which the number of development rights permitted become inversely proportional to the size of the parcel. Sliding scale is most effective when applied to large tracts of land that have not been subdivided.
- ▶ **Performance Standards/Zoning** – These zones are based on permissible impacts rather than on permissible uses. The zoning would involve a review of the impacts of a proposed development and would encourage innovative site plans with the intent of reducing negative impacts upon natural and unique features of the land. Factors considered may include local growth rate, infrastructure, municipal services, design and natural resources. Performance zoning can target either single or multiple impacts and can supplement or replace traditional zoning regulations.

- ▶ **Planned Unit Developments (PUD's)** – These allow for more flexible development practices while continuing to meet overall density and land use goals. Development within the PUD may be of mixed use, massed, or clustered so that the individual lots are small and open space is preserved. Communities can also require that PUD's set aside a portion of the development for recreation and/or natural areas. Local jurisdictions may create a PUD zoning district or permit a PUD in a conventional district if it meets all zoning requirements.
- ▶ **Open Space Districts** – This is a zoning district created to protect the natural and/or unique features within an identified area. An open space district usually imposes density limitations and other development restrictions intended to protect a natural or unique feature.
- ▶ **Overlay District** – This can be used for areas containing one or more natural or unique feature worthy of protection. Overlay districts involve superimposing an additional district boundary (i.e. floodplain district) over the current zoning. The overlay district creates a supplementary set of regulations intended to protect the specific feature of the land.
- ▶ **Limited Development** – This is often called creative or conservation development. It is intended to limit development to a small portion of a parcel to help protect natural or unique features located on the property. If the plan adheres to local ordinances, limited development effectively becomes a private approach to cluster zoning. A limited development may be combined with the donation or sale of conservation easements.

Policy Option Tools

- ▶ **Cluster Development** – Cluster Development allows residences to be grouped on a portion of a development site to preserve the remaining open space, agricultural land or a unique natural feature (wetlands, woodlands, wildlife habitat). The owner of a property is given the right to increase the density of development beyond what the applicable zoning regulations may allow in one section of his or her property in return for leaving the remainder of the property as open space.
- ▶ **Proffers** – Proffers are voluntary offers made through negotiation with a local government by a rezoning applicant to offset the impact of a requested rezoning.
- ▶ **Concurrency** – Concurrency compares the availability and adequacy of service provision to the timing and amount of land use demand. A concurrency policy essentially requires that public facilities will be available concurrently with development through development permit negotiations or exactions.
- ▶ **Urban Growth Boundaries** – An Urban Growth Boundary can be defined as a line on a map marking the separation of open land from land on which development should be concentrated.

- ▶ **Purchase of Development Rights (PDR)** – Purchase of Development Rights (PDR) programs use public money to purchase development rights to privately owned land. PDR programs are generally seen by their advocates as a more permanent approach to preserving agricultural and forestal lands and open space than traditional zoning methods. In such a program, a landowner is paid the difference between the value of the land based on its development potential and the value of the land in its present use.
- ▶ **Transfer of Development Rights (TDR)** – Like PDR, Transfer of Development Rights (TDR) programs include protection techniques designed to compensate the landowner for the real or perceived loss of land value.
- ▶ **Mitigation Banking** - Mitigation banking is a market-based approach established by federal regulations that allows a public or private entity, i.e., bank sponsor, to restore and preserve wetlands, streams, and other aquatic resources expressly for the purpose of providing compensatory mitigation for authorized impacts to similar resources at development sites. Mitigation banks operate similarly to other financial institutions that describe transactions in terms of credits and debits. Credits represent the composite of ecological function at a mitigation bank, while debits represent the loss of ecological function at a development site. Bank sponsors can sell mitigation credits to permittees who are required to compensate for jurisdictional impacts incurred at their development sites. Mitigation banks can generate credits from wetland mitigation, stream mitigation, or both. The sale of these credits legally transfers the liability for compensatory mitigation from the permittee to the bank sponsor.

Outright Purchase Programs

The following are examples of how land can be purchased for open space:

- ▶ **Fee Simple Acquisition** – This involves the outright purchase of land. It fully compensates the landowner and is the most complete means of affecting control and preservation of land.
- ▶ **Purchase and Lease-back** – In this case, land is purchased outright (as described above) and then leased by the owner to another individual who will gain some economic return from the land as agriculture, forest or open space. Usually, the lessee is a farmer who will keep the land in agricultural use.
- ▶ **Bargain Sale** – In this case, land is purchased for less than fair market value. This type of sale is often used by land trusts or a government to acquire open space lands. It makes the land more affordable and provides the landowner with immediate cash and can provide a charitable income tax deduction for the difference in the price received for the property and its fair market value. It can also benefit the landowner by offsetting any capital gains tax.
- ▶ **Land Banking** – Under land banking, land is purchased and reserved for later use or development. Land could be leased for immediate use (i.e. agriculture or playing

field). Essentially, land banking is a land trust operated by the government and funded by real estate transfer taxes, either at the local or state level.

Voluntary Land Protection Programs

- ▶ **Conservation Easements** – These are one of the most used tools of land trusts. Conservation easements are legally binding agreements in which a landowner retains ownership of his private property yet donates specifically identified rights to an organization (usually non-profit, like a land trust). The parties agree to protect specified natural resources and cultural values by limiting the property's use and development.
- ▶ **Land Donations** – In contrast to lands donated to public governmental agencies, land donated to land trusts and other private non-profit organizations may be managed as private open space or provide only limited, controlled public access to preserve sensitive and unique natural features. Landowners donating land to either government or non-profit organizations are often eligible to claim a federal tax charitable deduction value of the land at the time of the gift.
- ▶ **Land Trusts** – These are entities most often managed by private, non-profit, organizations which advise and assist landowners in negotiating land transactions and then purchase the land in question. They are formed to help protect lands important to the quality of life and environmental health of the regions they are operating in.
- ▶ **Land Swaps** – This most often involves the exchange of land between a governmental agency and a private landowner or organization. The intention of a land swap is to protect and preserve unique or natural features of the land while offering an exchange of surplus land that is usually more suitable for development. Land swaps may also be negotiated by private organizations and may involve the exchange of easements or property.
- ▶ **Notification, Recognition and Non-binding Agreement Programs** – A basic technique to prevent harm to important resources is a notification program. Owners who are made aware of important resources on their properties are usually more willing to protect them once they learn of their existence. A notification program may logically follow a comprehensive environmental and sensitive lands inventory. Notification generally consists of a brief letter describing why the property is significant.
- ▶ **Remainder Interests & Reserved Life Estates** – These are essentially the same. A “remainder interest” in land allows the owner to reserve the right to live on and use the land during his/her lifetime and/or the lifetime of other family members he/she chooses. The value of such a donation is different from an outright gift, but can still be considered a charitable contribution for federal income tax deduction purposes.
- ▶ **Stewardship Agreement** – This is a temporary or permanent donation of specifically identified property rights to an organization (usually non-profit). The agreement may

provide significant property tax benefits to the landowner while permanently protecting natural and unique areas from development. It works in the same way that a conservation easement does but might be used for areas that may not meet the requirements necessary to be protected through a conservation easement.

- ▶ **Verbal Easement** – This is an agreement in which a landowner retains ownership of his private property yet donates specifically identified rights (such as recreational access) to the public or to another identified organization. The agreement is only contingent upon the landowner's voluntary consent to waive his rights and may be terminated at any time.

Implementation Issues & Actions

As with any capital improvement project, the trail system has specific implementation issues associated with it. To plan for and mitigate against these issues and risks, the following mitigation strategies are suggested for each section of trail. The following trail section maps and tables outline the potential implementation issues and potential mitigating strategies.

Figure 5.12 – Section 1 Proposed Trail Map

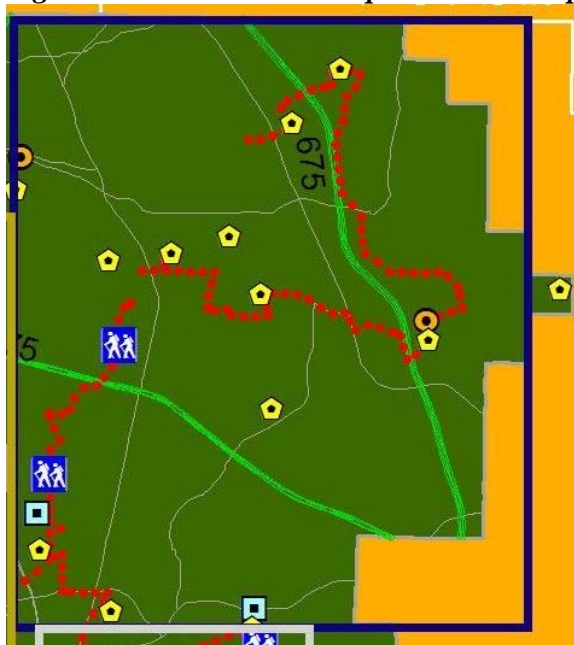


Table 5.2 – Trail Implementation Issues: Section 1

Trail Section 1

Issue	Resolution Strategy					
	Develop Intergovernmental Agreements	Develop Public-Private Partnership	Develop Redesign Plan with Georgia DOT and County DOT	Establish Conservation Easement	Apply for Grant	Land Acquisition
Use of City of Riverdale owned greenspace	✓				✓	
Use of the utility right-of-way (GA Power)		✓				
Crossing GA Hwy 139			✓			
Crossing GA Hwy 85			✓			
Use of Department of Education owned floodplain	✓				✓	
Acquire access to privately owned land						✓
Use of the utility right-of-way (gas)		✓				
Crossing US Hwy 19 41			✓			

Figure 5.13 – Section 2 Proposed Trail Map



Table 5.3 – Trail Implementation Issues: Section 2

Trail Section 2

Issue	Resolution Strategy					
	Develop Intergovernmental Agreements	Develop Public-Private Partnership	Develop Redesign Plan with Georgia DOT and County DOT	Establish Conservation Easement	Apply for Grant	Land Acquisition
Crossing I-75 via a drain culvert			✓			
Connection with the City of Morrow Trail System	✓					
Crossing Jonesboro Rd.			✓			
Use of Clayton State University land	✓					
Use of Board of Education owned and occupied property at Morrow High School	✓					
Acquiring the easement necessary over private land along the floodplain (creek)				✓		✓
Use of Board of Education owned and occupied property at the Middle School on Rex Road	✓					
Use of land to the west of I-675				✓		✓
Condition of Evans Drive over I-675 and North to Rex Park			✓			
Acquiring the easement necessary to connect to Rex Park				✓		✓
Enhancement of Rex Road			✓			
Routing trail through private property North of the Old Rex Mill						✓
Crossing Ellenwood Road			✓			
Use of Grant Road			✓			
Use of Anvil Block Road			✓			
Connection with the Villages of Ellenwood Trail System		✓	✓			
Connection to Fort Gillem via the old railroad bed (county-owned)	✓	✓				

Figure 5.14 – Section 3 Proposed Trail Map



Table 5.4 – Trail Implementation Issues: Section 3

Trail Section 3

Issue	Resolution Strategy					
	Develop Intergovernmental Agreements	Develop Public-Private Partnership	Develop Redesign Plan with Georgia DOT and County DOT	Establish Conservation Easement	Apply for Grant	Land Acquisition
Use of the utility right-of-way (gas)		✓				
Use of the roadway where sidewalks are not present along Tara Road and Spur 138			✓			
Crossing Hwy 138						
Crossing Walt Stephens Road			✓			
Routing trail through private property east and west of Hwy 138				✓		✓

Figure 5.15 – Section 4 Proposed Trail Map



Table 5.5 – Trail Implementation Issues: Section 4

Trail Section 4

Issue	Resolution Strategy					
	Develop Intergovernmental Agreements	Develop Public-Private Partnership	Develop Redesign Plan with Georgia DOT and County DOT	Establish Conservation Easement	Apply for Grant	Land Acquisition
Acquiring the rights to use the easement south of Flint River Road		✓				
Use of Board of Education owned and occupied property at Mundys Mill	✓					
Crossing Mundys Mill Road			✓			
Acquiring the private land between the Board of Ed land and the Jim Huie Recreation Center				✓		✓
Acquisition of private land along the Flint River south to the Panhandle Road area				✓		✓
Use of Water Authority land along the Flint River	✓					

Figure 5.16 – Section 6 Proposed Trail Map

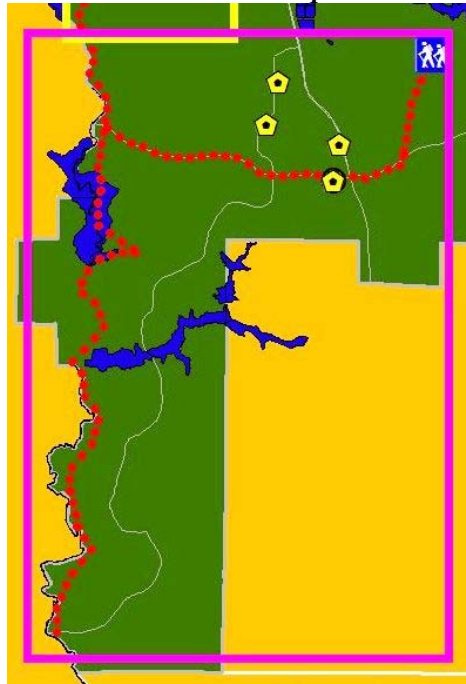


Table 5.6 – Trail Implementation Issues: Section 5

Trail Section 5

Issue	Resolution Strategy					
	Develop Intergovernmental Agreements	Develop Public-Private Partnership	Develop Redesign Plan with Georgia DOT and County DOT	Establish Conservation Easement	Apply for Grant	Land Acquisition
Use of McDonough Road to Gerald Matthews Sports Complex and the Water Authority land			✓			
Crossing US Hwy 19-41			✓			
Gaining access to build a trail on the water authority land to the Wetlands Center	✓					
Acquisition of private land along the Flint River south to the Fish Weir at Woolsey Road				✓		✓
Use of Water Authority land along the Flint River	✓					

Security and Safety

Trail security and safety is a primary concern when constructing a trail that is urban in nature and encompasses the entire County. Therefore, the following security/safety features should be considered when the proposed trail is implemented.

- ▶ Point to point lighting 30-50 foot spacing as well as at trail features.
- ▶ Police patrol on bicycle during the day and potentially patrol at night.
- ▶ Install cameras throughout the proposed trail system including signage stating that the area is under video surveillance. Install cameras in known security/safety risk areas.
- ▶ Install directional and warning signs where appropriate. Warning signs should indicate potential hazards present in the immediate area. Directional signs should include trail mileage and directional arrows to particular points of interest along the trail.
- ▶ Signage including trail rules and hours of operation
- ▶ Install decorative trail barriers at the points of entry to the trail system. Trail barriers should be able to be removed to allow for emergency vehicles to pass through.
- ▶ Form a volunteer trail watch group made of frequent users of the trail system. This volunteer group is responsible for reporting suspicious activities as well as damage seen on the trail.
- ▶ 911 phones at trail nodes and high security/safety risk areas.

Trail Maintenance

Trails must be maintained regularly to attract users and keep the system safe. Industry averages indicate that annual maintenance per mile of trail is approximately \$7,000. This includes trash pickup, drainage and storm channel maintenance, sweeping and blowing debris off the trail, weed control, repairs to trail amenities, etc.³⁸ Additionally, maintenance costs could range to \$10,000 per mile annually due to the design and construction standards set forth in this Master Plan. This increase in cost is due to the use of concrete and boardwalks for trail construction.

³⁸ Asheville, NC. Asheville Greenways Master Plan – Update, October 2003 and http://concordruraltrails.org/documents/states_costest.pdf.

Section Six – Parks and Recreation Service Improvement Portfolio

A primary component of the Comprehensive Master Plan is the Service Improvement Portfolio, which includes proposed improvement initiatives for the Department of Parks and Recreation.

The Master Plan process began by actively identifying service deficiencies and gathering improvement recommendations from both internal and external stakeholders. The team reviewed numerous Master Plans from other jurisdictions as well as County specific plans regarding transportation, Fort Gillem redevelopment, and selected reports from the Atlanta Regional Commission (ARC).

In addition, the team held Department of Parks and Recreation employee and stakeholder focus group meetings, reviewed internal strategic planning documents, participated in leading practice discussions with other municipalities, and obtained feedback through public town hall meetings. This information-gathering process was designed to ensure the most comprehensive collection of service improvement considerations. Similar types of feedback (e.g., recommended Web site enhancements, requests for additional electronic support tools, etc.) were grouped together in order to identify common improvement themes or initiatives. The team then reviewed the CCDPR vision and mission in conjunction with the common improvement themes and developed four service improvement initiatives to serve as the foundation for the service improvement portfolio. The four service improvement initiatives are as follows:

1. **Marketing/Branding/Promotion** – How to Communicate
2. **Technology** – Providing the Means to Communicate
3. **Organization** – Effectiveness of the Department to Deliver
4. **Park Improvements** – Infrastructure Improvements to Provide Improved Service

Marketing/Branding/Promotion

The Department of Parks and Recreation currently has a marketing and sales office located at International Park. This office is responsible for marketing Department events and initiatives as well as managing sales associated with Department rentals. The Marketing/Branding/Promotion improvement initiative focuses on improving the marketing and look of Department services, facilities, and programs.

The Marketing/Branding/Promotion initiative is centered on marketing the facilities and programs that the CCDPR currently has, creating branding standards, and promoting the value proposition of the Department. These subcategories and corresponding improvement recommendations are listed as follows.

Market Current Inventory of Facilities and Programs

Marketing the current inventory of facilities and programs provides more cost effective means to meeting public demand. According to the Needs Assessment Survey results, some parks remain well under utilized. Additionally, 24% of respondents did not use a park within the past year. These results create the need to further market the current inventory of parks, facilities, and programs.

Recommendation	Description	Basis for Recommendation
Park Brochure Update	Update the Parks and Recreation brochure to reflect current and accurate locations of parks and facilities	<ul style="list-style-type: none"> ▶ Town Hall meeting respondents indicated that they are not aware of the locations of parks and facilities
Recreation Center Promotion	Develop marketing materials for each of the Recreation and Senior Centers. Also develop similar materials for proposed centers during development and construction phases	<ul style="list-style-type: none"> ▶ Town Hall meeting respondents indicated that they are not aware of the locations of current facilities ▶ Over 350 responses to the Needs Assessment Survey indicated that they utilize a current recreation center ▶ Center usage data increased over time as residents became aware of the facilities
Master Mailing / Email Distribution List	Send out monthly eNewsletters to all "Registered" citizens	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet
Program and Facility Status	Include programming status and facility status on the claytonparks.com website	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet
Interactive Park Map	Develop an interactive park map on the website.	<ul style="list-style-type: none"> ▶ Town Hall meeting respondents indicated that they are not aware of the locations of parks and facilities as well as the amenities provided at each location

Recommendation	Description	Basis for Recommendation
Utilize Cost Effective Marketing Channels	Blogs, MySpace Page, Local TV Channel	<ul style="list-style-type: none"> ▶ Department financial assessment (risks outlined in Section 6 of this Master Plan)

Create Branding Standards

Branding is centered around creating a standard “look & feel” of the Department so the public can distinguish the difference between Clayton County parks and facilities, programs, and City offered amenities. Branding is a public representation of the CCDPR vision and mission statements and the Department tagline.

Recommendation	Description	Basis for Recommendation
Improved Signage	Create all signs consistently. More signs are needed to provide directions to the parks and facilities. Existing directional signs need to be bigger with a logo. Possibly place a contact phone number on all park entrance signs.	<ul style="list-style-type: none"> ▶ Parks assessment site visits ▶ Town Hall meeting respondents indicated that they are not aware of the locations of current facilities
Enhance Website	Enhance the www.claytonparks.com website with consistent colors and messaging.	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet

Promote the Department Value Proposition

The value proposition of the CCDPR represents what the Department believes it is offering to the public in terms of service and facilities. Promoting the CCDPR value proposition can be done through strategic promotional events. The recommendations set forth in this Master Plan focus on examples of determining events that the CCDPR wants and should be associated with.

Recommendation	Description	Basis for Recommendation
Sports Tournaments and Events	Partner with local Sports Associations and Clubs to co-host and sponsor tournaments and events. Examples include annual tennis tournaments, outdoor basketball tournaments, 5K and 10K Runs, Fishing tournaments, etc.	<ul style="list-style-type: none"> ▶ Town Hall meeting comments

Recommendation	Description	Basis for Recommendation
General Advertising of Park Facilities and Programs	Develop standard methods and protocols for marketing/promoting events, classes, facilities, and activities sponsored by the Department.	<ul style="list-style-type: none"> ▶ Town Hall meeting comments ▶ Needs Assessment awareness data ▶ Internal CCDPR focus group meeting comments
Implement Adopt a Park	Implement Adopt-a-park, which will be an innovative way for businesses, community groups, or individuals to provide financial support for the refurbishment and maintenance of County parks. Recognition will be given for the contribution with appropriate signage in the adopted park or facility.	<ul style="list-style-type: none"> ▶ Best practice information collected through an interview with Gwinnett County, GA and Dekalb County, GA ▶ Literature review of park and recreation master plans from communities around the nation
Health Outreach Program	Work with local and National Health organizations to develop and implement health initiatives and outreach programs.	<ul style="list-style-type: none"> ▶ According to 2006 results from the CDC Behavior Risk Factor Surveillance System, 65% of Clayton County residents indicated that they do not participate in physical activities
Promotion Package	Create a standard promotion package that includes all elements of the promotion lifecycle. This includes decision criteria for selecting events, implementing the event, and calculating the expected return on investment of the event (quantitative or qualitative).	<ul style="list-style-type: none"> ▶ Town Hall meeting comments ▶ Needs Assessment awareness data ▶ Internal CCDPR focus group meeting comments

Technology

The Technology initiative is designed to improve and enhance Department technology resources to better meet the needs of the employees and citizens of Clayton County. Technology includes computer hardware and software, telephones, and infrastructure. Technology related improvement recommendations focus on enhancing current CCDPR technology as well as enhancements to the website. These subcategories and corresponding improvement recommendations are listed as follows.

Leverage Current Recreation Technology

Service delivery of park services and programs to the residents of Clayton County can be ultimately hindered if the correct technology is not in place. Therefore, as part of the technology improvement initiative, bringing the CCDPR to current technology standards is at the forefront of this initiative. Technology enhancements to bring the CCDPR up to industry standards will aid in increasing efficiency, level of service, and ultimately resident/user satisfaction.

Recommendation	Description	Basis for Recommendation
Establish a Comments/Suggestion Hotline Number	Set up a telephone number that will allow users of parks and facilities to leave comments and/or suggestions.	<ul style="list-style-type: none"> ▶ Best practice information collected through an interview with Gwinnett County, GA and Dekalb County, GA
Enterprise Recreation Management System	Create website functionality to enable residents to register for park and recreation services (facility rental, etc.) and programs (baseball, basketball, etc.) online and pay via credit card. Additionally, create and post an interactive park map on the Parks and Recreation website. Implement a universal membership tracking system and access card for members of Recreation Centers and Senior Centers. The cards should contain member information and the system should have the capability to track visits throughout the year at various locations.	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet ▶ Town Hall meeting comments ▶ CCDPR focus group meeting comments
Park Inventory Database	Create and maintain a comprehensive park inventory database including parks and facilities, amenity information, deferred maintenance schedule, and upgrade information.	<ul style="list-style-type: none"> ▶ Best practice information collected through an interview with Gwinnett County, GA and Dekalb County, GA

Enhance Online Functionality

Comments from the employee focus groups as well as from the Town Hall meetings included the want/need for online capabilities. These capabilities range from internal requirements for recreational program management to public facing capabilities such as online registration and payment and increased website functionality. Enhancing online

functionality improvements will begin to address these needs as well as improve marketing and information specific to County parks and facilities.

Recommendation	Description	Basis for Recommendation
Online Suggestion and Comments Link	Enhance the County parks and recreation website to include an online suggestion or comments link for park users to express needs and concerns to the Department.	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet
Individual Park Pages	Add a link for each individual park with pictures and amenities for each park. Each page should include Master Plan renderings as they become available.	<ul style="list-style-type: none"> ▶ Best practice information collected through an interview with Gwinnett County, GA ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet
Online Program Registration	Include an online program registration for external use as part of the Enterprise Recreation Management System implementation.	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet
Online Payment Option	Include an online payment option for external use as part of the Enterprise Recreation Management System implementation.	<ul style="list-style-type: none"> ▶ 17% of Needs Assessment Survey respondents stated they receive CCDPR information through the internet

Organization

The internal organization of the CCDPR is essential to provide the residents of Clayton County exceptional facilities, services, and programs. The Organization initiative highlights accountability and ensures the Department has the appropriate resources to effectively and efficiently conduct operations. Additionally, performance and diagnostic measures will help the Department stay focused on the vision and mission. The Organization initiative contains service improvements around people, processes, operations and maintenance, and funding resource development. These subcategories and corresponding improvement recommendations are listed as follows.

People

The people component of the CCDPR is the most important asset to successfully provide exceptional service to the residents of Clayton County. CCDPR operations can be enhanced through the addition/re-alignment of certain staff. Additionally, gaining public involvement will help with labor costs and citizen ownership of parks.

Recommendation	Description	Basis for Recommendation
Technology Specialist	Hire a technology specialist to create and maintain park inventory and reporting systems	<ul style="list-style-type: none"> ▶ Needed for the implementation and management of a Enterprise Recreation Management System
Landscape Architect	Hire or contract a landscape architect to assist in the development of individual park master plans	<ul style="list-style-type: none"> ▶ Needed for the development of individual park master plans
Partnership Alliance Coordinator	Hire a staff member to coordinate with the grant writer, corporate sponsors, etc.	<ul style="list-style-type: none"> ▶ Demographic data—household income characteristics ▶ Increase funding for use by CCDPR
Aquatics Manager	Hire an aquatics manager that is responsible for overseeing maintenance and lifeguard certifications for the entire county system	<ul style="list-style-type: none"> ▶ Internal CCDPR focus group meeting comments
Volunteer Management	Create a volunteer staffing corps by coordinating with Park Pride, PATH Foundation, Trail Societies, Boy Scouts, Senior Groups, Earthshare, Hands on Atlanta, Flint River Organization, Keep Clayton County Beautiful, and similar organizations	<ul style="list-style-type: none"> ▶ CCDPR financial assessment
Marketing Lead	Hire and/or transition an existing staff member to 100% marketing. This person would be solely responsible for the development and coordination of marketing materials and initiatives.	<ul style="list-style-type: none"> ▶ 54% of respondents to the Needs Assessment Survey indicated that their household uses parks or facilities several times a year, once a year, or never

Processes

Processes enable the CCDPR to successfully execute the vision and mission, and therefore are a key component of the organization improvement initiative. Collaboration with internal County departments as well as city departments is crucial to providing a well-rounded level of service to the residents of Clayton County.

Recommendation	Description	Basis for Recommendation
Cross-Agency and Resident Integration	Establish regular (monthly) meetings with the County Police Department to discuss issues regarding crime in parks and at Park and Recreation maintained facilities. Encourage park and recreation users to become involved in planning a strategy for addressing park crime. In addition, establish regular meetings with the County Greenspace Program to ensure coordination and successful implementation of the trails component of the Master Plan.	<ul style="list-style-type: none"> ▶ Best practice information collected through interviews with Gwinnett County, GA and Dekalb County, GA
City Collaboration	Establish regular (semi-annual) meetings with city park and recreation leads to discuss problems, needs, and success stories.	<ul style="list-style-type: none"> ▶ Best practice information collected through interviews with Gwinnett County, GA and Dekalb County, GA
Resident Task Force	Use the Advisory Board as a means to gain feedback and participation from residents throughout the County in regards to planning and implementation of strategic plans. Participation can include picking up litter, reporting crime and vandalism, and outreach to the local community.	<ul style="list-style-type: none"> ▶ According to the Needs Assessment Survey, of those who do not use parks or facilities, 17% stated it is because of safety/security ▶ According to the Needs Assessment Survey, most respondents indicated that the overall conditions of parks and facilities are good
Coordinate with the County Grants Writer	Coordinate with the County grants writer to identify grants and partnering opportunities specifically geared towards Parks and Recreation program to mitigate the effects of budget reductions	<ul style="list-style-type: none"> ▶ CCDPR financial assessment

Operations and Maintenance

The operations and maintenance category is focused on improving internal operations and maintaining staff, primarily through frequent training. A key component of this category is providing a mechanism that ensures accountability for the CCDPR, and therefore transparency to the general public.

Recommendation	Description	Basis for Recommendation
Balanced Scorecard Implementation	Originally developed as a strategic planning and performance measurement system for civilian commercial businesses, the Balanced Scorecard (BSC) has since been modified to embrace government and not-for-profit organizations. When fully implemented, the Balanced Scorecard provides strategic focus, improves strategy formulation and strategic planning processes, provides a performance measurement system with metrics, creates synergistic alignment of functions across the organization, and improves the overall efficiency of the organization. The Balanced Scorecard has become the tool of choice for strategic planning and performance management in defense organizations and other government agencies. It also provides an excellent mechanism for determining an organization's strategic focus and direction, managing risk, resourcing, communicating the organization's strategy and objectives, task identification, process flow, and corporate reengineering opportunities.	<ul style="list-style-type: none"> ▶ Industry best practices ▶ Town Hall meeting comments regarding transparency and accountability
Crime Prevention Through Environmental Design - or CPTED	Have staff responsible for park planning take training around crime prevention through environmental design. Incorporate CPTED in each individual park Master Plan.	<ul style="list-style-type: none"> ▶ According to the Needs Assessment Survey, of those who do not use parks or facilities, 17% stated it is because of safety/security

Recommendation	Description	Basis for Recommendation
Hours of Operation Analysis	Review and evaluate the current hours of operation for facilities and evaluate changing the hours. Town Hall meeting participants indicated the want for recreation centers to be opened earlier. Evaluate the need and impact to the Department in terms of staff and cost utilizing tracking software to determine peak usage times.	<ul style="list-style-type: none"> ▶ Town Hall Meeting comments ▶ Leisure for men (defined as time spent outside of the labor market) increased 7.9 hours per week from 1965 – 2003 driven by a decline in hours spent at working for pay according to Measuring Trends in Leisure: The Allocation of Time Over Five Decades

Funding Resource Development

A government entity must have the financial resources to succeed. Without adequate funding, level of service is compromised, which can have devastating impacts on public perception, internal moral, and general parks and recreation user-ship. The funding resource development category aims to uncover innovative ways for the CCDPR to raise and maintain additional funding to cover operations, park improvements, and programming elements.

Recommendation	Description	Basis for Recommendation
Fee Structure Analysis and Update	Evaluate the current fee structure based on best practices, needs, and demand.	<ul style="list-style-type: none"> ▶ Town Hall Meeting comments ▶ 20% of the Needs Assessment Survey respondents selected “other” for why they do not use parks and facilities. Most of the “other” responses were because of fees.
Develop a Fee Policy	Develop a fee policy that provides the supporting detail for the current fee structure. Determine effective methods to provide the public with affordable recreational programming and services (i.e. sliding fee scales)	<ul style="list-style-type: none"> ▶ 20% of the Needs Assessment Survey respondents selected “other” for why they do not use parks and facilities. Most of the “other” responses were because of fees.

Recommendation	Description	Basis for Recommendation
Discount for County Employees	Consider implementing a discount program for County employees (or only parks and recreation employees) for the use of rentals, fees, etc.	<ul style="list-style-type: none"> ▶ Employee focus group data ▶ Increased participation and employee benefits
Periodic Free Weeks	Provide periodic free weeks for recreation centers to gain a true snapshot of facility usage.	<ul style="list-style-type: none"> ▶ Town Hall meeting comments ▶ CCDPR financial assessment ▶ Usage trend data for recreation centers and senior centers

Park Improvements

Park improvements are at the heart of the service improvement portfolio. Improvements to physical infrastructure and programming are the crux of the CCDPR vision and mission. The Park Improvement initiative is designed to provide improvement recommendations around physical maintenance and improvements, planning, and park programming. These subcategories and corresponding improvement recommendations are listed as follows.

Physical Maintenance and Improvements

Parks and facilities will only be utilized if they are maintained and upgraded to meet the needs of the public. The following recommendations were developed with a combination of public feedback as well as observations collected from individual site visits.

Recommendation	Description	Basis for Recommendation
Independence Park	Upgrade restroom building and water fountains at the park. Landscaping around park to assist with crime prevention.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Gerald Matthews Sports Complex	Upgrade informal play fields at the front of the park next to McDonough Rd. Consider this site as a potential recreation center location. Remove all parking obstacles (dirt, etc.) from the parking lots. Ensure all restrooms are ADA compliant, specifically near the tennis courts. Work with Lovejoy High School to upgrade the outdoor amphitheatre currently located on school property.	<ul style="list-style-type: none"> ▶ Parks assessment site visits

Recommendation	Description	Basis for Recommendation
Morrow/Lake City Park	Look at the possibility of converting the concrete pad behind the concession building to a basketball court. Add mulch to the playground area.	► Parks assessment site visits
Panhandle Park	Redevelop/upgrade field #3 to include formal fencing. The football field and bleachers currently prevent this field from being fully utilized.	► Parks assessment site visits
Rex Park	Make the playground ADA accessible from the parking lot.	► Parks assessment site visits
Reynolds Nature Preserve	Re-establish the nature trail across the street from the main part of the preserve. Create and install interpretive signage throughout the preserve to educate hikers on plants and animals. Repair the trail that is closed between the Big Pond and the Dry Pond. Clean and reopen the lower parking lot for access to the City of Morrow trail system.	► Parks assessment site visits
J. Charley Griswell Park at Rum Creek	Create a trail surrounding the park through the trees on the south end. Convert the old batting cage area to a basketball court. Upgrade and repair concession stands throughout the park.	► Parks assessment site visits
J.W. Arnold Park	Create a formal paved parking area. Improve landscaping around current parking area to prevent erosion.	► Parks assessment site visits
Grant Road Park	Limb trees around the park. Remove graffiti on picnic pavilion and basketball court. Upgrade playground equipment. Coordinate with the Villages of Ellenwood development on design of park.	► Parks assessment site visits

Recommendation	Description	Basis for Recommendation
Key Street Park	Upgrade the park with formal paved parking to prevent erosion, update dugout areas, repair scoreboard, and fix existing fencing. Install park sign.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Lee Street Park	Remove the sign at the football field stating “keep off.” Lock the breaker box located at the south entrance. Replace ADA parking signs in the parking lot.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Maddox Road Park	Reposition the backstop for the informal play field based on the location of the basketball court. Install landscape elements around the basketball court to enhance the aesthetics of the park. Install picnic pavilion or a shaded shelter for visitors.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Tar Creek Mini Park	Transfer ownership/responsibility to the Board of Education. The park is currently closed and used for Morrow High School.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Frank Bailey Senior Center	Upgrade the facility with a wellness center. Provide more storage for the staff.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Wilma W. Shelnutt Senior Adult Center	Install a playground on the west side of the building for the kinship care program.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Forest Park Park	Demolish the old concession and restroom building. Install more prominent park signage.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Rex Equestrian Park Upgrade	Develop a dog park. Create a formal archery area for the Clayton County archery association. Add formal parking to the site. Improve signage for the park.	<ul style="list-style-type: none"> ▶ Parks assessment site visits ▶ 53.6% of Americans regularly take care of, or play with, one or more pets according to the 2000 National Survey on Recreation and the Environment
Bonanza Pool Site	Consider transferring this property to a different party or convert the site into a passive park site with benches and lighting.	<ul style="list-style-type: none"> ▶ Parks assessment site visits ▶ Property size is very small and is surrounded by residential houses.

Recommendation	Description	Basis for Recommendation
Jim Huie Recreation Center	More parking needed. 35 additional acres on the property could be used for trails or center expansion. Center expansion should consider the addition of a computer room, educational program area, and indoor walking track.	► Parks assessment site visits
Pine Circle Park	More directional signage to the park. Have more park patrolling at this location. Consider the acquisition of the house adjacent to the park entrance. Develop trail along the old railroad bed behind the park.	► Parks assessment site visits
Jesters Creek Park	Connect trail from park to existing Jesters Creek Trail System. More directional signage to the park and provide more park patrol. Park needs a new sign at the entrance to the park. Enforce the opening and closing of the park gate. Install more picnic tables.	► Parks assessment site visits
Muscle Beach and Indoor Facilities at International Park	Consider selling annual passes for access to indoor activities at International Park. Enhance the building with more activities (indoor putt put, eateries, arcade, etc.). Enhance the muscle beach fitness room.	► Parks assessment site visits
International Park	Connectivity to Reid Stephens property. Create a formal rear entrance off of Walt Stephens during the off-season. Access gates to surrounding neighborhoods. Large park sign needed at the entrance with facilities located in the park. New directional sign needed off the highway with more description. Brand the park more than a beach. Promote the park as free during the off season. Re-landscape the park to control/prevent erosion issues.	► Parks assessment site visits

Recommendation	Description	Basis for Recommendation
Track and Field Facility	Consider the development of an indoor track facility	▶ Town Hall meeting comments
Basketball Courts	33 additional basketball courts	▶ Adopted County guidelines (see Section Three)
Information Booths at Senior Centers	Add information booths at senior centers to include County information, local city information, etc.	▶ Senior Focus Group meeting comments
Play Features	Additional play features needed throughout the County (specifically for toddlers).	▶ Town Hall meeting comments ▶ Parks assessment site visits
County Park and Facility Entrance Signs	Replace all park entrance signs with consistent branding and visibility.	▶ Needs assessment survey ▶ Parks assessment site visit ▶ Best Management Practices demonstrated by other county Park and Recreation Departments
Tennis Courts	22 Tennis Courts	▶ Adopted County guidelines (see Section Three)
Football Fields	9 Football Fields	▶ Adopted County guidelines (see Section Three)
Soccer Fields	17 Soccer Fields	▶ Adopted County guidelines (see Section Three)
Swimming Pools	11 Swimming Pools	▶ Adopted County guidelines see Section Three)

Recommendation	Description	Basis for Recommendation
Recreation Centers	3 Recreation Centers	<ul style="list-style-type: none"> ▶ Adopted County guidelines (see Section Three) ▶ 23% of respondents to the Needs Assessment survey indicated that they would like to have more all-purpose indoor recreation centers in the future ▶ 67% of respondents to the Needs Assessment Survey stated they would support a tax measure to acquire more parks, preserve open spaces, develop trails, and/or develop more recreation facilities
Senior Centers	2 Senior Centers	<ul style="list-style-type: none"> ▶ Adopted County guidelines (see Section Three)

Planning

The intention of this Master Plan is to provide the strategic direction of the CCDPR over the next 10 years. This is a start to the overall planning process, and is an ongoing effort and should not be overlooked going forward.

Recommendation	Description	Basis for Recommendation
Park Land and Greenspace Acquisition	Acquire potential parkland and greenspace as it becomes available. Work with the greenspace coordinator on a formal process for identification of available land and acquiring funds for acquisition. Acquire land in accordance with the proposed trail system.	<ul style="list-style-type: none"> ▶ 14% of respondents to the Needs Assessment Survey indicated that they would like more open space preservation / passive recreation / trails in the future ▶ 67% of respondents to the Needs Assessment Survey stated they would support a tax measure to acquire more parks, preserve open spaces, develop trails, and/or develop more recreation facilities
Deferred Maintenance, Prioritization, and Cost Analysis	Analyze existing park and facility inventory and maintenance. Calculate the deferred maintenance on park assets and prioritize and develop a cost maintenance schedule.	<ul style="list-style-type: none"> ▶ Industry best practices
International Park Master Plan	Develop a Master Plan for the enhancement and renovation of International Park. The Master Plan should analyze current park operations, fees, programs, facilities, amenities, and landscaping.	<ul style="list-style-type: none"> ▶ Parks assessment site visits
Individual Park Master Plans	Create individual park Master Plans that depict the future use of the park with amenities and landscaping features.	<ul style="list-style-type: none"> ▶ Best practice information collected through interviews with Gwinnett County, GA and Dekalb County, GA

Park Programming

Much of the park programming improvements were obtained from public input through the Town Hall meetings and the Needs Assessment Survey. The enhancements to the current inventory of programs will enable the public to become more active.

Recommendation	Description	Basis for Recommendation
Toddler Activities	Provide toddler play features in parks adjacent to existing playgrounds.	<ul style="list-style-type: none"> ▶ Town Hall meeting comments
Park Recycling	Set up recycling collection at County Parks. This will attract people to the park as well as generate revenue for the Department.	<ul style="list-style-type: none"> ▶ Increased awareness for green initiatives ▶ Aligns with statewide recycling efforts
After School Program Expansion	Provide additional programming and activities during the school breaks (fall, winter, and spring).	<ul style="list-style-type: none"> ▶ 20% of respondents to the Needs Assessment Survey indicated that they would like more after-school youth activities in the future ▶ 19% of respondents to the Needs Assessment Survey indicated that they would like more supervised teen activities in the future
Hispanic Programming Opportunities	Provide programming for the Hispanic community (~7% of the County population). Also, consider the inclusion a Hispanic member to the advisory board.	<ul style="list-style-type: none"> ▶ Town Hall meeting comments ▶ The Hispanic or Latino population consists of approximately 7% of the total County population in 2000
Family Fun Nights	Establish family fun night events that are affordable and educational.	<ul style="list-style-type: none"> ▶ Town Hall meeting comments ▶ CCDPR vision and mission statement
Controlled Intergenerational Programming (Mentor Protégé Relationships)	Create programs and activities geared towards promoting informal mentor relationships with active seniors and youth within department facilities	<ul style="list-style-type: none"> ▶ Town Hall meeting comments ▶ Demographic data
Community Games at International Park	Conduct community games including field day for kids, County department competitions, etc.	<ul style="list-style-type: none"> ▶ Town Hall Meeting comments

The comprehensive Service Improvement Portfolio includes initiatives supporting each of the four service improvement initiatives. The portfolio, developed after completing an extensive information-gathering and evaluation process, offers a broad-based, public

driven and partner focused approach to delivering park and recreational services. While recommendations in the portfolio have been aligned with specific service improvement initiatives, many of the proposed initiatives will have indirect and beneficial impacts. The CCDPR must consider County-wide priorities and budgetary constraints when weighing the prioritized listing of initiatives that will result from this assessment (outlined in further detail in the Improvement Portfolio Prioritization Section).

Section Seven – Service Delivery Assessment

The efficient delivery of park and recreation services is an important aspect to any Park and Recreation Department. Service delivery encompasses all aspects of the organization including people, processes, technology, performance measures, and financing. The efficient use of each of these components will lead to a successful Park and Recreation Department.

Vision, Mission, and Goals

The vision, mission, and goals of the Department of Parks and Recreation serve as the foundation of the organization to provide outstanding service to the residents of Clayton County.

Vision

“Clayton County Department of Parks and Recreation strives to engage and connect communities through people, parks and programs by providing a diverse offering of events and activities within our parks and facilities while enhancing the quality of life for the residents of Clayton County.”

The vision expresses the Department of Parks and Recreation’s commitment to serving the citizens of Clayton County, Georgia.

Mission

The mission of the Department of Parks and Recreation serves as the defining purpose of the Department.

“The mission of the Clayton County Parks and Recreation Department is to foster leisure activities, pursuits and experiences through the provision of a safe and well maintained park system, comprehensive and affordable recreation programs and facilities to the residents of Clayton County.”

This mission statement is the foundation of the current service delivery and should be communicated to all staff within the Department.

Goals

In addition to the vision and mission of the Department, underlying goals aid in the support and achievement of the vision and mission. There are five goals that the Department has to help achieve the strategy.³⁹

- I. ***Organizational effectiveness*** – Ensure a high-performance work force capable of implementing the recommendations outlined in the strategic plan.

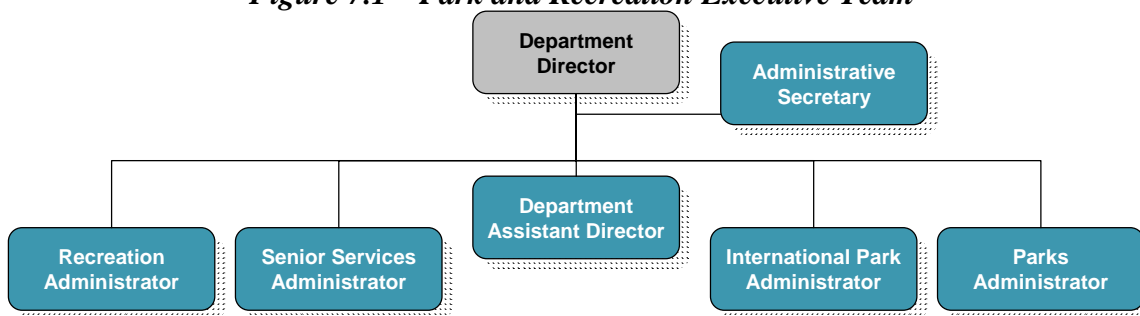
³⁹ Clayton County Parks and Recreation Strategic Plan., p. 4 – 8.

- II. **Balanced service delivery** – Operate balanced athletic, educational, and recreational programs to expand the knowledge and appreciation of Clayton’s quality of life opportunities that support the mission of the Department.
- III. **Marketing, public participation, and support** – Increase public awareness, support and participation by enhancing the image of Clayton County Parks and Recreation Department.
- IV. **Guest services** – Improve customer service and satisfaction, be more proactive in anticipating and responding to the needs of guests, and apply best business practices to all operational activities.
- V. **Proper planning** – Develop and implement long-range plans for identifying, acquiring, developing and properly managing lands and facilities containing unique recreational resources and opportunities.

Organization

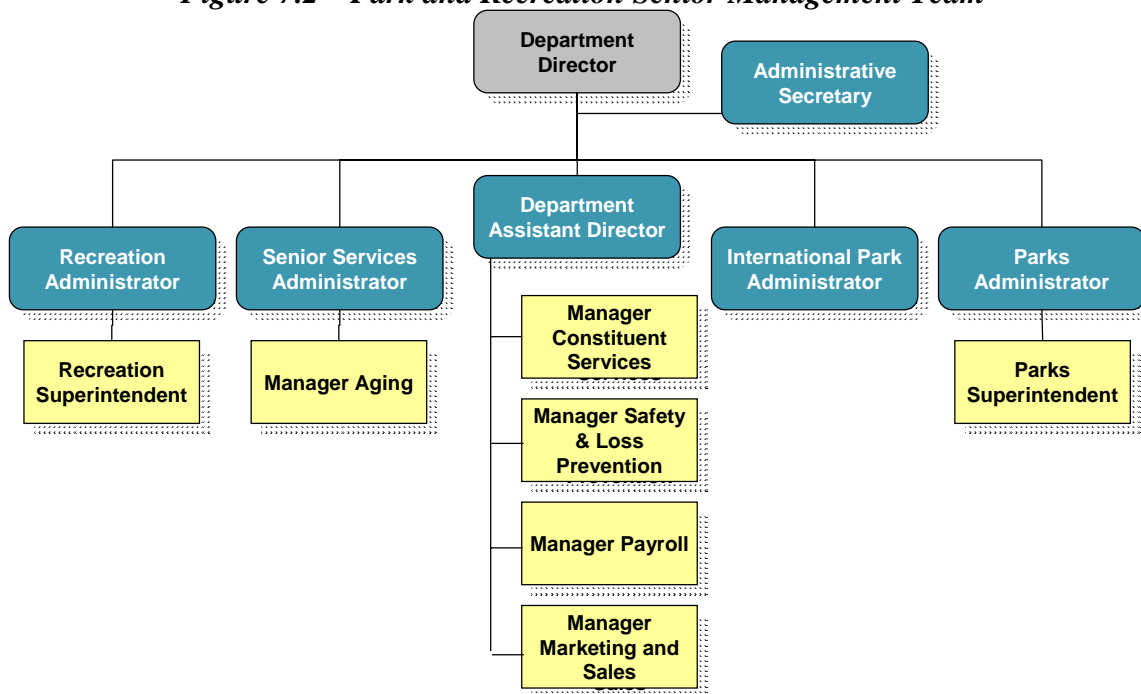
Reporting directly to the Clayton County Board of Commissioners, the Department of Parks and Recreation is led by the Director. The Department is organized into five primary business units; Recreation Services, Senior Services, Administrative Services, Enterprise Services, and Park Services. To aid the Director in the implementation of the strategy and vision of the Department and for each of these business units is the Department’s Executive Team. The Executive Team is comprised of the Director, Assistant Director, Recreation Administrator, Senior Services Administrator, International Park Administrator, the Parks Administrator, and the Administrative Secretary. The current organization structure of the Executive Team is shown in *Figure 7.1*.

Figure 7.1 – Park and Recreation Executive Team



The Executive Team is responsible for the oversight of operations within each business unit within the Department. To compliment the Executive Team a Senior Management Team provides an additional layer of management support. The Senior Management Team is comprised of select Superintendents and Managers. *Figure 7.2* displays the organizational structure with the Senior Management Team highlighted in yellow.

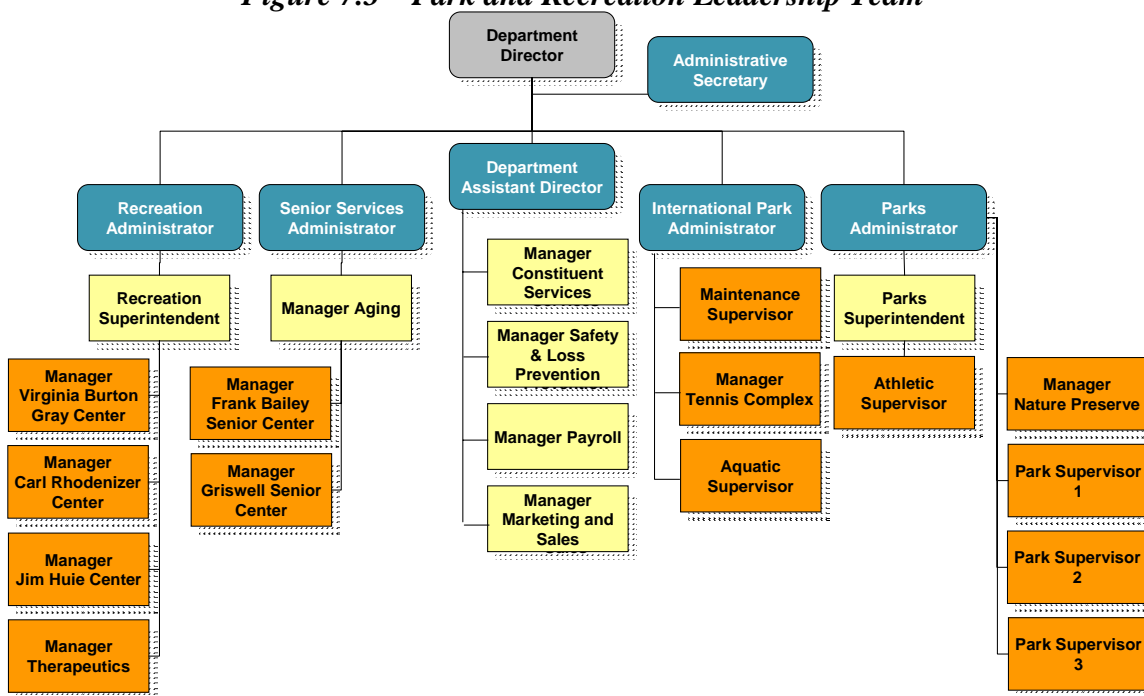
Figure 7.2 – Park and Recreation Senior Management Team



The current full time staffing of the Department is approximately 105 employees.⁴⁰ This includes full time staff for the entire Department including the Aging Division. The direct management of most of these employees is led by the Leadership Team, which creates a comprehensive management structure for the Department. The Leadership Team consists of managers and supervisors from across the organization. The Leadership Team, highlighted in orange, is shown in *Figure 7.3*.

⁴⁰ Clayton County, Georgia. *Annual Budget: Fiscal Year Ended June 30, 2008*. July 1, 2006. p. 161.

Figure 7.3 – Park and Recreation Leadership Team



As outlined in the Service Improvement Portfolio section, the CCDPR is in need of additional staff in the areas of technology and marketing. Therefore, a technology specialist should be added to the Department as well as a staff member solely devoted to marketing. The marketing lead should be a member of the CCDPR Executive Team and should oversee the marketing and sales division located at International Park. If hiring additional staff is unfeasible based on resource constraints consider appointing an internal staff member to assume this responsibility full time. This may require a change in the job description and thus pay. Additionally, the organization would be greatly enhanced with a close relationship with the grants writer. This person should be closely associated with the Executive Team and should provide frequent reporting on the status and availability of grants for all areas of the Department.

Financial Assessment

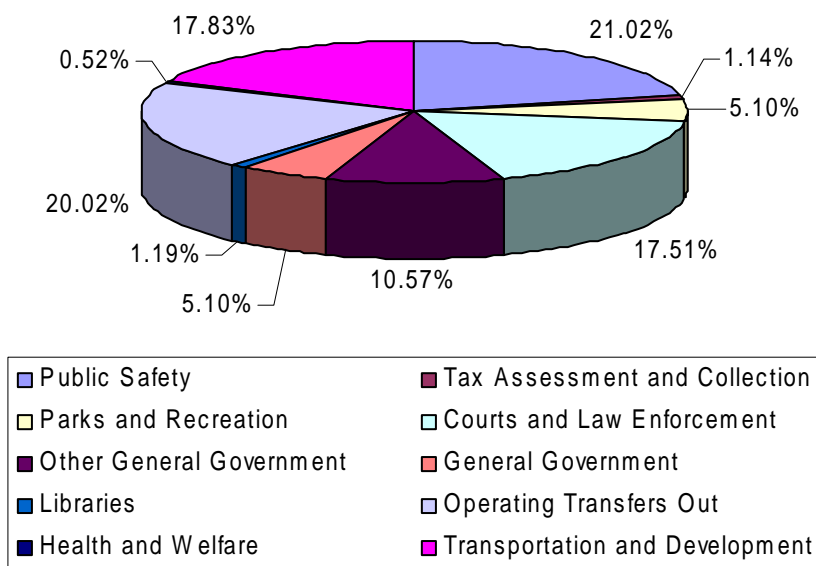
The following sections present a high level overview of the financial situation of the CCDPR. The financial assessment attempts to provide current state information with potential ways for the CCDPR to raise funds to cover operations and growth.

Expenditures

The Department of Parks and Recreation is expected to account for 5.1%, or \$15,659,716, of County expenditures in fiscal year 2008.⁴¹ Figure 7.4 displays the proportion of the parks and recreation budget compared to other internal County agencies.

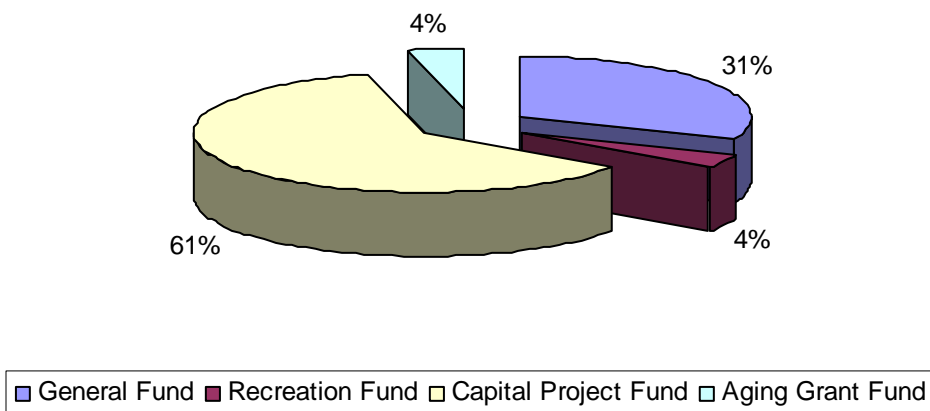
⁴¹ Ibid., p. 32.

Figure 7.4 – FY2008 Estimated County Expenditures



In FY2007 the CCDPR expenditures were mostly out of the capital improvement fund (61%), as shown in *figure 7.5*.⁴²

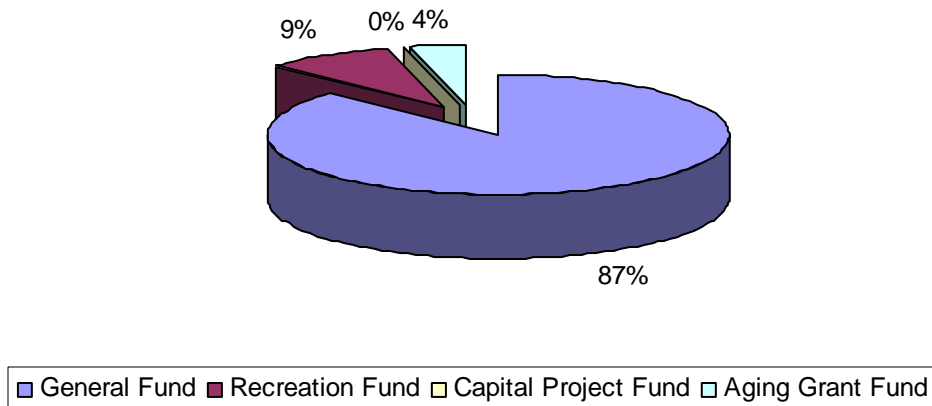
Figure 7.5 – Department Expenditures By Category: FY2007



This weighted expenditure mix was the result of building additional recreation centers in the County. This 61% is primarily generated through SPLOST funds and is only used for capital improvement projects. The FY2008 expenditures budget, shown in *figure 7.6*, does not include any capital expenditures. Therefore, the expenditures for the CCDPR is funded primarily out of the general fund.

⁴² Ibid., p. 159 – 160.

**Figure 7.6 – Projected Department Expenditures By Category
(FY2008 Budget)**



As presented in these figures, the CCDPR is presented with challenges to meet expenditure demands. *Table 7.1* outlines the revenue sources of the CCDPR with the associated challenges and risks for each.

Table 7.1 – Revenue Category Challenges and Risks

Revenue Category	Current Situation	Challenges / Risks
Taxes / SPLOST	<ul style="list-style-type: none"> ▶ An additional SPLOST was passed for the construction of new facilities for the CCDPR in 2008 ▶ Taxes are the primary source of revenue for the CCDPR 	<ul style="list-style-type: none"> ▶ Potential decreasing tax base ▶ Competing County priorities
Grants	<ul style="list-style-type: none"> ▶ Important source of revenue for the Aging Division 	<ul style="list-style-type: none"> ▶ Competition with large applicant pools ▶ Usually smaller funding amounts ▶ Restrictions may be associated with the use of grant money
Fees	<ul style="list-style-type: none"> ▶ Residents feel that generally fees are too high and keep participation down 	<ul style="list-style-type: none"> ▶ Fees that are too high deter residents from using the facilities ▶ Fees enhance the County's general fund and do not contribute to specific CCDPR programs or facilities ▶ Lower fees and/or no fees may result in higher taxes

Revenue Category	Current Situation	Challenges / Risks
Donations	<ul style="list-style-type: none"> ▶ Donations are primarily in the form of land 	<ul style="list-style-type: none"> ▶ Locating and targeting the target audience for donations ▶ Perception of government and use of funds ▶ Location and condition of donated property could present upkeep challenges.

In essence, the CCDPR is constrained by the amount of taxes that are collected by the County. With an expected decline in tax revenue in the near future, the CCDPR will need to identify innovative ways to increase programs and service with less money. Capital improvements remain relatively neutral in the overall financial landscape because SPLOST funds are used for major capital improvements only. However, competing capital improvement priorities within the County could pose challenges in the future in obtaining SPLOST funds. As outlined in the Needs Assessment Survey analysis, 67% of respondents stated that they would support a tax measure to maintain existing parks, improve existing parks, acquire more parks, preserve open spaces, develop trails, and develop more recreation facilities. It is important to note that 83% of survey participants own their residence. Therefore, special parks and recreation tax measures, as done in Gwinnett County, Georgia, as well as special park bonds can be avenues to increase the revenue of the CCDPR. Identifying and marketing to potential donors remains an option for increasing revenue. As stated in the Service Improvement Portfolio, working collaboratively with the County grant writer can potentially provide alternative funding sources for the CCDPR.

Section Eight – Improvement Portfolio Prioritization

Effective portfolio management can help the Department of Parks and Recreation trace the linkages between its strategic objectives and individual investment initiatives. In doing so, the Department will gain the level of transparency and depth of information required to ensure its ability to achieve its strategic goals and objectives. To aid the CCDPR in moving to effective portfolio management, the improvement recommendations outlined in the Service Improvement Portfolio are assessed and prioritized based on cost, impact, and time to implement.

Methodology

Each recommendation outlined in the Service Improvement Portfolio, section six, was evaluated and prioritized. The purpose of the improvement portfolio prioritization is to provide the CCDPR with a guide to aid in the implementation of the improvement recommendations. Furthermore, the CCDPR should use this framework when evaluating future recommendations not stated in this plan. Each recommendation was evaluated on based on high level cost estimates, high level anticipated impact, and the time to implement. The following are descriptions of each criteria.

Estimated Cost

To effectively determine the priority for implementing the improvement recommendations, cost categories were determined for each improvement. The following are the cost categories used in the prioritization analysis.

Low: \$0-\$99,999

High: >\$100,000

For the improvement recommendations that are capital improvements specific cost estimates were calculated. The specific cost estimates for the capital improvement recommendations were obtained from industry cost assemblies, comparable Master Plans, and actual cost data from vendors. These estimates are to be used for decision making purposes only and will need a detailed cost estimate prior to being incorporated in the CCDPR budget.

Estimated Impact

Estimated impact represents the anticipated value that the improvement recommendation will have on the local community. Estimated impact categories (low, medium, and high) were determined for each improvement recommendation and are based on public feedback, industry best practices and/or guidelines, and third party un-biased experience. The following are the estimated impact categories with descriptions.

Low: Recommendations that are based on best practices, trends, or guidelines

High: Recommendations gathered from public or stakeholder input and were reoccurring themes from public or stakeholder meetings as well as meets the low category criteria

Estimated Time to Implement

Estimated time to implement represents the feasibility component for the outlook on implementation. Estimated time to implement is represented in the prioritization matrix, shown in figure 8.1, by the size of the circle from smallest to largest, which is a graphical representation of the recommendation.

6 months – 1 years: Recommendations that will not require additional budgeted funds and are inline with present programming and merely requires refocusing efforts.

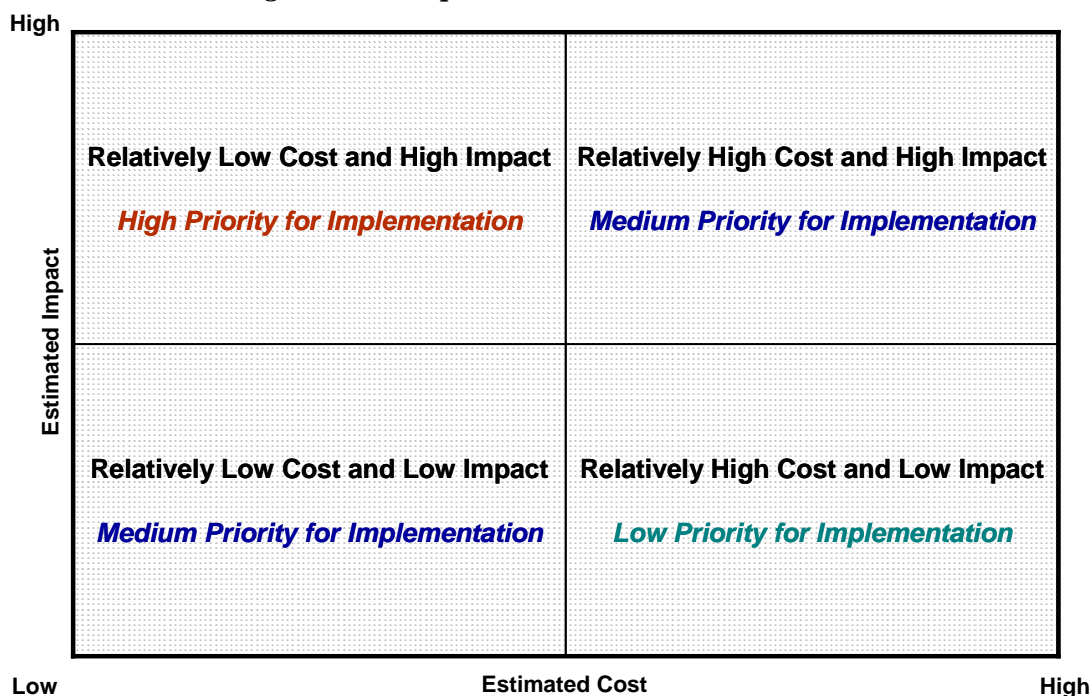
1-2 years: Recommendations that may require budget changes or realignments as well refocusing present efforts.

2-5 years: Recommendations that require budget changes and coordination with outside resources. May also require changes to present structure.

5 plus years: Recommendations that require substantial changes in budget, responsibilities, coordination, and present structure.

Once the criteria were determined, recommendations were mapped in the prioritization matrix outlined in figure 8.1.

Figure 8.1 – Improvement Prioritization Matrix



Improvement recommendations that are low cost and have a high impact are plotted in the top-left quadrant. These improvement recommendations are, and should be, the highest priority for the CCDPR to implement since they have the lowest estimated cost and the highest anticipated impact associated with them. Followed by the high priority recommendations, the recommendations plotted in the medium priority quadrants of the matrix should be considered next. Low priority recommendations, plotted in the bottom-

right quadrant of the matrix, should be considered only after all other recommendations have been implemented.

Prioritization Summary

The following prioritization summary outlines each improvement initiative with the recommendations within the initiative. Additionally, the recommendations are shown relative to each other in the prioritization matrices.

Marketing/Branding/Promotion

Table 8.1 outlines the prioritization of the improvement recommendations related to the marketing/branding/promotion improvement initiative.

**Table 8.1 – Marketing/Branding/Promotion Improvement Recommendations
Prioritization**

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
High	Park brochure update	Low	High	6 months – 1 year
	Master Mailing / Email Distribution List	Low	High	6 months – 1 year
	Recreation Center promotion	Low	High	6 months – 1 year
	General Advertising of Park Facilities and Programs	Low	High	1 – 2 years
	Program and Facility Status	Low	High	1 – 2 years
	Interactive Park Map	Low	High	1 – 2 years
	Utilize Cost Effective Marketing Channels	Low	High	2 – 5 years
Medium	Improved Signage	High	High	1 – 2 years
	Health outreach program	Low	Low	2 – 5 years
	Sports Tournaments and Events	Low	Low	2 – 5 years
	Implement Adopt a Park	Low	Low	2 – 5 years

Technology

Table 8.2 outlines the prioritization of the improvement recommendations related to the technology improvement initiative.

Table 8.2 – Technology Improvement Recommendations

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
High	Establish a Comments/ Suggestion Hotline Number	Low	High	6 months – 1 year
	Park Inventory Database	Low	High	2 – 5 years
	ClaytonParks.com Website Enhancement	Low	High	2 – 5 years

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
Medium	Enterprise Recreation Management System	High	High	2 – 5 years

Organization

Table 8.3 outlines the prioritization of the improvement recommendations related to the organization improvement initiative.

Table 8.3 – Organization Improvement Recommendations

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
High	Resident task force	Low	High	6 months – 1 year
	Balanced Scorecard Implementation	Low	High	6 months – 1 year
	Fee Structure Analysis and Update	Low	High	6 months – 1 year
	Cross-agency and resident integration	Low	High	1 – 2 years
	City collaboration	Low	High	1 – 2 years
	Hours of Operation Analysis	Low	High	1 – 2 years
	Volunteer Staffing Corps	Low	High	1 – 2 years
	Coordinate with the County grants writer	Low	High	1 – 2 years
	Discount for County Employees	Low	High	1 – 2 years
Medium	Marketing Lead	High	High	1 – 2 years
	Technology Specialist	High	High	2 – 5 years
	Periodic Free Weeks	High	High	2 – 5 years
	Crime Prevention Through Environmental Design (CPTED)	Low	Low	More than 5 years

Park Improvements

Tables 8.4 outlines the prioritization of the improvement recommendations related to the park improvements initiative.

Table 8.4 – Park Improvements Recommendations #1

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
High	Lee Street Park	Low	High	6 months – 1 year
	Deferred Maintenance, Prioritization, and Cost Analysis	Low	High	1 – 2 years
	Community Games at International Park	Low	High	1 – 2 years

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
	Controlled Intergenerational Programming (Mentor Protégé Relationships)	Low	High	1 – 2 years
	Toddler Activities	Low	High	1 – 2 years
	Information Booths at Senior Centers	Low	High	1 – 2 years
	Play Features	Low	High	1 – 2 years
	After School Program Expansion	Low	High	1 – 2 years
	Set up Family Fun Nights	Low	High	1 – 2 years
	Forest Park Park	Low	High	1 – 2 years
	Maddox Road Park	Low	High	2 – 5 years
	Rex Park	Low	High	2 – 5 years
	Morrow/Lake City Park	Low	High	2 – 5 years
Medium	Hispanic Programming Opportunities	Low	Low	1 – 2 years
	Independence Park	High	High	1 – 2 years
	Frank Bailey Senior Center	High	High	1 – 2 years
	Bonanza Pool Site	Low	Low	2 – 5 years
	Pine Circle Park	High	High	2 – 5 years
	Panhandle Park	Low	Low	2 – 5 years
	Muscle Beach and Indoor Facilities	High	High	2 – 5 years
	Outdoor Basketball Courts	High	High	2 – 5 years
	Reynolds Nature Preserve	High	High	2 – 5 years
	Park Recycling	Low	Low	2 – 5 years
	International Park Master Plan	High	High	2 – 5 years
	Rex Equestrian Park upgrade	High	High	2 – 5 years
	Tar Creek Mini Park	Low	Low	2 – 5 years
	Grant Road Park	High	High	2 – 5 years
	Key Street Park	High	High	2 – 5 years
	Gerald Matthews Sports Complex	High	High	2 – 5 years
	Jim Huie Recreation Center	High	High	5 plus years
	Jesters Creek Park	High	High	5 plus years
	International Park	High	High	5 plus years
	Individual Park Master Plans	High	High	5 plus years
	J. Charley Griswell Park at Rum Creek	High	High	5 plus years
	Park land and greenspace acquisition	High	High	5 plus years
	County Park and Facility Entrance Signs	High	High	5 plus years
	Recreation Centers	High	High	5 plus years
	Senior Centers	High	High	5 plus years
Low	Track and Field Facility	High	Low	5 plus years
	Tennis Courts	High	Low	5 plus years

Priority	Recommendation	Estimated Cost	Estimated Impact	Estimated Time to Implement
	Football Fields	High	Low	5 plus years
	Soccer Fields	High	Low	5 plus years
	Swimming Pools	High	Low	5 plus years
	Wilma W. Shelnutt Senior Adult Center	High	Low	5 plus years
	J.W. Arnold Park	High	Low	5 plus years

Prioritization Conclusion

The Master Planning process included thorough and comprehensive reviews and analysis of the existing Clayton County Department of Parks and Recreation. Reviews and analysis was focused on existing facilities, programs, organization components, and organizational structure. Additionally, Feedback was collected from several stakeholder groups including Department leadership, staff, County Commissioners, focus groups, County residents, and program participants. The information gathered during this intensive review process was used to develop a strategic plan for the Department. Several improvement initiatives were identified to adequately prepare the CCDPR for the future and to capitalize on best practices.

Of service improvement initiatives, several specific improvement recommendations are identified as areas of high priority for the CCDPR to implement. Based on detailed observations as well as feedback gathered from staff and stakeholders, the following areas should be addressed first.

- ▶ Branding the CCDPR
- ▶ Marketing Existing Facilities and Programming
- ▶ Programming Enhancements
- ▶ Technology Improvements
- ▶ Organizational Enhancements
- ▶ Security

In the area of Branding, increased efforts should be used to make citizens aware of the location of all existing facilities, programs, and events. A reoccurring theme found during the evaluation was that citizens had difficulties locating facilities, and did not have knowledge of their existence. All Parks and Recreation facility signage should be updated and consistent across the County to increase brand awareness and allow for better identification of park facilities.

In coordination with Branding efforts, a substantial Marketing campaign should also be launched. There should be increased marketing of existing facilities, their locations, and existing programming. A calendar of upcoming events should also be developed and dispersed through electronic and paper media.

A review of existing Programming should be completed. The review should include vetting programs against feedback received from participants. Many citizens provided feedback that indicated they wanted extended hours of operations and more youth and teen after school activities.

Technology should be addressed in order to effectively monitor and evaluate programs. An accurate system must be in place to track recreation and senior center usage, program participation, and customers purchasing habits. An enterprise system should be put in place for program administration.

Priority organizational enhancements include the hiring and/or transition of staff to positions including a landscape architect, technology specialist, partnership alliance coordinator, aquatics manager, volunteer management lead, and a marketing lead. Additionally, high impact organizational enhancements also include the implementation of a balanced scorecard, sliding fee scale analysis, and hours & operations analysis.

The CCPRD should partner with local law enforcement agencies to provide security to the parks. The use of dedicated foot or bike patrol officers will greatly increase the sense of safety while serving as a crime deterrent. Officers would also serve as points of contacts for citizen watch and patrol groups. Additional options for increasing police presence include officers living in the parks or near by neighborhoods. Federal grant programs such as HUD's Officer Next Door provides incentives and rewards for both the community and the individual officers. Other measures aimed at improving safety include increased lighting, posted park rules, police call boxes, and community involvement.

One reoccurring theme during the review and evaluation was park safety. Approximately 17% of responders noted safety as a concern. Addressing the public concern for safety would be a method to increase park usage. Once policies and programs are executed to increase safety, communicating results to the public through marketing campaigns is suggested.

With these high priority items, the CCDPR will improve service delivery to the citizens of Clayton County and will therefore improve the quality of life for the residents of the County.

Appendices

Park Classification and Acreage Detail

Park Name	Address	Commission District	City	Zip Code	Park Acreage
Community Park					
Trevon Wilson Park	7208 Church Street		Riverdale	30274	22
J. Charley Griswell Park at Rum Creek	1303 Government Circle	4	Jonesboro	30236	20
Flat Shoals Park	1915 Flat Shoals Road	2	Riverdale	30296	26
Independence Park	8970 Thomas Road	3	Jonesboro	30238	40
Morrow Lake City Park	5555 North Lake Drive	1	Lake City	30260	27
Panhandle Park	10930 Panhandle Road	3	Jonesboro	30228	25
Rex Park	3499 Rex Road	1	Rex	30273	45
TOTAL					205
Large Urban Park					
Clayton County International Park	2300 Highway 138 E	4	Jonesboro	30236	200
TOTAL					200
Mini-Park					
Sigma Chi Memorial Park	11095 Tara Blvd.	3	Jonesboro		3
Bonanza Pool	1620 Flicker Drive	3	Jonesboro	30238	1
Bonanza Park	Sandpiper Road	4	Jonesboro	30328	2
TOTAL					6
Natural Resource Area					
Rex Equestrian Park	5850 Wilkerson Road	1	Rex	30273	45
Reid Stevens Property	Walt Stephens Road		Jonesboro	30236	22
Reynolds Nature Preserve	5665 Reynolds Road	1	Morrow	30260	145
TOTAL					212
Neighborhood Park					
J.W. Arnold Park	140 Irvin Street	4	Jonesboro	30236	4
Grant Road Park	4255 Grant Road	1	Ellenwood	30294	5
Key Street Park	Key Street	4	Jonesboro	30236	5
Maddox Road Park	6650 Maddox Road	1	Morrow	30260	7
Pine Circle Park	5671 Pine Circle	1	Ellenwood	30294	16
Jesters Creek Park and Greenway	844 Jesters Lake Drive	4	Jonesboro	30236	13
Forest Park Park	667 South Avenue	1	Forest Park	30297	5
Paradise Park	5455 Attucks Blvd	1	Morrow	30260	9
TOTAL					64
School-Park					
Lee Street Park	140 Smith Street	4	Jonesboro	30236	5
Tar Creek Mini Park	2315 Old Rex-Morrow Road	1	Ellenwood	30294	4
TOTAL					9
Special Use					
Jim Huie Rec Center	9045 Tara Blvd.	4	Jonesboro	30236	NA
Virginia Burton Gray Center	1475 East Fayetteville Road	3	Riverdale	30296	NA
Carl Rhodenizer Recreation Center	3499 Rex Road	1	Rex	30273	NA
Aging Division	877 Battlecreek Road	4	Jonesboro	30236	NA
Frank Bailey Senior Center	6218 Riverdale Road	2	Riverdale	30274	NA
Charlie Griswell Senior Center	2300 Highway 138 E	4	Jonesboro	30236	NA
Wilma W. Shelnett Senior Adult Center	849 Battlecreek Road	4	Jonesboro	30236	NA
Therapeutics Division	675 Forest Pkwy	1	Forest Park	30297	NA
Sports Complex					
Gerald Matthews Sports Complex	1935 McDonough Road	3	Hampton	30228	200
TOTAL					200
GRAND TOTAL					896

Park Summaries and CAD Drawings

Flat Shoals Park**1915 Flat Shoals Road, Riverdale, Georgia 30296****District:** 2**Type:** Community Park**Acres:** 26**lat:** 33° 35.253'**long:** 84° 27.182'**Comments:**

The park now has the North Clayton Athletic Association building located to the west of the front entrance. The building measures approximately 45ft by 24ft.

Indoor Facilities**Outdoor Facilities****3 Picnic Area(s)**

648 sq. ft. of Picnic Pavillions

10 Picnic Table(s) - Fixed

12 Picnic Table(s) - Portable

Drinking Fountains

Grills

1 Playground Area(s)**Trails****Courts**

2 Tennis Court(s) With Lights

Other Structures

2 Restroom(s)

1 Concession Stand(s)

1 Storage Building(s)

Other Buildings: N. Clayton Athletic Association Building

Fields

Soccer Fields With Lights

1 Football Field(s) With Lights

Baseball/Softball Fields With Lights

FIELD 1: 107 yards down 1st baseline, 93 yards down 3rd baseline, 109 yards to fence in centerfield

FIELD 2: 72 yards down 1st baseline, 72 yards down 3rd baseline, 74 yards to fence in centerfield

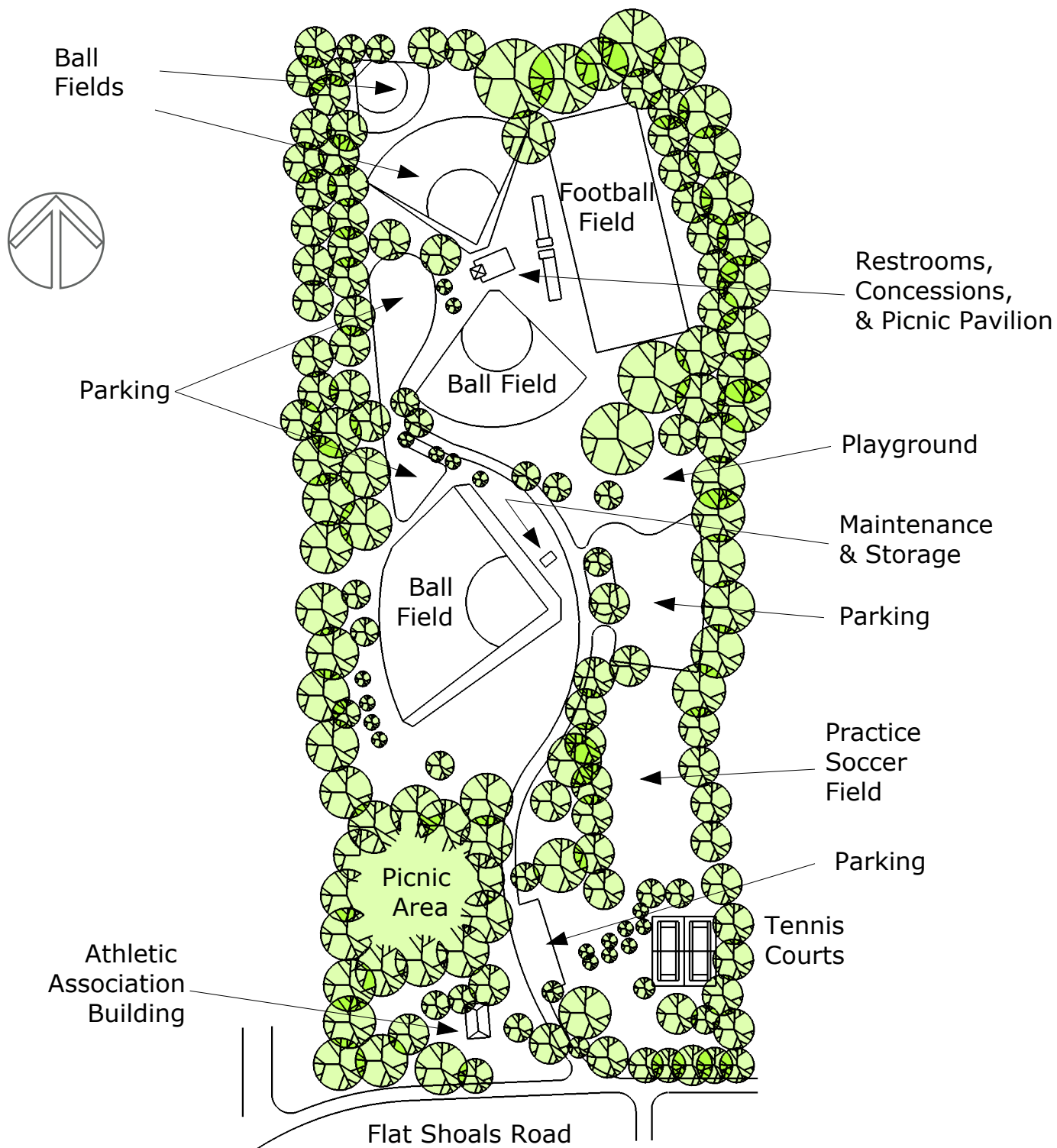
FIELD 3: 74 yards down 1st baseline, 75 yards down 3rd baseline, 72 yards to fence in centerfield

FIELD 4: 36 yards down 1st baseline, 39 yards down 3rd baseline, 41 yards to fence in centerfield

Other Recreation**Parking**

173 Open Parking Spaces

3 ADA Parking Spaces



Flat Shoals Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 250'

Independence Park

8970 Thomas Road, Jonesboro, Georgia 30238

District: 3

Type: Community Park

Acres: 40

lat: 33° 30.67'

long: 84° 24.489'

Comments:

Park is in overall fair condition. Police presence when visited and unleashed dogs in the park. Police stated that there is a crime problem in the park. The park has a paved walking path that is 1/3 of a mile in length. The baseball fields appear to be used as soccer fields as well. All water fountains were not working. The playground has 3 slides. There is a creek that runs along the back side of the property in the woods.

Indoor Facilities

Outdoor Facilities

2 Picnic Area(s)

495 sq. ft. of Picnic Pavillions

6 Picnic Table(s) - Fixed

4 Picnic Table(s) - Portable

Drinking Fountains

Grills

1 Playground Area(s)

2 Swing(s)

Trails

Paved Walking Trails 0.33 Miles Width: 8 Feet

Courts

2 Tennis Court(s) With Lights

Other Structures

2 Restroom(s)

Fields

Baseball/Softball Fields With Lights

FIELD 1: 87 yards down 1st baseline, 90 yards down 3rd baseline, 100 yards to fence in centerfield

FIELD 2: 105 yards down 1st baseline, 107 yards down 3rd baseline, 108 yards to fence in centerfield

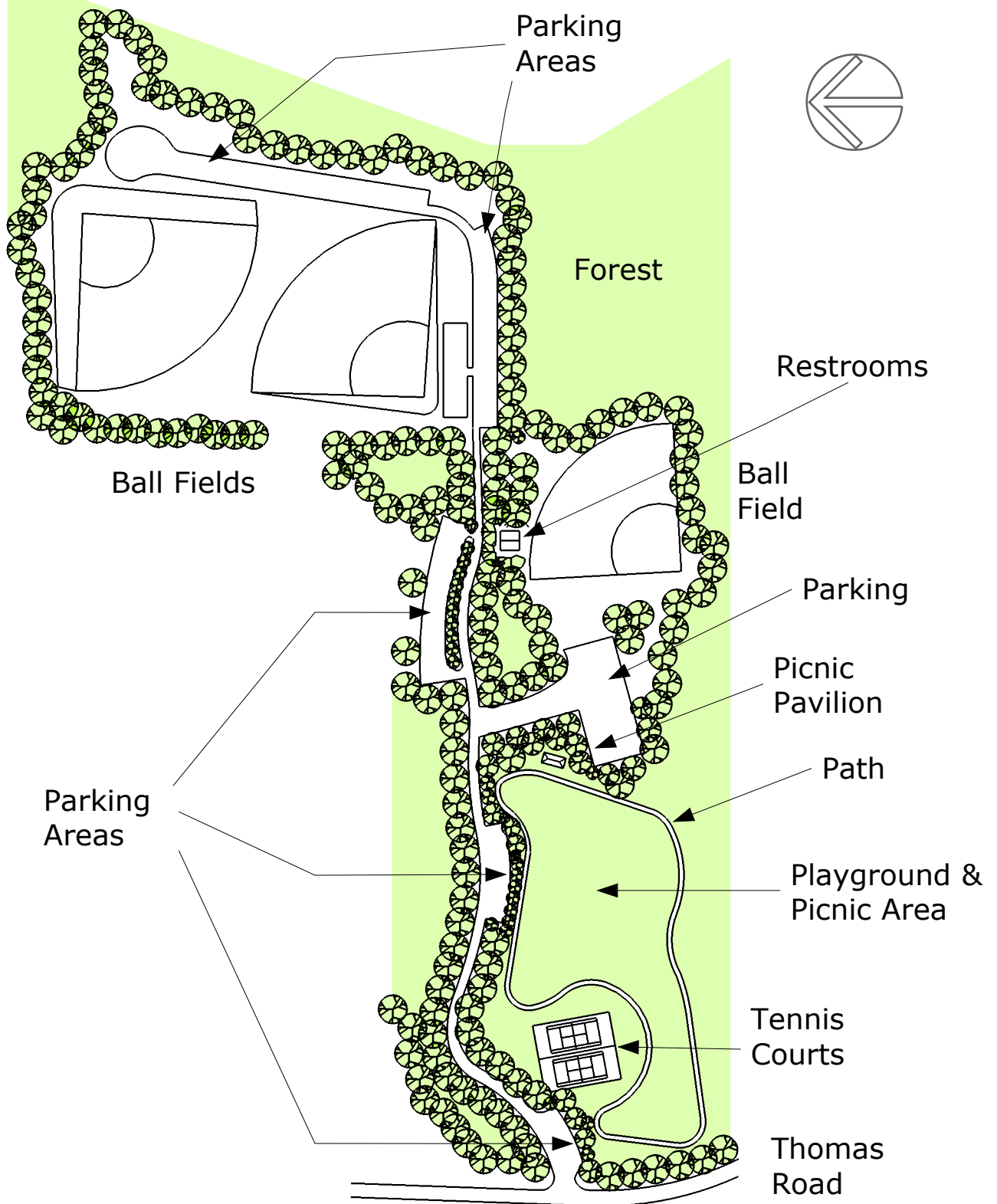
FIELD 3: 108 yards down 1st baseline, 112 yards down 3rd baseline, 112 yards to fence in centerfield

Other Recreation

Parking

193 Open Parking Spaces

5 ADA Parking Spaces



Independence Park

CLAYTON COUNTY PARKS AND RECREATION

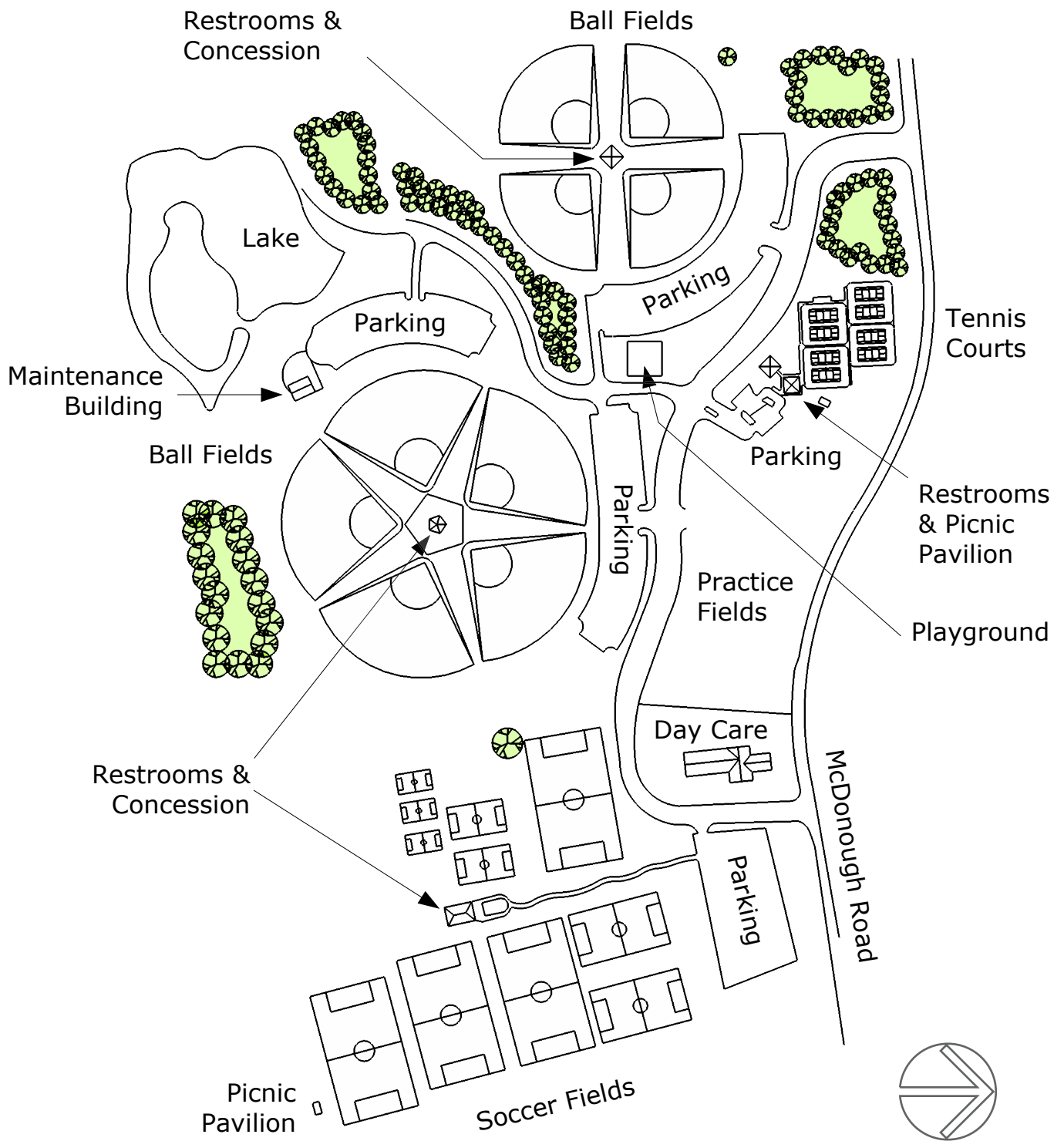
Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 250'

Parking

754 Open Parking Spaces
35 ADA Parking Spaces



Gerald Matthews Sports Complex

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 400'

District: 1

Type: Community Park

Acres: 27

lat: 33° 36.178'

long: 84° 20.134'

Comments:

Overall the breaker boxes for field lights are open creating a potential hazard. There is a concrete pad behind the concession building that could be used for basketball. The playground has 3 slides and appears to need mulch. The water fountain at the concession has weak pressure. There is open parking under the electrical towers on the grass.

Indoor Facilities
Outdoor Facilities
1 Picnic Area(s)

1170 sq. ft. of Picnic Pavillions

4 Picnic Table(s) - Fixed

Drinking Fountains

1 Playground Area(s)
Trails
Courts
Other Structures

2 Restroom(s)

1 Concession Stand(s)

1 Maintenance Building(s)

1 Storage Building(s)

Fields

1 Football Field(s) With Lights

1 Informal Play Field(s)

Baseball/Softball Fields With Lights

FIELD 1: 100 yards down 1st baseline, 100 yards down 3rd baseline, 100 yards to fence in centerfield

FIELD 2: 47 yards down 1st baseline, 47 yards down 3rd baseline, 51 yards to fence in centerfield

FIELD 3: 69 yards down 1st baseline, 74 yards down 3rd baseline, 74 yards to fence in centerfield

FIELD 4: 62 yards down 1st baseline, 62 yards down 3rd baseline, 68 yards to fence in centerfield

FIELD 5: 68 yards down 1st baseline, 68 yards down 3rd baseline, 76 yards to fence in centerfield

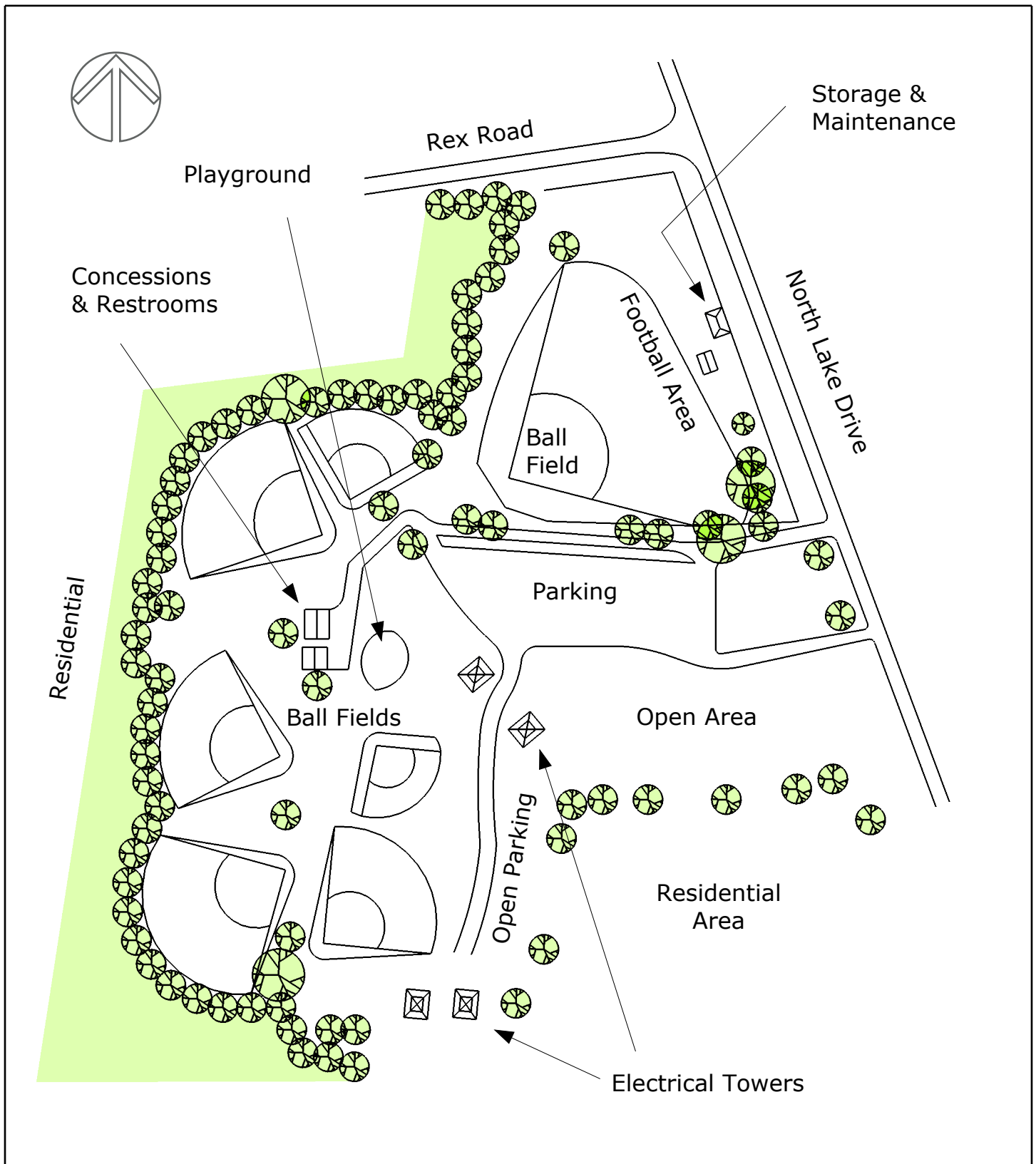
FIELD 6: 60 yards down 1st baseline, 60 yards down 3rd baseline, 70 yards to fence in centerfield

FIELD 7: 38 yards down 1st baseline, 40 yards down 3rd baseline, 41 yards to fence in centerfield

Other Recreation
Parking

105 Open Parking Spaces

4 ADA Parking Spaces



Morrow / Lake City Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 200'

Panhandle Park**10930 Panhandle Road, Jonesboro, Georgia 30228****District:** 3**Type:** Community Park**Acres:** 25**lat:** 33° 27.527'**long:** 84° 20.599'**Comments:**

Overall, the park is in fair condition. There is a basketball goal located at the end of the South parking lot. There is a bike rack located at the North parking lot. Baseball field #3 is severely shortened due to the bleachers for the football field. The bleachers are located in the outfield of Field #3. The playground has 3 slides. The Ladies restroom was locked and had water leaking from under the door.

Indoor Facilities**Outdoor Facilities****3 Picnic Area(s)**

990 sq. ft. of Picnic Pavillions

14 Picnic Table(s) - Fixed

4 Picnic Table(s) - Portable

Drinking Fountains

Grills

1 Playground Area(s)

5 Swing(s)

Trails**Courts****Other Structures**

2 Restroom(s)

1 Concession Stand(s)

1 Maintenance Building(s)

Fields

1 Football Field(s) With Lights

Baseball/Softball Fields With Lights

FIELD 1: 67 yards down 1st baseline, 67 yards down 3rd baseline, 70 yards to fence in centerfield

FIELD 2: 71 yards down 1st baseline, 70 yards down 3rd baseline, 72 yards to fence in centerfield

FIELD 3: 69 yards down 1st baseline, 69 yards down 3rd baseline, 44 yards to fence in centerfield

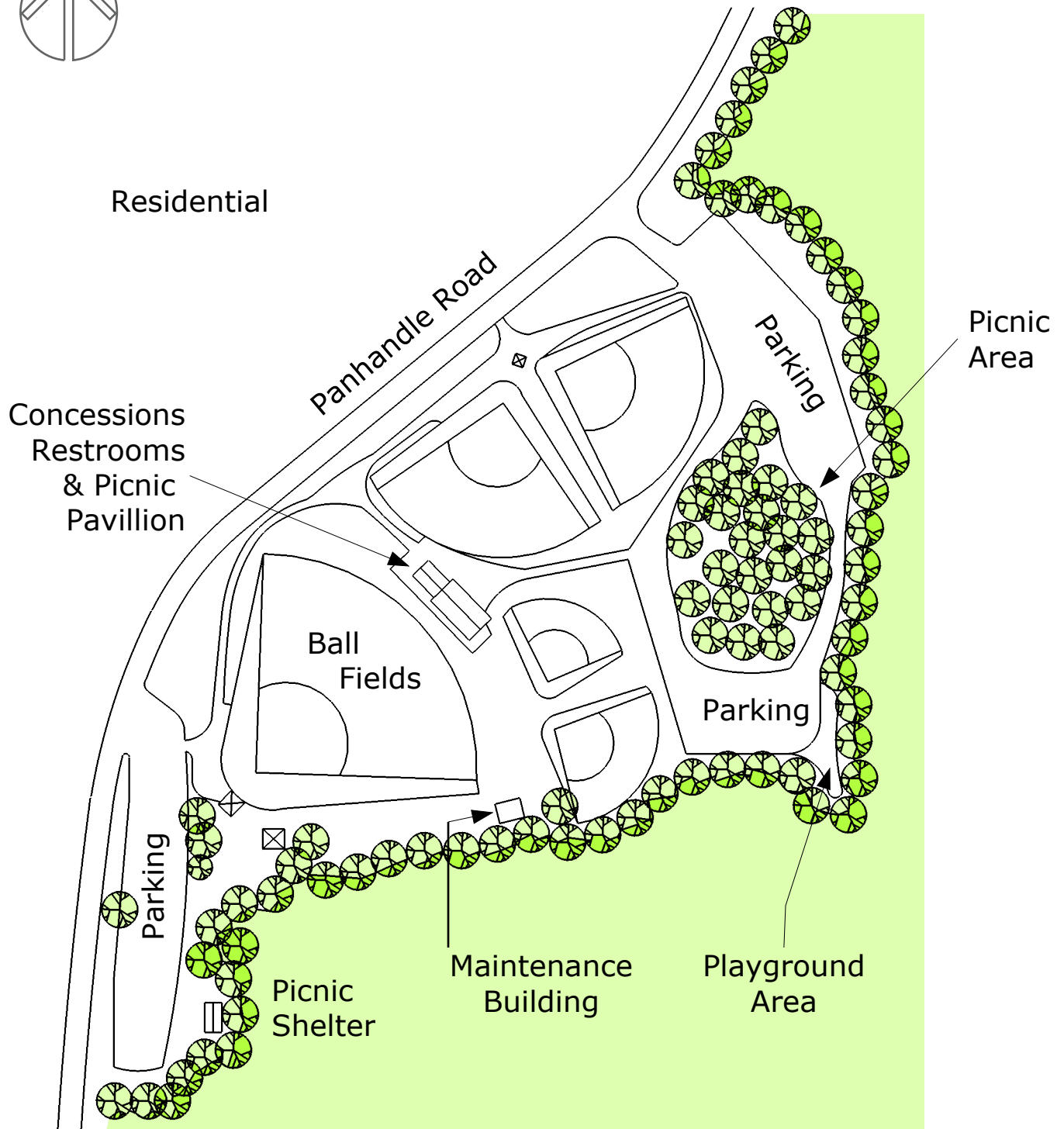
FIELD 4: 39 yards down 1st baseline, 39 yards down 3rd baseline, 45 yards to fence in centerfield

FIELD 5: 50 yards down 1st baseline, 45 yards down 3rd baseline, 46 yards to fence in centerfield

Other Recreation**Parking**

177 Open Parking Spaces

7 ADA Parking Spaces



Panhandle Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 200'

Rex Park	3499 Rex Road, Rex, Georgia 30273
-----------------	--

District: 1	Type: Community Park	
Acres: 45	lat: 33° 35.372'	long: 84° 16.604'

Comments:
 No ADA access to playground (playground is ADA accessible). Area south of the playground subject to erosion due to drainage ditch. The restrooms by Field #5 were locked when visited. The walking path around the park could be extended to compete a loop. Currently the walking path ends in the parking lot. There is a new recreation center located at the front of the park.

Indoor Facilities

Outdoor Facilities

1 Picnic Area(s)
 1170 sq. ft. of Picnic Pavillions
 4 Picnic Table(s) - Fixed

1 Playground Area(s)

Trails
 Paved Walking Trails 0.63 Miles Width: 10 Feet

Courts

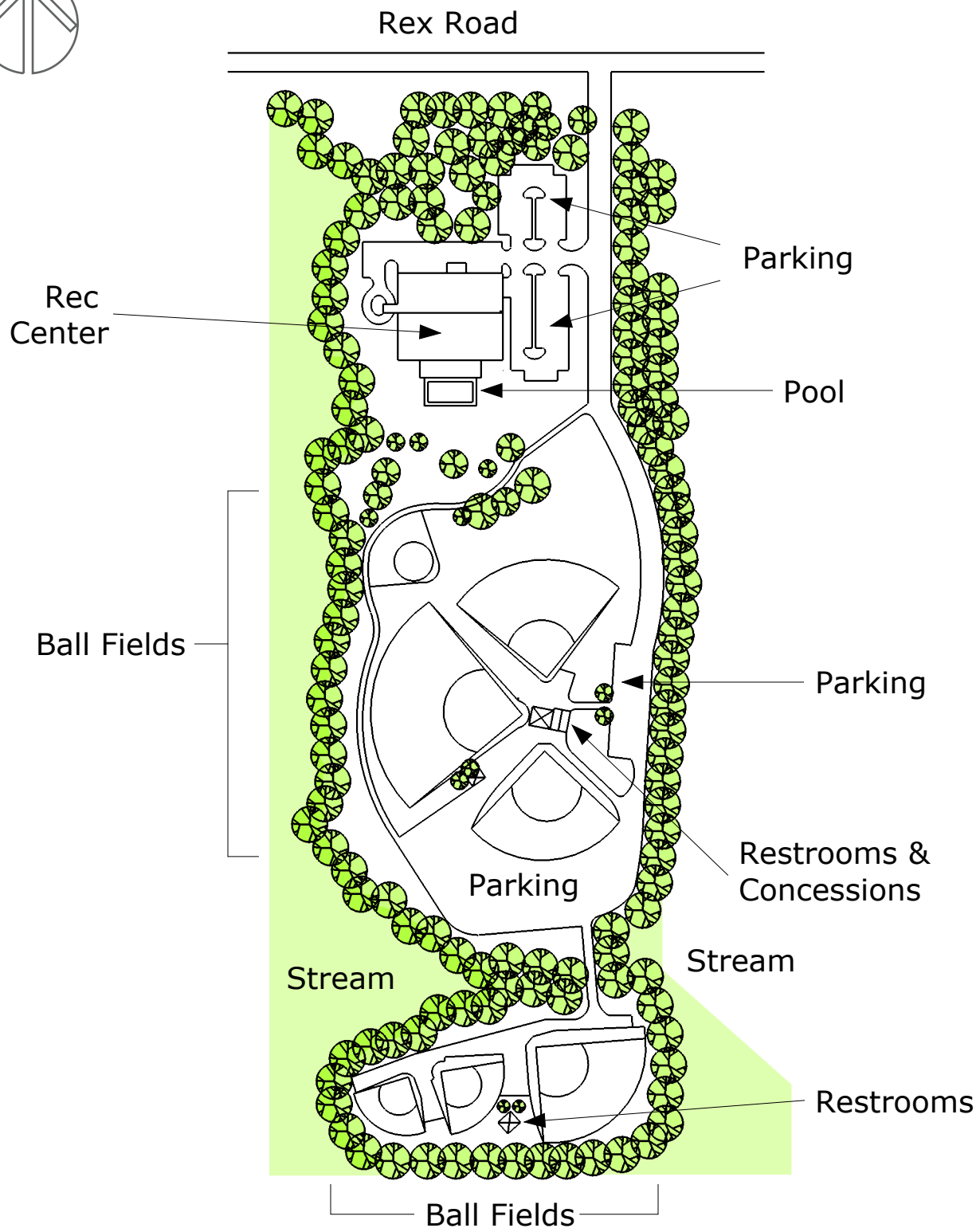
Other Structures
 4 Restroom(s)
 2 Concession Stand(s)
 1 Storage Building(s)

Fields
 Baseball/Softball Fields With Lights
 FIELD 1: 80 yards down 1st baseline, 80 yards down 3rd baseline, 80 yards to fence in centerfield
 FIELD 2: 98 yards down 1st baseline, 98 yards down 3rd baseline, 103 yards to fence in centerfield
 FIELD 3: 70 yards down 1st baseline, 70 yards down 3rd baseline, 72 yards to fence in centerfield
 FIELD 4: 50 yards down 1st baseline, 50 yards down 3rd baseline, 50 yards to fence in centerfield
 FIELD 5: 80 yards down 1st baseline, 70 yards down 3rd baseline, 80 yards to fence in centerfield
 FIELD 6: 46 yards down 1st baseline, 50 yards down 3rd baseline, 50 yards to fence in centerfield
 FIELD 7: 41 yards down 1st baseline, 48 yards down 3rd baseline, 44 yards to fence in centerfield

Other Recreation

Parking

185 Open Parking Spaces
 6 ADA Parking Spaces



Rex Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 300'



Type: Natural Resource Area

long: 84° 20.822'

Overall, the park is in good condition. The trails are maintained and clean. The trail across the street from the preserve is not maintained and is not marked. This is a good trail opportunity. The preserve could benefit from having more interpretive signs on the trails (plants, animals, etc.). Some trail head signs were missing. The lower parking lot is closed. The trail in between the Big Pond and Dry Pond is closed due to beaver damage. No fishing is allowed.

Outdoor Facilities

10 Picnic Table(s) - Fixed

Unpaved Walking Trails	3.5Miles	Width: 0 Feet
------------------------	----------	---------------

Other Structures

4 Restroom(s)

1 Gazebo Shelter(s)

Historic Sites/Structures

2 Outdoor Classroom(s)

Other Buildings: Barn, Historic House, Nature Center

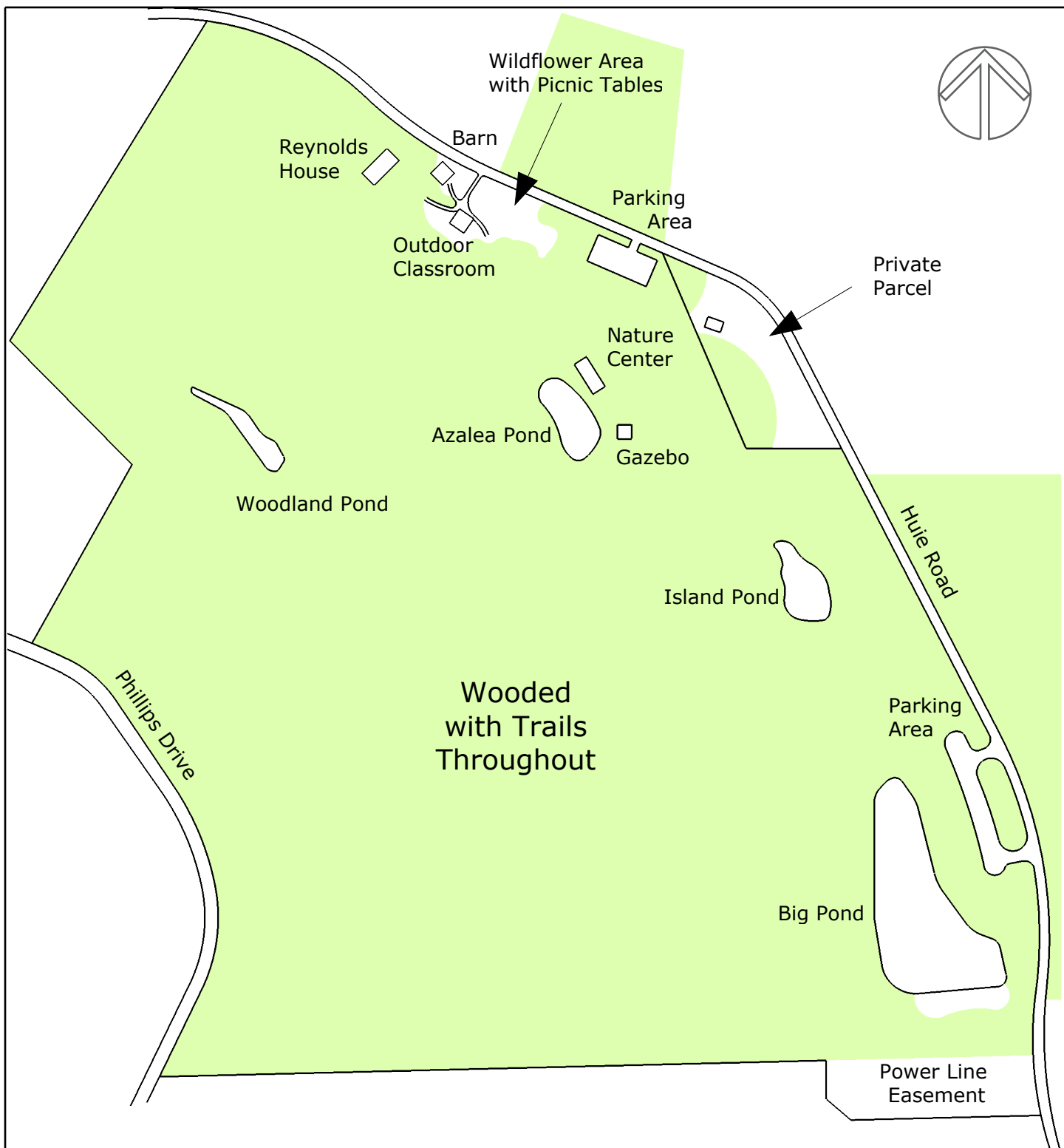
Fields

Other Recreation

Parking

28 Open Parking Spaces

2 ADA Parking Spaces



William H. Reynolds Nature Preserve

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 400'

Trevon Wilson Park

7208 Church Street, Riverdale, Georgia 30274

District: **Type:** Community Park

Acres: 22

lat: 33° 33.531'

long: 84° 25.033'

Comments:

The park is leased to the County from the city of Riverdale. The restrooms at the main baseball field concession stand do not appear to be ADA accessible. The walking path is narrow and could benefit from repaving and smoothing the edges. The playground has 3 slides. The water fountains located throughout were not working.

Indoor Facilities

Outdoor Facilities

2 Picnic Area(s)

1200 sq. ft. of Picnic Pavillions

3 Picnic Table(s) - Fixed

19 Picnic Table(s) - Portable

Drinking Fountains

Grills

1 Playground Area(s)

Trails

Paved Walking Trails 0.25 Miles Width: 4 Feet

Courts

2 Tennis Court(s) With Lights

Other Structures

4 Restroom(s)

2 Concession Stand(s)

2 Storage Building(s)

Other Buildings: Sports Coordinator Building, Old BBQ Pit Pavilion

Fields

1 Football Field(s) With Lights

FIELD 1: 102 yards down 1st baseline, 96 yards down 3rd baseline, 116 yards to fence in centerfield

FIELD 2: 61 yards down 1st baseline, 61 yards down 3rd baseline, 63 yards to fence in centerfield

FIELD 3: 38 yards down 1st baseline, 37 yards down 3rd baseline, 39 yards to fence in centerfield

FIELD 4: 67 yards down 1st baseline, 66 yards down 3rd baseline, 72 yards to fence in centerfield

FIELD 5: 71 yards down 1st baseline, 74 yards down 3rd baseline, 74 yards to fence in centerfield

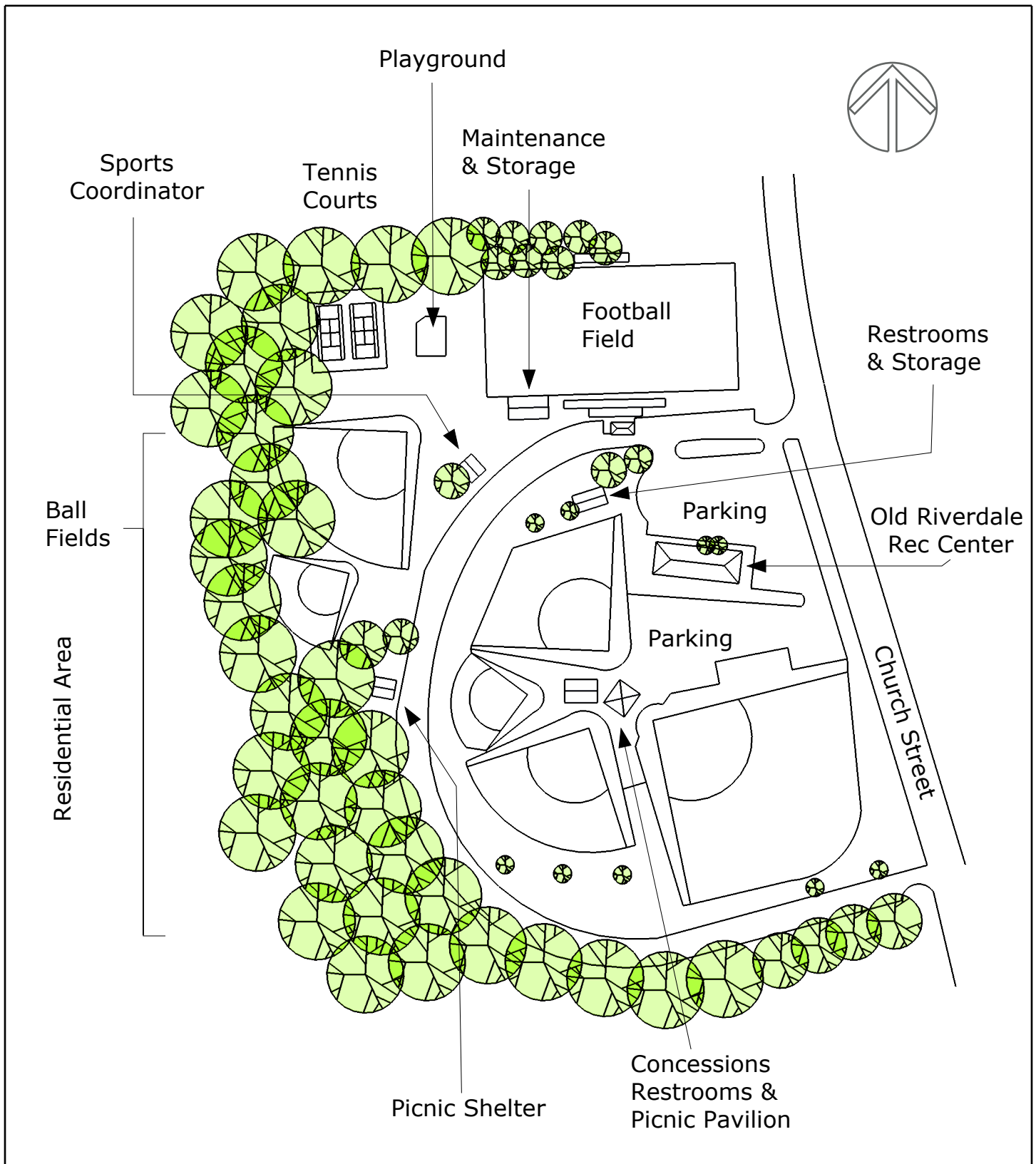
FIELD 6: 40 yards down 1st baseline, 40 yards down 3rd baseline, 43 yards to fence in centerfield

Other Recreation

Parking

244 Open Parking Spaces

7 ADA Parking Spaces



Trevon Wilson Memorial Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
 Atlanta, Georgia 30303
 (404) 659-3600 FAX (404) 577-5709

Scale
 1" : 200'

J. Charley Griswell Park at Rum Creek 1303 Government Circle, Jonesboro, Georgia 30236

District: 4 **Type:** Community Park

Acres: 20 **lat:** 33° 32.095' **long:** 84° 20.806'

Comments:

Water fountain at field #1 not working. All fields have lights. 2 Concession buildings. 4 restrooms. Overall, concession buildings will need repair and upgrades. Playground has 4 slides. Good trail potential around park for walking/exercise. 2 Picnic Pavilions (30x39)(21x39). Park appears to be ADA compliant. Old batting cage area behind field #3. This is now a concrete pad. Transformer by concession stand at field 3 appears to have been moved and possibly leaking oil at one time.

Indoor Facilities

Outdoor Facilities

2 Picnic Area(s)

sq. ft. of Picnic Pavillions
10 Picnic Table(s) - Portable
Drinking Fountains

1 Playground Area(s)

Trails

Courts

Other Structures

2 Concession Stand(s)
1 Maintenance Building(s)
1 Storage Building(s)

Fields

Baseball/Softball Fields Without Lights

FIELD 1: 111 yards down 1st baseline, 116 yards down 3rd baseline, 118 yards to fence in centerfield
FIELD 2: 67 yards down 1st baseline, 71 yards down 3rd baseline, 75 yards to fence in centerfield
FIELD 3: 82 yards down 1st baseline, 92 yards down 3rd baseline, 108 yards to fence in centerfield
FIELD 4: 74 yards down 1st baseline, 76 yards down 3rd baseline, 74 yards to fence in centerfield
FIELD 5: 61 yards down 1st baseline, 62 yards down 3rd baseline, 70 yards to fence in centerfield
FIELD 6: 45 yards down 1st baseline, 39 yards down 3rd baseline, 47 yards to fence in centerfield
FIELD 7: 37 yards down 1st baseline, 41 yards down 3rd baseline, 44 yards to fence in centerfield

Other Recreation

Parking

195 Open Parking Spaces
7 ADA Parking Spaces



Rum Creek Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
 Atlanta, Georgia 30303
 (404) 659-3600 FAX (404) 577-5709

Scale
 1" : 200'

J.W. Arnold Park

140 Irvin Street, Jonesboro, Georgia 30236

District: 4

Type: Neighborhood Park

Acres: 4

lat: 33° 31.532'

long: 84° 21.031'

Comments:

1 Baseball field. 1 Playground with 3 slides and is ADA accessible. Overall park condition is good. 2 restrooms. 1 concession (1 building). 1 Picnic Pavilion (14x12) with 1 mobile picnic table. Main parking is gravel and very small (could hold 3 cars). Area right of parking lot (South) appears to be parking on grass/gravel. Signs of erosion in this area. Street parking is available on neighborhood street. Breaker box to concession stand has no lock on it. Field does not have lights. No ADA parking.

Indoor Facilities

Outdoor Facilities

168 sq. ft. of Picnic Pavillions

1 Picnic Table(s) - Portable

1 Playground Area(s)

Trails

Courts

Other Structures

2 Restroom(s)

1 Concession Stand(s)

Fields

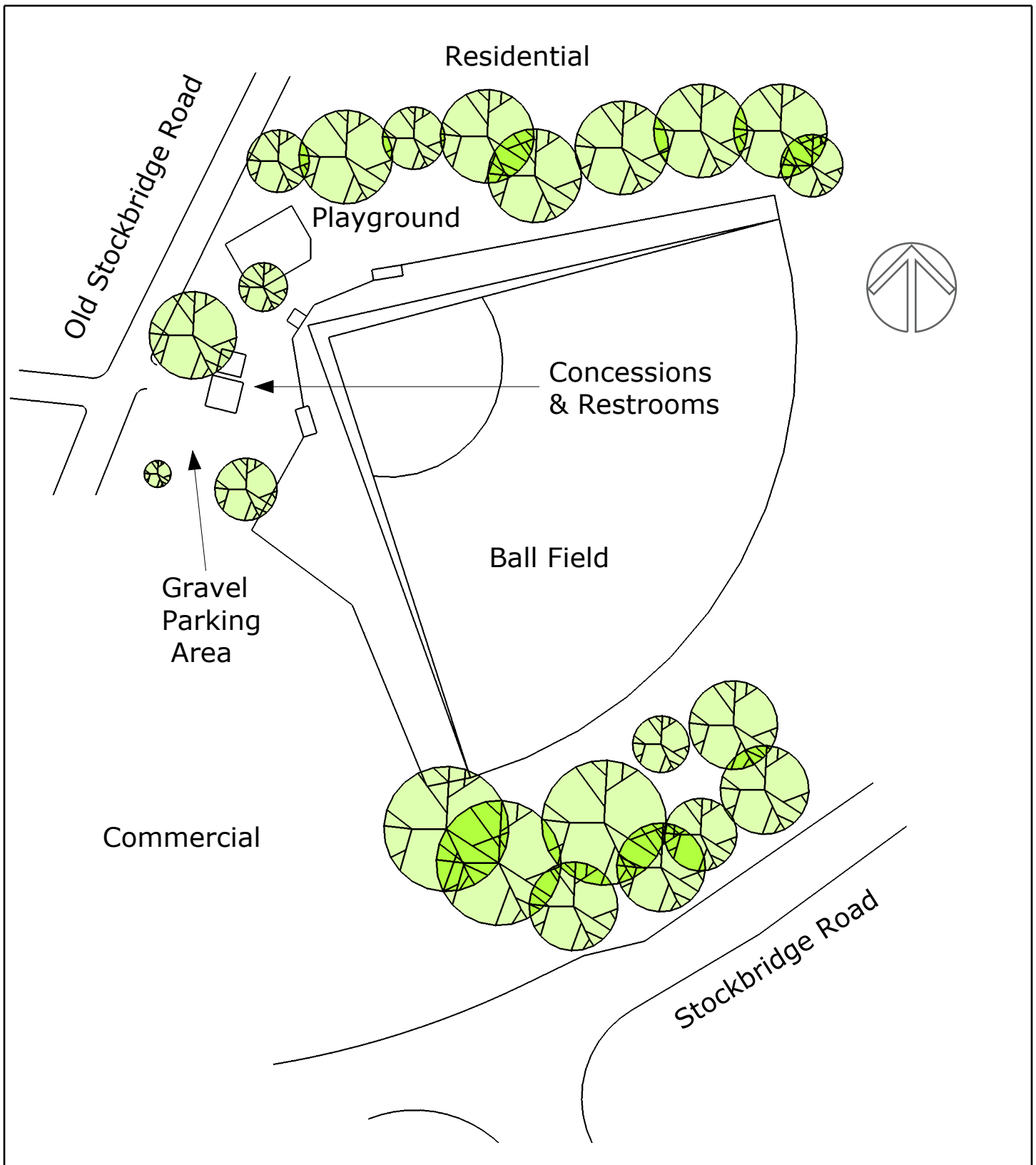
Baseball/Softball Fields Without Lights

FIELD 1: 124 yards down 1st baseline, 121 yards down 3rd baseline, 118 yards to fence in centerfield

Other Recreation

Parking

0 Open Parking Spaces



Arnold Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 100'

Grant Road Park	4255 Grant Road, Ellenwood, Georgia 30294
------------------------	--

District: 1 **Type:** Neighborhood Park

Acres: 5 **lat:** 33° 38.258' **long:** 84° 17.767'

Comments:

3 Picnic Tables, Overall Picnic Shelter condition is Good. Field size is L:48yds, C:69yds, R:42yds. Graffiti on picnic floor and basketball court and goal. 1 streetlight covered by tree. Lat: 33,38.258 Long: 84,17.767. 2 slides on playground.

Indoor Facilities

Outdoor Facilities

448 sq. ft. of Picnic Pavillions

1 Playground Area(s)

4 Swing(s)

Trails

Courts

1 Outdoor Basketball Court(s) - Half

Other Structures

1 Gazebo Shelter(s)

Fields

Baseball/Softball Fields Without Lights

FIELD 1: 48 yards down 1st baseline, 42 yards down 3rd baseline, 69 yards to fence in centerfield

Other Recreation

Parking

12 Open Parking Spaces



Forest

Light Industrial

Residential

Ball Field

Brush

Playground

Picnic Shelter

Basketball Court

Parking

Grant Road

Grant Road Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 100'

Key Street Park	Key Street, Jonesboro, Georgia 30236
------------------------	---

District: 4	Type: Neighborhood Park
Acres: 5	lat: 33° 31.049' long: 84° 21.062'

Comments:
 Park is in overall good condition. There is 1 baseball field with lights. The field seems to be used as a multi-purpose field for soccer, etc. The scoreboard appears to be broken and no power. Dugout areas are uncovered and the upper fence is old and the top bar brace is missing. The parking lot is informal with some gravel. Park is very close to historic plantation on one side and apartments on the other side. The ballfield is completely grass. There is a concrete pad at the North end of the property (16x12).

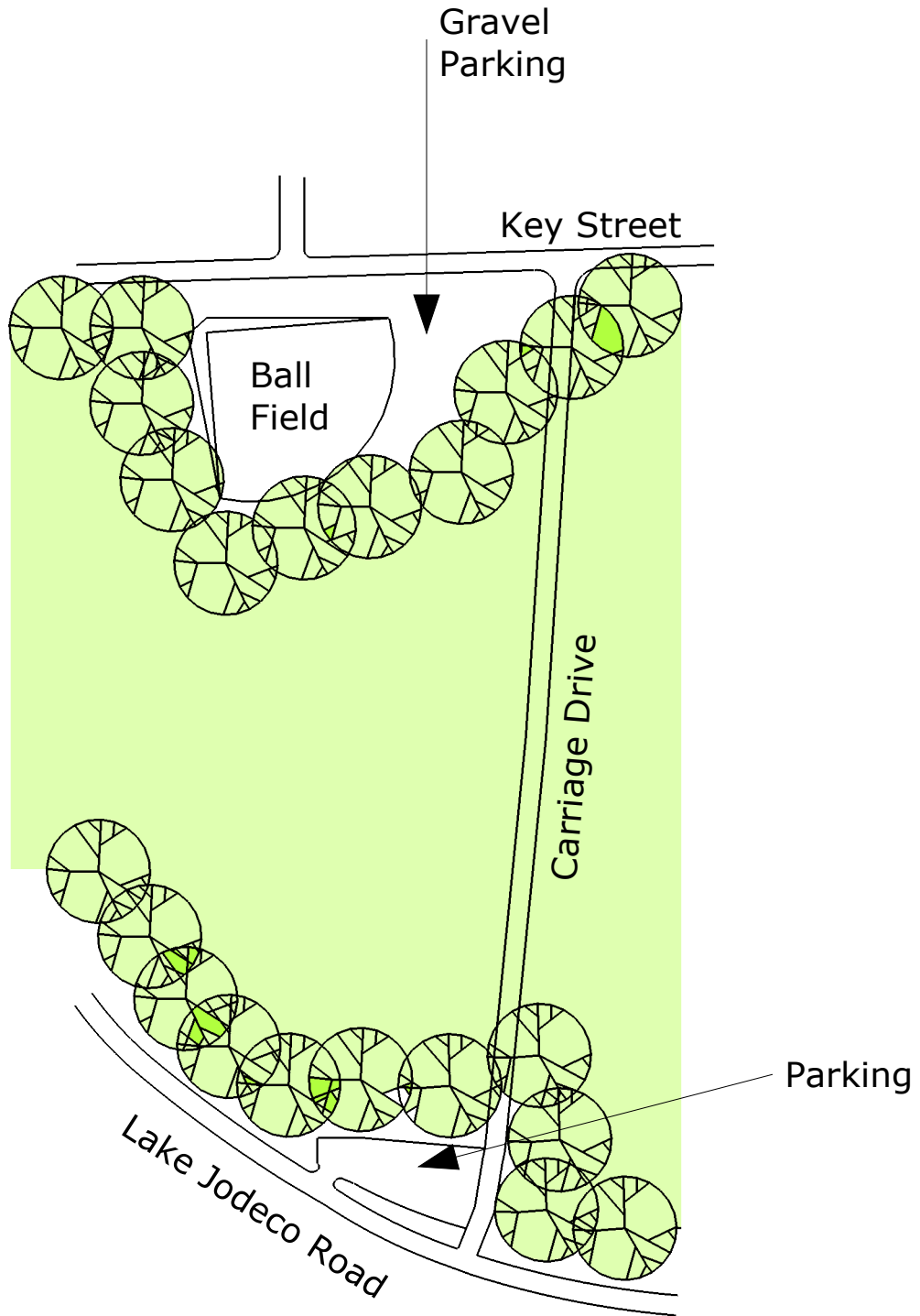
Indoor Facilities

Outdoor Facilities

- Trails**
- Courts**
- Other Structures**
- Fields**
 - Baseball/Softball Fields With Lights
 - FIELD 1: 71 yards down 1st baseline, 84 yards down 3rd baseline, 71 yards to fence in centerfield
- Other Recreation**

Parking

0 Open Parking Spaces



Key Street Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 200'

Lee Street Park

140 Smith Street, Jonesboro, Georgia 30236

District: 4

Type: School-Park

Acres: 5

lat: 33° 31.423'

long: 84° 21.465'

Comments:

The football field is in fair condition. The field has been repaired, but has a sign on it stating to keep off. However, children were using the field when visited. The Breaker box at the south entrance is unlocked. There is a walking track around the parking lot. An ADA sign is missing for a parking space by the baseball field.

Indoor Facilities

Outdoor Facilities

2 Picnic Area(s)

2 Picnic Table(s) - Fixed

Drinking Fountains

Trails

Paved Walking Trails 0.15 Miles Width: 5 Feet

Courts

4 Tennis Court(s) With Lights

2 Outdoor Basketball Court(s) - Full

Other Structures

2 Restroom(s)

1 Concession Stand(s)

1 Storage Building(s)

Fields

1 Football Field(s) With Lights

Baseball/Softball Fields With Lights

FIELD 1: 57 yards down 1st baseline, 61 yards down 3rd baseline, 64 yards to fence in centerfield

Other Recreation

Parking

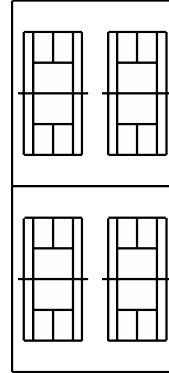
79 Open Parking Spaces

4 ADA Parking Spaces



Jonesboro Junior
High School

Tennis
Courts



School Access

Path

Lee Street

Parking

Football
Field

Church

Restrooms

Ball
Field

Picnic
Areas

Smith Street

Concessions

Basketball
Courts

Lee Street Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 125'

Maddox Road Park	6650 Maddox Road, Morrow, Georgia 30260
-------------------------	--

District: 1	Type: Neighborhood Park
Acres: 7	lat: 33° 34.415' long: 84° 18.687'

Comments:
 2 street lights (1 in parking lot and 1 at North end of property). Playground is in good condition. Backstop present, but no formal field. No swings. Cell tower located in wetland area in the South part of the property. No shelters/shaded areas.

Indoor Facilities

Outdoor Facilities

- 1 Picnic Area(s)**
 - 1 Picnic Table(s) - Fixed
- 1 Playground Area(s)**
- Trails**
- Courts**
 - 1 Outdoor Basketball Court(s) - Full
- Other Structures**
- Fields**
 - 2 Informal Play Field(s)
- Other Recreation**

Parking

- 9 Open Parking Spaces



<p style="text-align: center;">Maddox Road Park</p> <p style="text-align: center;">CLAYTON COUNTY PARKS AND RECREATION</p>		
<p>Booz Allen Hamilton</p>	<p>230 Peachtree Street N.W. Suite 2100 Atlanta, Georgia 30303 (404) 659-3600 FAX (404) 577-5709</p>	<p style="text-align: center;">Scale 1" : 150'</p>

Paradise Park	5455 Attucks Blvd, Morrow, Georgia 30260
----------------------	---

District: 1 **Type:** Neighborhood Park

Acres: 9 **lat:** 33° 36.336' **long:** 84° 19.240'

Comments:

Bathroom facility with 2 bathrooms (Mens-stall:34.5 inches,sink height 30 inches)(Womens-stall:33.5,sink 32inches) and both with 34.5 inch entrances. Playground with 3 slides. Trail potential behind field.

Indoor Facilities

Outdoor Facilities

1 Playground Area(s)

Trails

Courts

1 Outdoor Basketball Court(s) - Full

Other Structures

2 Restroom(s)

Other Buildings: Bathroom Facility

Fields

Baseball/Softball Fields Without Lights

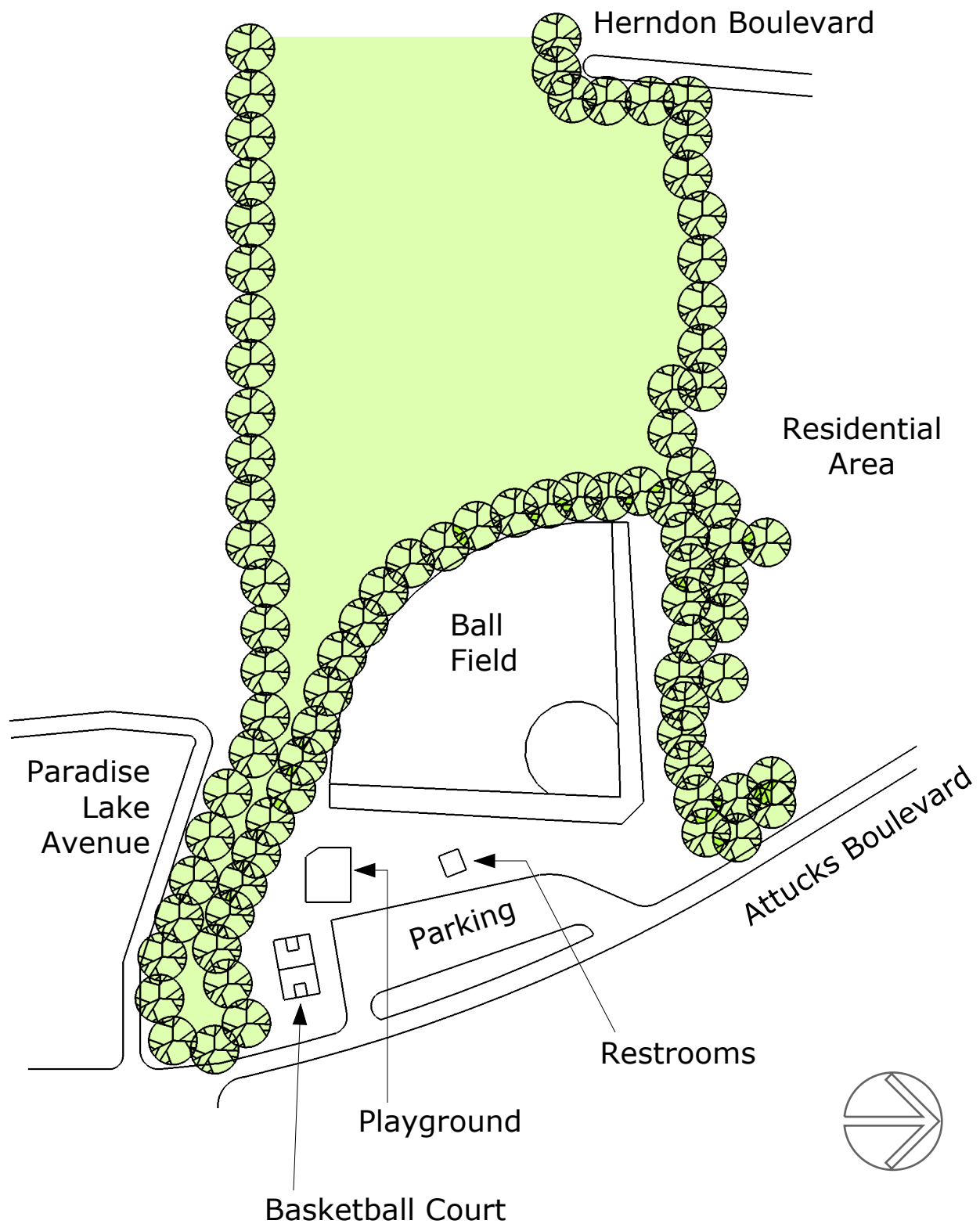
FIELD 1: 100 yards down 1st baseline, 102 yards down 3rd baseline, 105 yards to fence in centerfield

Other Recreation

Parking

29 Open Parking Spaces

2 ADA Parking Spaces



Paradise Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 150'

Pine Circle Park	5671 Pine Circle, Ellenwood, Georgia 30294
-------------------------	---

District: 1	Type: Neighborhood Park
Acres: 16	lat: 33° 37.551' long: 84° 18.412'

Comments:
 Gate was closed @ 10. No pressure in fountain. 4 dead pines. 1 grill. Field L:87yds, C:96 yds, R:86yds. Trash dumped behind playground. No street lights. Graffiti on picnic shelter roof. Trail potential in old railroad bed. No marked parking spaces.

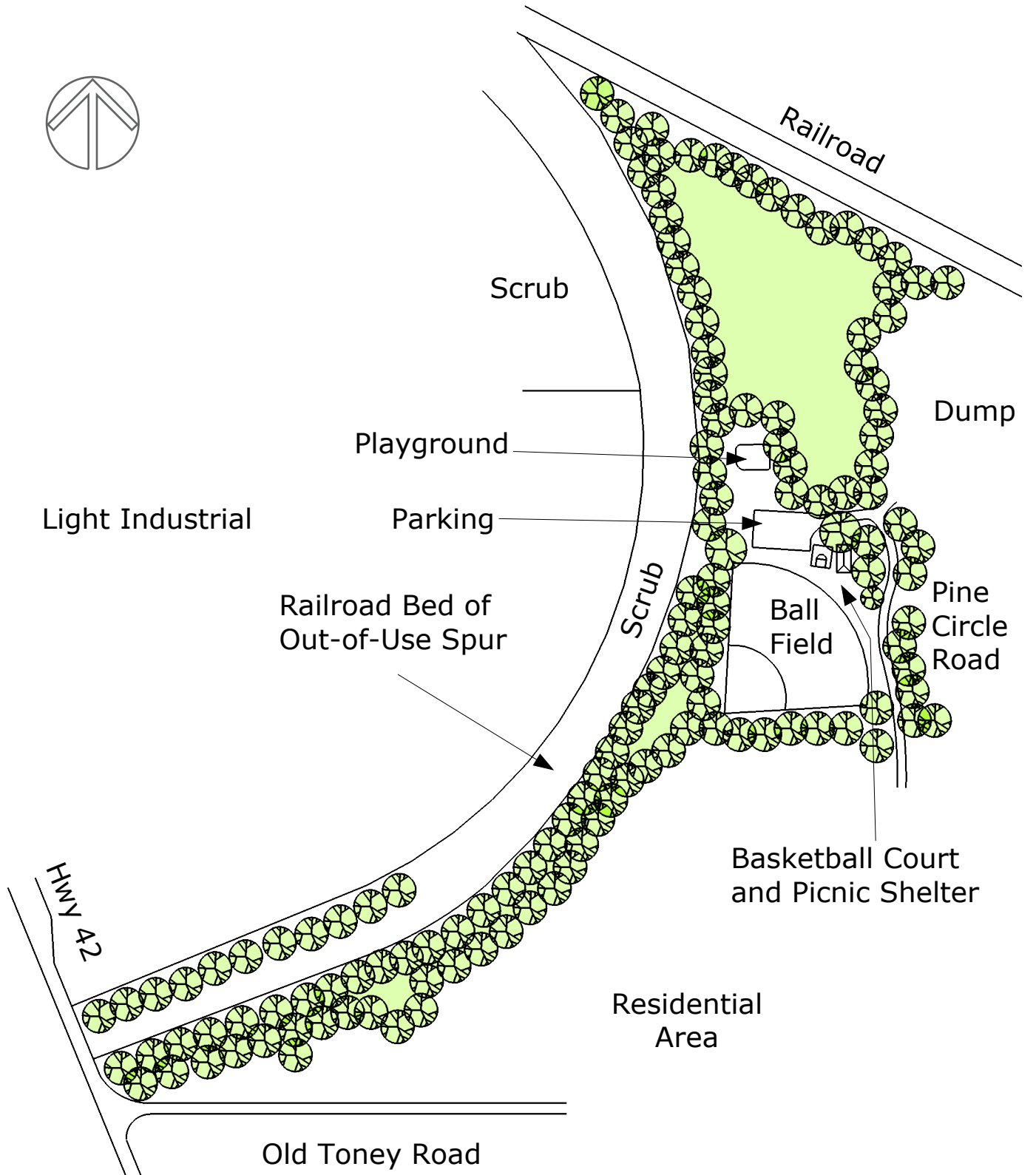
Indoor Facilities

Outdoor Facilities

- 1 Picnic Area(s)**
 - 720 sq. ft. of Picnic Pavillions
 - 3 Picnic Table(s) - Portable
 - Drinking Fountains
 - Grills
- 2 Playground Area(s)**
 - 8 Swing(s)
- Trails**
- Courts**
 - 1 Outdoor Basketball Court(s) - Half
- Other Structures**
 - 1 Gazebo Shelter(s)
- Fields**
 - Baseball/Softball Fields With Lights
 - FIELD 1: 87 yards down 1st baseline, 86 yards down 3rd baseline, 96 yards to fence in centerfield
- Other Recreation**

Parking

0 Open Parking Spaces



Pine Circle Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 250'

Sigma Chi Memorial Park

11095 Tara Blvd., Jonesboro, Georgia

District: 3

Type: Mini-Park

Acres: 3

lat: 33° 27.318'

long: 84° 19.658'

Comments:

The park has a monument in the center and also has 1 picnic table with the rest of the park being open greenspace.

Indoor Facilities

Outdoor Facilities

1 Picnic Area(s)

1 Picnic Table(s) - Fixed

Other Outdoor Features: Sigma Chi Monument

Trails

Courts

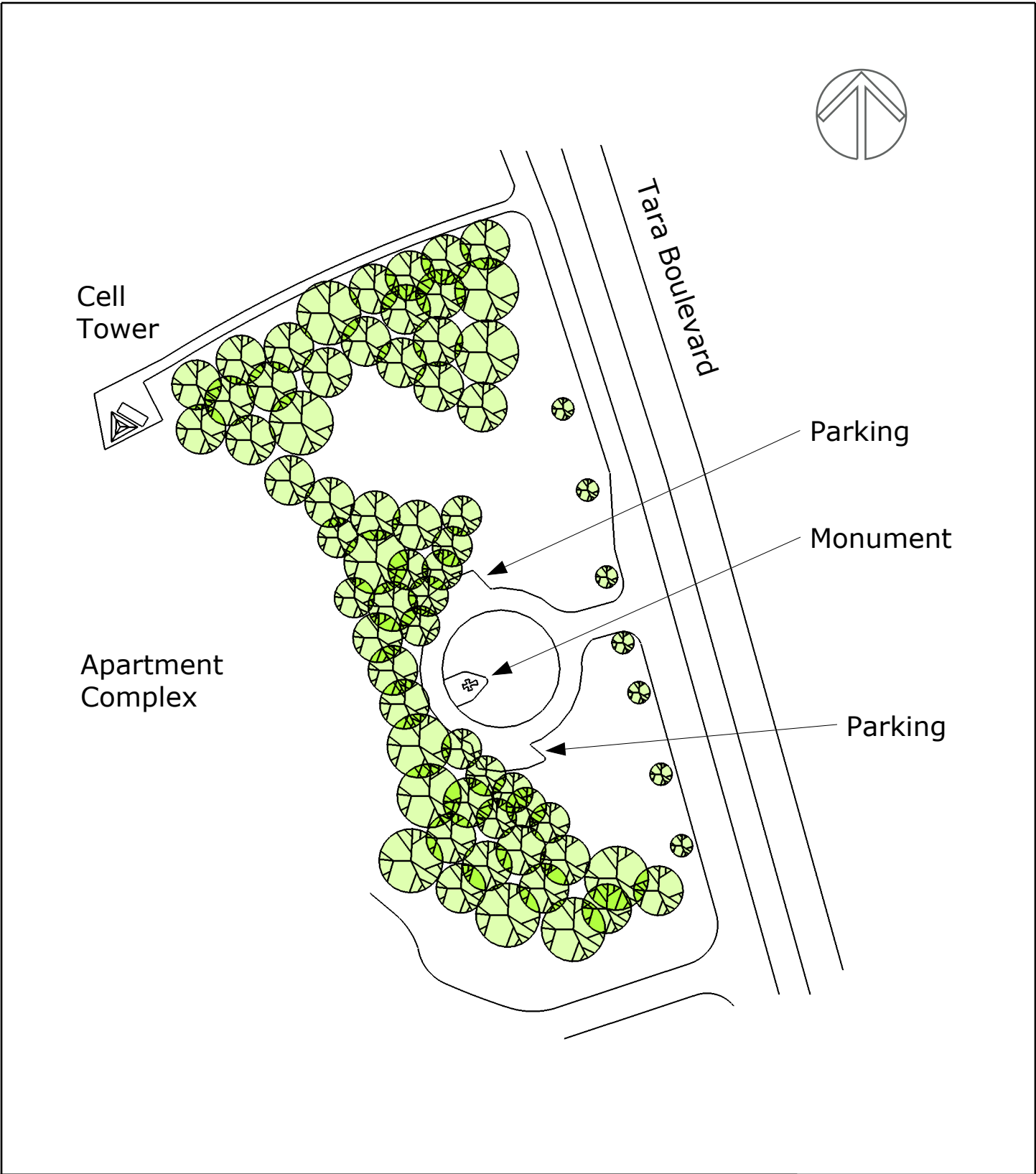
Other Structures

Fields

Other Recreation

Parking

8 Open Parking Spaces



<div>Sigma Chi Park</div> <div>CLAYTON COUNTY PARKS AND RECREATION</div>	
<div>Booz Allen Hamilton</div>	<div>230 Peachtree Street N.W. Suite 2100 Atlanta, Georgia 30303 (404) 659-3600 FAX (404) 577-5709</div> <div>Scale 1" : 150'</div>



Tar Creek Mini Park	2315 Old Rex-Morrow Road, Ellenwood, Georgia 30294
----------------------------	---

District: 1	Type: School-Park
Acres: 4	lat: ° ' long: ° '

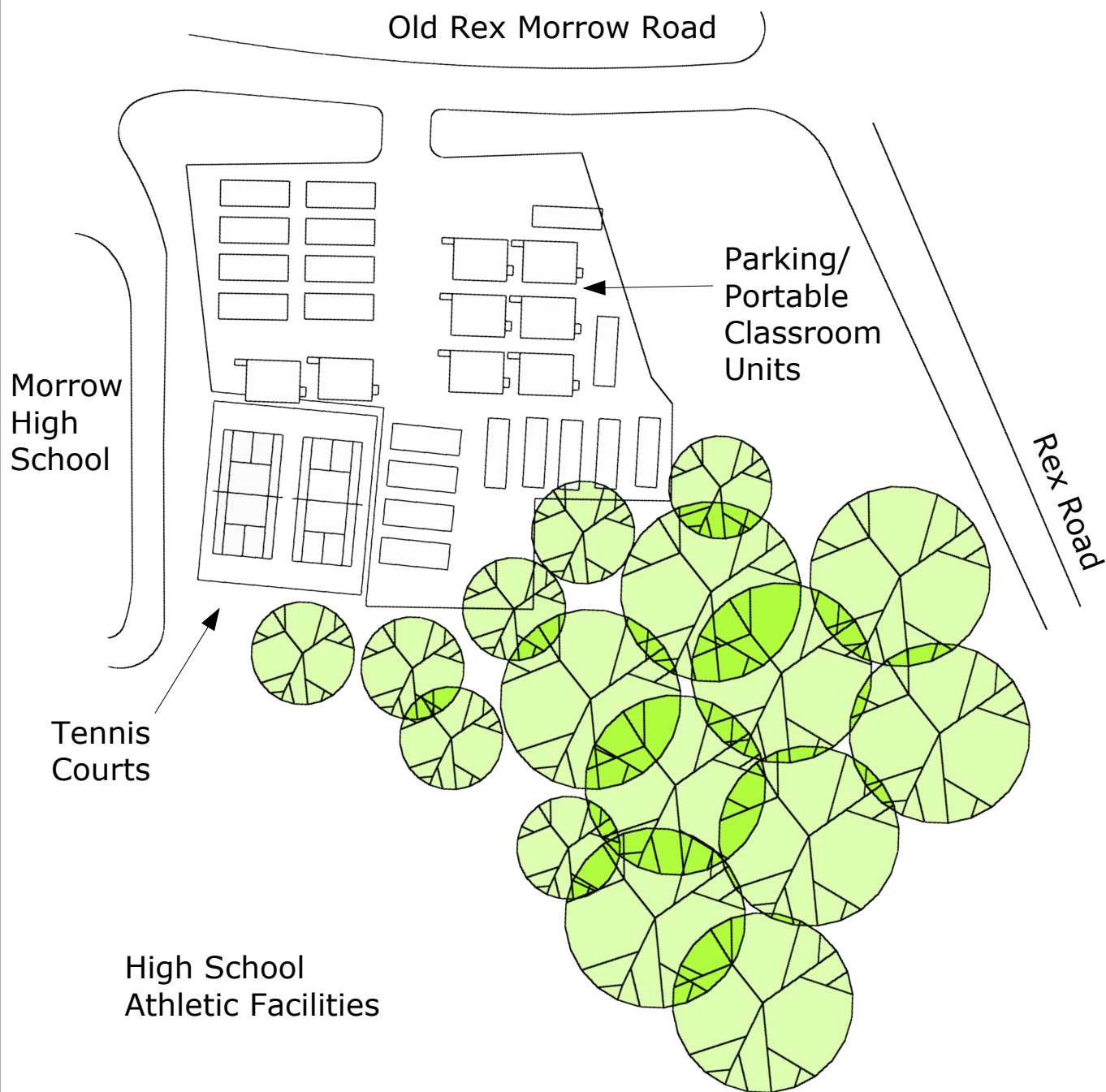
Comments:
Park is unusable to the general public. Morrow High School has taken over the park with classroom trailers. Gates are closed and locked.

Indoor Facilities

Outdoor Facilities

- Trails
- Courts
- Other Structures
- Fields
- Other Recreation

Parking



Tar Creek Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 100'

Jim Huie Rec Center**9045 Tara Blvd., Jonesboro, Georgia 30236****District:** 4**Type:** Special Use**Acres:****lat:** 33° 30.433'**long:** 84° 21.664'**Comments:**

The rec center has 2 indoor pools. One is large and one runs the width of the other. The large pool has 1 high dive and 3 normal diving boards. The pool area also has an observation area above. The defibulator in the gym is missing.

Indoor Facilities**Aquatic Center**

Lane Pool Length: 171 Feet Width: 84 Feet

Other aquatic center features: 4 Diving Boards

Recreation Center

Single Gymnasium

1 Meeting/Class Room(s)

3 Studio/Multi-Purpose Room(s)

Fitness/Weight Room

Catering Kitchen

Outdoor Facilities**Trails****Courts****Other Structures****Fields****Other Recreation****Parking**

172 Open Parking Spaces

9 ADA Parking Spaces

Virginia Burton Gray Center	1475 East Fayetteville Road, Riverdale, Georgia 30296
------------------------------------	--

District: 3	Type: Special Use
--------------------	--------------------------

Acres:	lat: 33° 35.472'	long: 84° 26.272'
---------------	-------------------------	--------------------------

Comments:

The recreational facility is very new and is almost identical to the Carl Rhodenizer Rec Center with the exception of the pool. There is an indoor pool in the rear of the rec center.

Indoor Facilities

Aquatic Center

Lane Pool Length: 100 Feet Width: 60 Feet

Recreation Center

Double Gymnasium

2 Meeting/Class Room(s)

5 Studio/Multi-Purpose Room(s)

Fitness/Weight Room

Other Building Features: The center has an indoor track above the gyms

Outdoor Facilities

Trails

Courts

Other Structures

Fields

Other Recreation

Parking

111 Open Parking Spaces

5 ADA Parking Spaces

Carl Rhodenizer Recreation Center**3499 Rex Road, Rex, Georgia 30273****District:** 1**Type:** Special Use**Acres:****lat:** 33° 35.372'**long:** 84° 16.604'**Comments:**

The rec center has an elevator, but not working when assessed. All restrooms are ADA compliant. Game room has pool tables, ping pong, and foosball. 2 Gyms with 6 goals each. Gyms have bleachers. Lighted lane pool outside. Indoor track. The art room does not have a sink.

Indoor Facilities**Recreation Center**

Double Gymnasium

2 Meeting/Class Room(s)

5 Studio/Multi-Purpose Room(s)

Fitness/Weight Room

Other Building Features: The center has an indoor track above the gyms

Outdoor Facilities**Trails****Lane Pool Length: 0Feet Width: 0 Feet**

Lane Pool Other Features: Handicap Access to Pool

Courts**Other Structures****Fields****Other Recreation****Parking**

159 Open Parking Spaces

5 ADA Parking Spaces

Aging Division**877 Battlecreek Road, Jonesboro, Georgia 30236****District:** 4**Type:** Special Use**Acres:****lat:** ° '**long:** ° '**Comments:**

This senior center contains all administrative offices for the aging division services. Safety and Loss Prevention is also located in the building. The offices are not available for public use.

Indoor Facilities**Outdoor Facilities**

Trails

Courts

Other Structures

Fields

Other Recreation

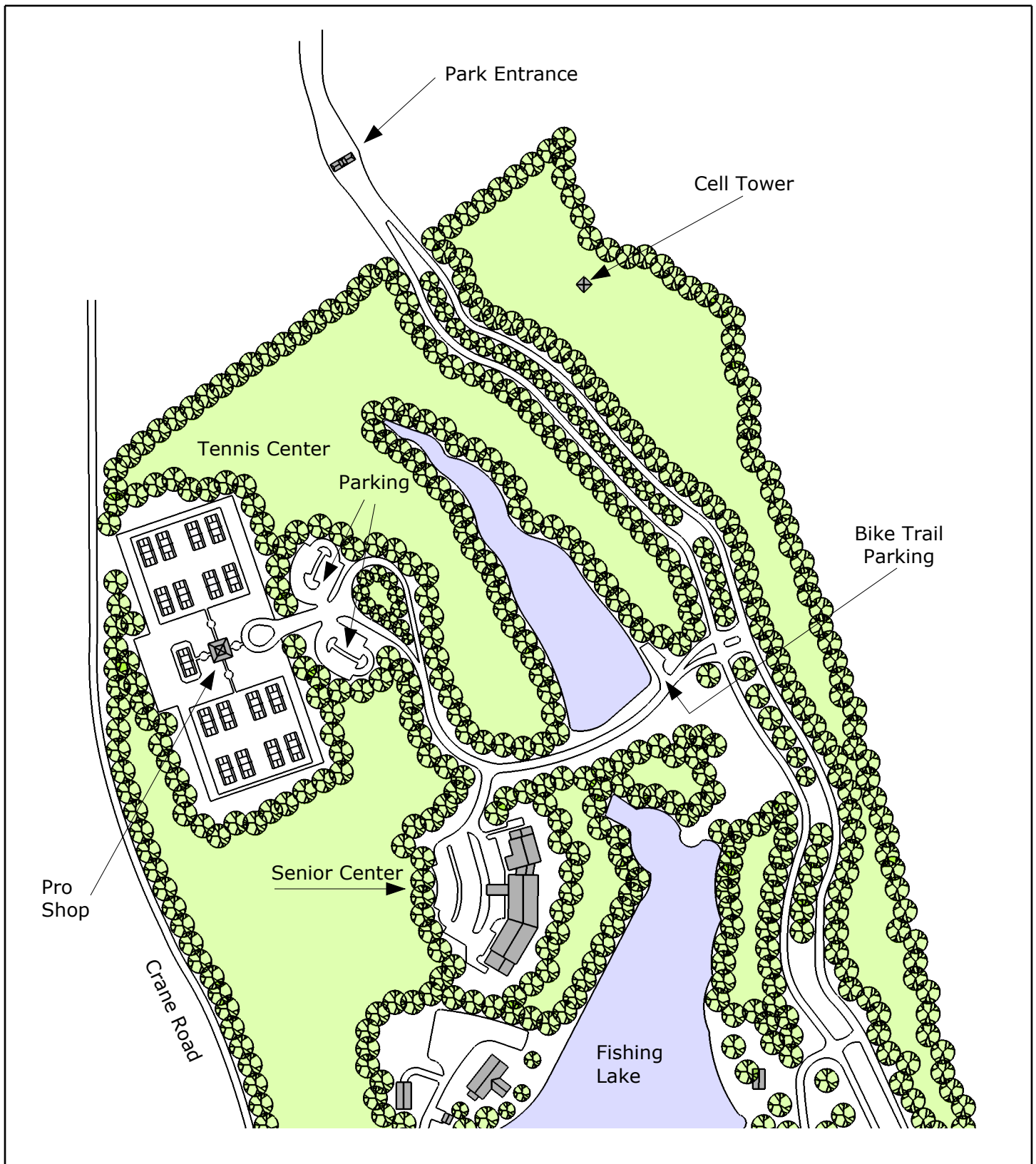
Parking



Other Recreation

Parking

1124 Open Parking Spaces
11 Reserved Parking Spaces
29 ADA Parking Spaces



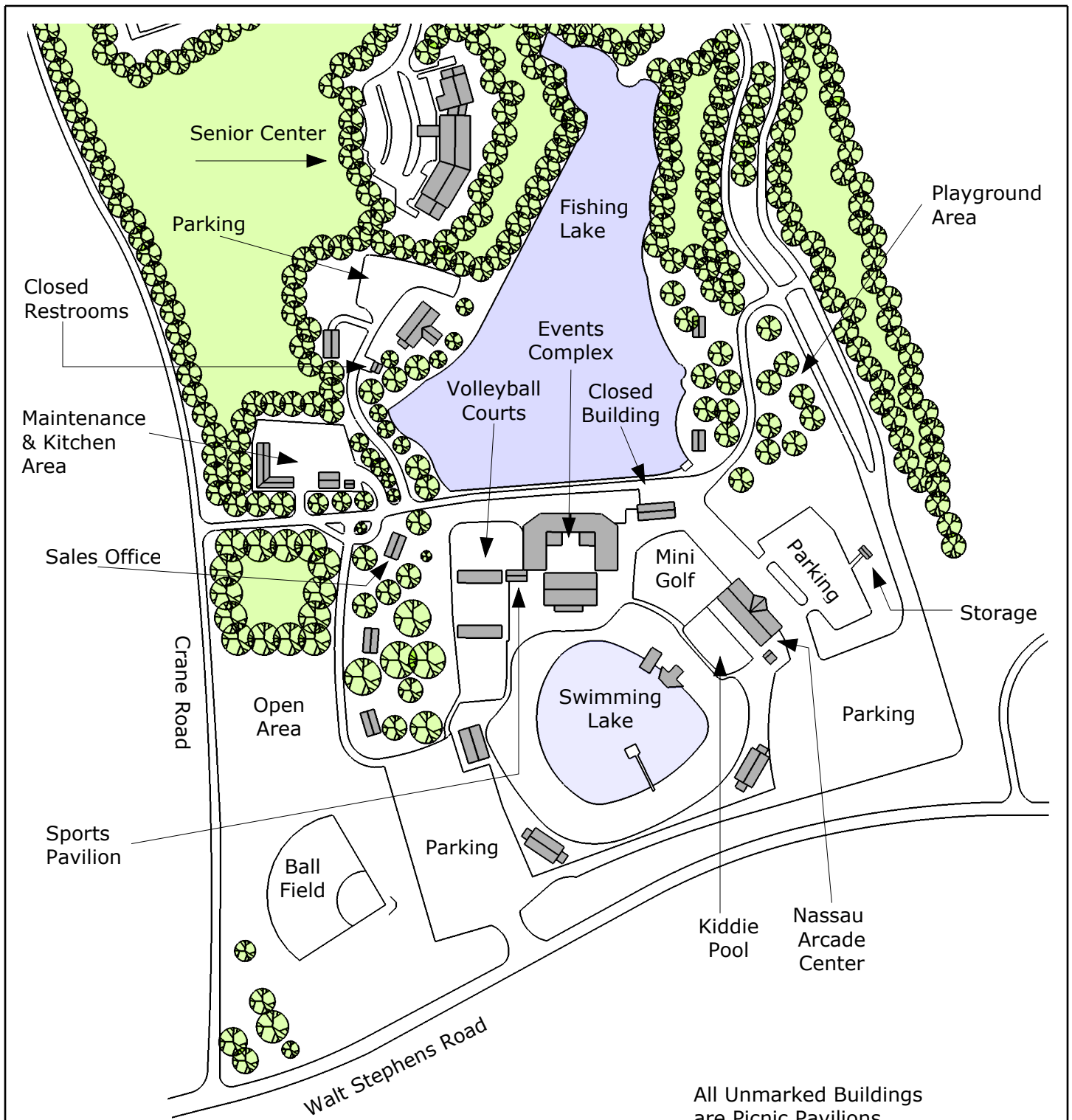
International Park (North)

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 400'



International Park (South)

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
 Atlanta, Georgia 30303
 (404) 659-3600 FAX (404) 577-5709

Scale
 1" : 400'

Frank Bailey Senior Center	6218 Riverdale Road, Riverdale, Georgia 30274
-----------------------------------	--

District: 2	Type: Special Use
Acres:	lat: 33° 35.116' long: 84° 25.355'

Comments:
 The senior center has an indoor pool, various activity rooms, library, computer room, and a training kitchen. The center also has a laundry room which is also used as a barber shop. Overall, staff expressed the need for more storage space.

Indoor Facilities

Leisure Pool 1530 Sq Ft

Senior Center

- 3 Senior Center Meeting/Class Room(s)
- 5 Senior Center Studio/Multi-Purpose Room(s)
- Senior Center Fitness/Weight Room
- Senior Center Catering Kitchen
- Other Senior Center Features: Dining Room with stage and full commercial kitchen

Outdoor Facilities

Trails

Courts

Other Structures

Fields

Other Recreation

Parking

- 104 Open Parking Spaces
- 12 ADA Parking Spaces

Wilma W. Shelnett Senior Adult Center**849 Battlecreek Road, Jonesboro, Georgia 30236****District:** 4**Type:** Special Use**Acres:****lat:** 33° 33.203'**long:** 84° 21.876'**Comments:**

This seniorcenter is no longer a full service Senior Center. The building now occupies the Kinship program and the ADH program, both funded primarily by grants and Medicaid. The basement is large and has potential for an indoor basketball court for the Kinship program. A playground could be placed on the North West side of the building.

Indoor Facilities**Senior Center**

8 Senior Center Meeting/Class Room(s)

Outdoor Facilities**1 Picnic Area(s)**

3 Picnic Table(s) - Fixed

4 Picnic Table(s) - Portable

Trails**Courts****Other Structures****Fields****Other Recreation****Parking**

25 Open Parking Spaces

4 Reserved Parking Spaces

8 ADA Parking Spaces

Therapeutics Division**675 Forest Pkwy, Forest Park, Georgia 30297****District:** 1**Type:** Special Use**Acres:****lat:** 33° 37.239'**long:** 84° 22.097'**Comments:**

The building is located in the old Health Department building off of Forest Parkway in Forest Park. The building has mostly administrative offices with one multi-purpose room.

Indoor Facilities**Outdoor Facilities**

Trails

Courts

Other Structures

Fields

Other Recreation

Parking

Jesters Creek Park and Greenway	844 Jesters Lake Drive, Jonesboro, Georgia 30236
--	---

District: 4	Type: Neighborhood Park	
Acres: 13	lat: 33° 32.824'	long: 84° 21.810'

Comments:
No park sign present at the entrance to the park. No directional signs to show where the park is located. Street sign missing at beginning of Jesters Lake Drive. Park was closed at 1PM on 11/5/07 when visited. Citizen said that he keeps the gate locked due to prior problems with prostitution and drugs in the park. There is no trail access from the park to the Jesters Creek Trail. The park itself is mostly open greenspace with one picnic table (fixed).

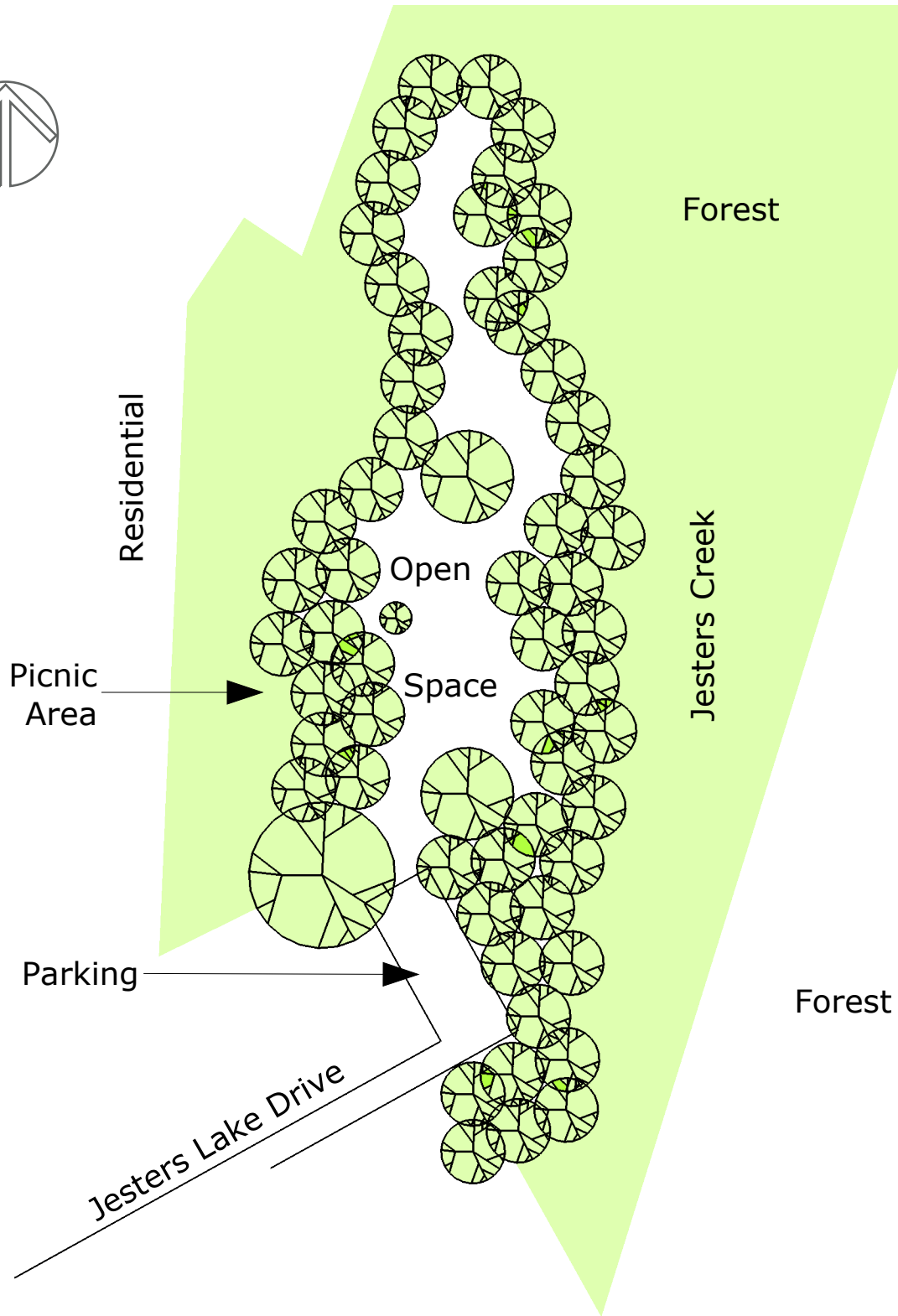
Indoor Facilities

Outdoor Facilities

- 1 Picnic Area(s)**
 - 1 Picnic Table(s) - Fixed
- Trails**
- Courts**
- Other Structures**
- Fields**
- Other Recreation**

Parking

18 Open Parking Spaces



Jesters Creek Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 150'

Rex Equestrian Park**5850 Wilkerson Road, Rex, Georgia 30273****District:** 1**Type:** Natural Resource Area**Acres:** 45**lat:** 33° 35.766'**long:** 84° 14.853'**Comments:**

This park is closed and is no longer an equestrian event area. The park has potential for fields, formal greenspace, etc. It does appear that an archery association uses a portion of the park for practice.

Indoor Facilities**Outdoor Facilities**

Trails

Courts

Other Structures

Fields

Other Recreation

Parking



Rex Equestrian Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 250'

Forest Park Park**667 South Avenue, Forest Park, Georgia 30297****District:** 1**Type:** Neighborhood Park**Acres:** 5**lat:** 33° 36.909'**long:** 84° 22.105'**Comments:**

The old concession and restroom building is vacant and locked.

Indoor Facilities**Outdoor Facilities****1 Picnic Area(s)**

720 sq. ft. of Picnic Pavillions

6 Picnic Table(s) - Portable

Trails**Courts****Other Structures**

2 Restroom(s)

1 Concession Stand(s)

1 Storage Building(s)

Other Buildings: Old restroom and concession building

Fields

Baseball/Softball Fields With Lights

FIELD 1: 62 yards down 1st baseline, 65 yards down 3rd baseline, 70 yards to fence in centerfield

FIELD 2: 67 yards down 1st baseline, 67 yards down 3rd baseline, 66 yards to fence in centerfield

Other Recreation**Parking**

21 Open Parking Spaces



Forest Park A.A. Park

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 100'

Bonanza Pool

1620 Flicker Drive, Jonesboro, Georgia 30238

District: 3

Type: Mini-Park

Acres: 1

lat: 33° 28.124'

long: 84° 20.324'

Comments:

This park is currently a vacant lot with no pool or buildings present. There is one light pole in the middle of the lot and appears to have no power.

Indoor Facilities

Outdoor Facilities

Trails

Courts

Other Structures

Fields

Other Recreation

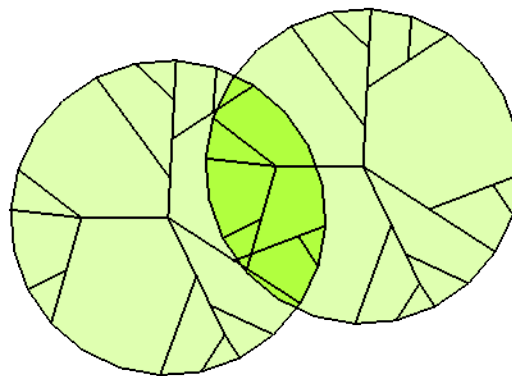
Parking



Grass
(Former Pool Site)

Residential

Residential



Flicker Drive

Bonanza Pool

CLAYTON COUNTY PARKS AND RECREATION

Booz | Allen | Hamilton

230 Peachtree Street N.W. Suite 2100
Atlanta, Georgia 30303
(404) 659-3600 FAX (404) 577-5709

Scale
1" : 20'

Bonanza Park

Sandpiper Road, Jonesboro, Georgia 30328

District: 4

Type: Mini-Park

Acres: 2

lat: 33° 28.008'

long: 84° 20.545'

Comments:

The water fountain appears to be disconnected.

Indoor Facilities

Outdoor Facilities

Drinking Fountains

Trails

Courts

2 Outdoor Basketball Court(s) - Full

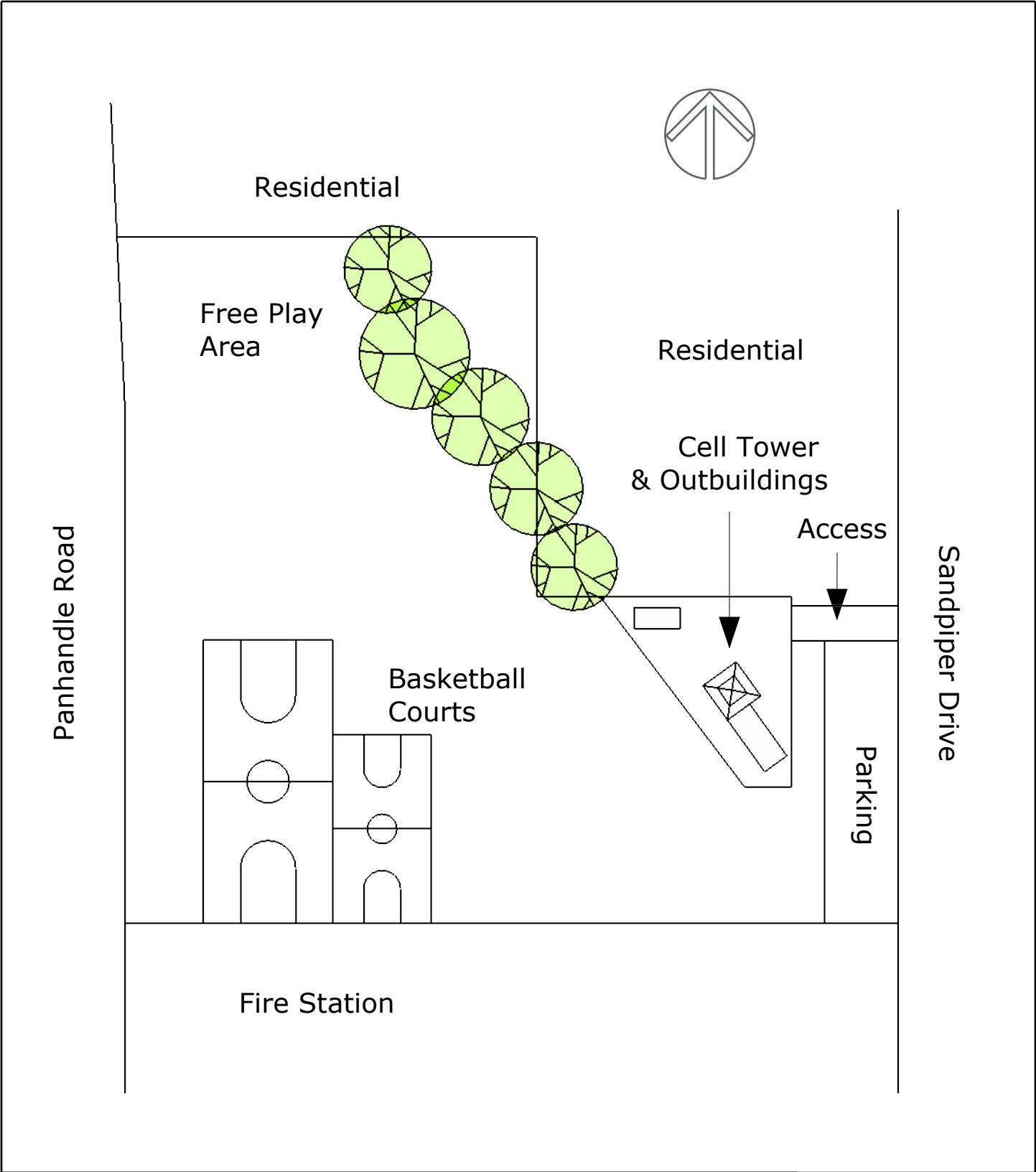
Other Structures

Fields

Other Recreation

Parking

11 Open Parking Spaces



<p>Bonanza Park</p> <p>CLAYTON COUNTY PARKS AND RECREATION</p>	
<p>Booz Allen Hamilton</p>	<p>230 Peachtree Street N.W. Suite 2100 Atlanta, Georgia 30303 (404) 659-3600 FAX (404) 577-5709</p> <p>Scale 1" : 60'</p>

Reid Stevens Property**Walt Stephens Road, Jonesboro, Georgia 30236****District:** **Type:** Natural Resource Area**Acres:** 22**lat:** 33° 31.412'**long:** 84° 18.355'**Comments:**

The house located on the property is boarded up and appears to be potentially unsafe. The park is owned by Park and Rec, however, it is unavailable to the public.

Indoor Facilities**Outdoor Facilities****Trails****Courts****Other Structures**

Historic Sites/Structures

Other Buildings: House, Barn, Storage Barn

Fields**Other Recreation****Parking**

Town Hall Meeting Materials

Clayton County, GA Department of Parks and Recreation

Town Hall Meeting #1 Minutes and Notes

February 25, 2008 7:00 PM

Carl Rhodenizer Recreation Center

The Town Hall meeting began at approximately 7:00 PM on February 25, 2008 at the Carl Rhodenizer Recreation Center in Rex, GA. Total attendance at the meeting was approximately 55 residents of Clayton County. Chairman Eldrin Bell and Commissioner Sonna Singleton were in attendance. The meeting was facilitated by Booz Allen Hamilton and lead by Detrick Stanford, Director of the Department of Parks and Recreation. The following are questions and answers which were captured and documented at the meeting.

Q. What is the protocol for deciding what facilities and amenities stay and which go when new facilities are added to the system? (There was a specific reference to the tennis courts that were removed for the construction of the new recreation center)

A. The Department tries to address the needs for the community as a whole. There is a tennis center located at International Park in Jonesboro. In addition, the Chairman indicated that he was looking into adjacent property next to Rex Park for possible tennis court construction.

C. Fees at the recreation center need to be addressed.

Q. Why do I have to pay for each individual class and activity at the senior centers?

A. The Director explained that fees are calculated based on instructor costs. The Department as a whole is addressing the fee policy and structure. The Department is considering a sliding fee scale and the offering of more free classes.

Q. The residents of Clayton County voted on a tax measure that included the development of recreation centers, yet they have not all been constructed. Why is this the case?

A. Chairman Bell stated that the SPLOST funds have been gaining 5.29% interest, which will enhance the fund for building additional recreation centers without raising taxes.

Q. Why are the cities located in the area able to provide activities at a lower cost than the County?

A. The Director explained that Clayton County provides enhanced services such as football and baseball. These enhanced services have higher fees due to items such as trophies, etc.

C. A resident expressed the concern of affordability for kids to be able to use the recreation centers.

A. The Department is in the process of analyzing the current fee structure. Additionally, kids are not turned away from the centers if they cannot afford it.

C. The County needs to communicate this to the public.

Q. Will sidewalks be placed throughout the County?

A. The plan addresses a trails component and the Transportation Development Plan will address sidewalk construction.

C. There is a concern regarding the safety around the Tara Elementary School area.

C. The County needs track and field facilities. Currently, there are no facilities in the County meeting this need.

C. There is a concern regarding safety at Morrow / Lake City Park with an oak tree blocking the entrance.

C. In reference to an article published in the paper, this resident does not believe there is a safety issue at the Rum Creek park.

A. The Department is coordinating with the police department regarding park patrol and monitoring.

C. The County needs more transparency specifically with the spending of SPLOST funds.

Q. Will there be greenspace incorporated in the highway 42 widening project?

A. This is a question for the Department of Transportation and Development.

C. Showers are needed at the Charlie Griswell Senior Center.

A. The addition of showers at the center will be evaluated.

C. Resource rooms for parents are needed in the recreation centers. Additionally, parent workshops should be offered at the recreation centers.

C. The Department should consider waiving fees for June and July when the kids are out of school.

Clayton County, GA Department of Parks and Recreation

Town Hall Meeting #2 Minutes and Notes

February 26, 2008 7:00 PM

Virginia Burton Gray Recreation Center

The Town Hall meeting began at approximately 7:00 PM on February 26, 2008 at the Virginia Burton Gray Recreation Center in Riverdale, GA. Total attendance at the meeting was approximately 22 residents of Clayton County. Chairman Eldrin Bell and Commissioner Virginia Burton Gray were in attendance. The meeting was facilitated by Booz Allen Hamilton and lead by Detrick Stanford, Director of the Department of Parks and Recreation. The following are questions and answers which were captured and documented at the meeting.

Q. What is the policy for escalating issues through the Department for citizens?

A. The current policy states that the citizen should address the concern with the manager of the facility. If this is not adequate then the citizen should escalate the concern to the respective Department administrator then to the Director if needed. However, the Department will consider placing a suggestion box in each facility that will go directly to the Director and Commissioners.

C. This escalation policy needs to be communicated to the people using the facilities.

Q. Are there areas within the parks system that are available for toddlers?

A. Currently there are not play areas designated for toddler use.

Q. Are there daycare or toddler facilities located in the recreation centers?

A. There are currently no services for toddlers. The Department is considering the implementation of the Start Smart program, which promotes the development of motor and coordination skills in the early years of a child's development.

C. Senior Centers should be open later or open on Saturdays for the senior who work during the week.

A. The comprehensive Master Plan is looking at options to stay open later, etc. Charlie Griswell Senior Center does have modified hours of operation, but the hours overall will be looked at.

C. Regarding the format for the leagues in the County – keeping the teams the same year after year can discourage kids. Please consider a lottery system for organizing team every year.

A. There are advantages and disadvantages to either strategy. The Department will look into the lottery option.

Q. When will the contract go out for the televisions in the recreation centers?

A. An RFP has been issued and the Department should have all the televisions working by the end of March.

C. I enjoyed the movies in the park program this past summer.

A. The Department will continue the movies in the park program this summer and will include locations outside of International Park. Additional information will be distributed soon regarding this summer's programming.

C. The Virginia Burton Gray Recreation Center is very nice and very well run. I commend the Department on providing this facility to the public.

C. The County has wonderful recreation centers and outdoor facilities.

C. More lighting is needed outside of the Virginia Burton Gray Recreation Center.

A. The County will address the need for lighting outside the center.

Q. Are children allowed on the walking track in the recreation centers? Children are playing in these areas unsupervised.

A. Children can only be in this area if they have signed the waiver and are supervised by an adult. Please report any children playing in the area without adult supervision to the staff at the center.

Q. Can the recreation centers open earlier in the day?

A. The Department is planning on looking at the hours of operation for each facility. If demand is strong enough for altering the hours of operation then the Department will accommodate this demand.

Clayton County, GA Department of Parks and Recreation
Town Hall Meeting #3 Minutes and Notes

February 27, 2008 7:00 PM
International Park VIP Complex

The Town Hall meeting began at approximately 7:00 PM on February 27, 2008 at the VIP Complex located at International Park in Jonesboro, GA. Total attendance at the meeting was approximately 25 residents of Clayton County. Commissioner Michael Edmondson was in attendance. The meeting was facilitated by Booz Allen Hamilton and lead by Detrick Stanford, Director of the Department of Parks and Recreation. The following are questions and answers which were captured and documented at the meeting.

Q. Why are the Department activities and programs not listed on other websites, such as www.active.com, and other publications?

A. The Department is in the process of looking at additional avenues for marketing. Marketing in general is new for the Department. The current marketing team has been in place for approximately three months.

Q. Are you targeting the youth population for the completion of the Needs Assessment Survey?

A. The Department has not actively sought out the feedback of the youth unless they have been to the recreation centers. The Department will consider options to gain responses from the youth going forward. Additionally, the Department is considering the development of a teen council, which will be formed to obtain ongoing feedback from teens.

C. I would like to see more intergenerational programming.

A. The Department is looking into various options to provide intergenerational programming. If the need or want is present, then the Department will provide this type of programming.

Q. Is the Department looking at what other jurisdictions are doing in regards to offering parks and recreation programs and services?

A. The Department is looking at other jurisdictions. However, due to the uniqueness of Clayton County the Department is using this information where applicable.

Q. Are the Latino and Hispanic populations being sought after for feedback?

A. The Department is not formally seeking the feedback of these population groups. However, the Department is seeking feedback informally from these groups through the Needs Assessment Survey.

Q. Can you, the Director, comment on the Reid Stephens Property located next to International Park?

A. Yes. The Reid Stephens Property is approximately 20 acres in size and the Department is currently looking at options of how to incorporate this property into the system. The Department is considering the option of turning this property into an interpretive site with trails.

Q. The facilities appear to have a lack of staff occasionally. The Department should consider using volunteers in the future. What is the Department doing about staffing for the future?

A. Staffing patterns are based on the programming going on at the facility. Staff can be volunteers and/or paid. The Department is trying to do a better job with staffing. As an example, the Department is going to implement a volunteer management system, which should help manage volunteers and staffing needs.

Q. What was the Department doing in terms of planning before this Master Planning effort?

A. The Department as a whole is becoming more accountable and planning is becoming more of a priority.

C. There is not a decent track in the parks and recreation system.

C. Staff at the Griswell Senior Center are great. I would like it if the staff was knowledgeable about all senior programs, facilities, phone numbers, contacts, and additional County information.

C. There needs to be signs in the centers regarding contact information and other County information.

C. I am very pleased with the Griswell Senior Center and the Tennis Center. The tennis center and parks in general should be marketed more.

C. Consider a community games or field day for the kids. Additionally, a County sponsored 5k event.

Clayton County, GA Department of Parks and Recreation
Town Hall Meeting #4 Minutes and Notes

February 28, 2008 7:00 PM

Jim Huie Recreation Center

The Town Hall meeting began at approximately 7:00 PM on February 28, 2008 at the Jim Huie Recreation Center located in Jonesboro, GA. Total attendance at the meeting was approximately 73 residents of Clayton County. Commissioner Wole Ralph was in attendance. The meeting was facilitated by Booz Allen Hamilton and lead by Detrick Stanford, Director of the Department of Parks and Recreation. The following are questions and answers which were captured and documented at the meeting.

Q. How many facilities does the County currently have, and what is the plan for added more facilities?

A. The County has two senior centers, three recreation centers, and one senior/multi purpose center. The initial SPLOST and the one that recently passed will fund additional facilities in the future.

Q. Can the Department provide the programs that are available at the senior centers at the recreation centers? (ballroom and line dancing, indoor walking, etc.)

A. The Department agrees that there needs to be more intergenerational programming at the recreation centers. Additionally, the newly constructed recreation centers do have indoor tracks. Indoor tracks will also be incorporated in the new designs of future centers.

Q. What percentage of operating costs are covered by user fees?

A. User fees account for approximately 30-35% of the operating budget.

Q. What would be the impact associated with lowering user fees?

A. The Department is looking at various funding alternatives such as philanthropic donations, grants, sponsors, etc. The Board of Commissioners is also reviewing the option of implementing a sliding fee scale.

Q. Is the Department looking at enhancing competitive sports in the future?

A. The Department's mission is to provide service first. The Department is looking at a tiered sport system, which will be dependent on skill level.

Q. What is the Department doing about coordinating with programs outside of the Department (examples include AAU, high school, middle school, etc.)?

A. The Department has established criteria with who we will coordinate with. In order for the Department to partner with an organization it must be a "win-win"

situation for the County and that organization. Where feasible and appropriate, the County would like to create more partnerships going forward.

C. A comment was made regarding the City of Lovejoy and the possibility of bringing more money in the area.

A. Commissioner Ralph said he would like to discuss this offline.

Q. The recreation centers are very nice, however, location is everything. Is the Department considering the transportation alternatives from the neighborhoods to the facilities?

A. The Department is trying to integrate with the Transportation Master Plan. Additionally, the County needs to look at connection ideas so people can access the facilities.

Q. How many additional recreation centers are planned to be built?

A. Commissioner Ralph stated that there will be a total of six recreation centers in the County. The Commissioner stated that he is presenting a resolution to the Board of Commissioners that will suggest a location for the next recreation center.

Q. What programs are offered to those with special needs?

A. The Department currently offers programming for people with special needs through the Therapeutics Division. The Department is trying to expand programming within this Division. Additionally, the Department is looking at partnering with the school system to provide more programming.

C. The Therapeutics Division needs to be open later.

Q. When will upgrades be made to the restrooms in the parks?

A. The Department is establishing park maintenance standards. Additionally, once these standards are set the Department will establish a priority list and costs associated with each improvement.

C. Independence parks needs to be upgraded. Please consider emergency phones or other security enhancements.

A. Improvements at Independence Park are being considered.

C. There is a concern with the dwindling participation rates in programs offered by the County. It appears the County is losing these participants to other counties. Please consider going back to the older model when there were athletic associations running the programs (7-8 years ago).

C. Open the recreational centers earlier in the morning (around 6 AM).

*Senior Focus Group Detail***Clayton County, GA Department of Parks and Recreation
Senior Focus Group Meeting Minutes and Notes**

February 12, 2008 9:30 AM

Frank Bailey Senior Center

The Focus Group session began at approximately 9:30 AM on February 12, 2008 at the Frank Bailey Senior Center in Riverdale, GA. Total attendance at the meeting was 59 seniors. The meeting was facilitated by Booz Allen Hamilton and lead by Detrick Stanford, Director of the Department of Parks and Recreation. The following are questions and answers which were captured and documented at the meeting.

Q. Why do [seniors] have to pay for activities at the senior centers?

A. Classes require fees to pay instructors and many programs are subsidized by the County. The Comprehensive Master Plan will identify alternative forms of funding (grants, taxes, philanthropy, etc.).

Comment: Staff in the senior centers are great and supportive.

Q. Why does it cost \$1 for each of the centers. Can't there be a swipe card that is good at all the facilities.

A. We will look into this possibility.

Q. Why is there "competition" between the Frank Bailey Senior Center and the Charlie Griswell Senior Center with various programs and events (dances, transportation, etc.)?

A. The Directors at both centers are now coordinated with the addition of a new Senior Services Administrator, Mary Byrd. The plan will address internal communication improvements to avoid "competitive" services.

Q. Why is transportation provided for some activities and not others?

A. Transportation services are being centralized and this should resolve these issues. Transportation is provided on a first come first serve basis.

Q. What is the status of the acquisition of a bus for the County, which was approved at one of the Board of Commissioner meetings?

A. There is currently a 35 passenger bus available for County Departments to reserve and use. In addition, the County is in the process of acquiring an additional bus that should be available in June.

Comment: There was a specific circumstance where 1 group was able to use the bus and another group at a different center was denied to reserve the bus. Concern about inequality among facilities.

A. The County is unaware of this particular circumstance, but the comment will be noted. As long as the bus is available for use it will not be denied to any particular group if it is needed.

Q. It seems that most of the tax money is going to the Griswell Senior Center. For example, all computer use is being directed to the Griswell Senior Center, which is out of the way for some seniors. Why is there inequality among the centers?

A. The budget in the future needs to address this inequality, which may include the need for more of a tax base to make upgrades. The Department is looking into making computer upgrades at the Frank Bailey Senior Center.

Comment: We would like a sauna or steam room at the Senior Center.

Q. Does the Department provide programs for fishing and golf?

A. The Department would like to expand fishing programs for the public.

Q. What are you going to do to improve the food at the Griswell Senior Center?

A. The Department is aware of the quality of food at this particular center and will issue a RFP in the near future to correct the problem.

Q. There are no ink cartridges at the Griswell Senior Center. We were told there was no money for them. Why is this the case?

A. The Department is not aware of this particular situation and will look into it immediately.

Comment: The Department needs to post rules and safety notices at the fitness centers located in the Senior Centers. Additionally, an attendant is needed to oversee these fitness areas.

Comment: More fixed income housing is needed in Clayton County rather than more Senior Centers.

A. The Department will note this comment and pass it along to the Community Development Department.

Comment: Need a community desk with FAQ about County services within the Senior Centers.

A. The Board of Commissioners is looking into developing a 311 service, which would be a place where people can obtain information on County services.

Comment: We need walking trails around Senior Centers.

Poll: Approximately 5 people agreed that the County does not have enough Senior Centers. If one were to be added the Panhandle area should be considered.

Poll: are there barriers present that prevent you from using parks and/or facilities?

A. Personnel Attitude; Lack of Resources; Transportation; Maintenance of fitness Areas; Poor Planning; Food Quality; Affordability.

Comment: The County has poor planning. The County needs to develop a vision before building.

Poll: How many people use other recreational providers (school, church, private, etc.)?

A. Approximately 6 people raised their hand. Organizations included St. Phillips Catholic Church a private tour company in Riverdale (Tour You World Travel Agency)

Q. The County needs to hire multi-use personnel (example includes having a water aerobics instructor also serve as a day to day staff member).

A. The County cannot necessarily do this because of the Fair Labor Act.

Comment: Fulton County, GA has more money than Clayton County so they should have more [facilities, programs, etc.]. Clayton County needs to be more creative in bringing in more dollars.

Q. Does the Department have a timeframe for implementation of the identified parks and recreation improvements?

A. The plan will include a timeframe for improvements as well as high level costing information.

Comment: Think outside of the traditional thinking of seniors for the development of the plan. Focus on active seniors.

Q. What is the money used for when facilities are rented?

A. The money obtained from rentals is placed in the County general fund.

Q. Does each Senior Center have a line item budget?

A. Yes.

Q. Why can't each Senior Center keep the money that they generate through fees?

A. The current County policy directs money back to the general fund.

Comment: [Seniors] do not want multi-use facilities where all ages are welcome.

Poll. Approximately half of the people in attendance raised their hand stating that they use the Recreation Centers. The seniors stated that they use these facilities during the day.

Poll. What is the Department of Parks and Recreation doing right?

A. Staffing; quilting programs; exercise activities; writers guild, providing senior centers; planned trips; Kinship program; creating the Master Plan.

Q. Where will the wellness center be located?

A. The new wellness center will be housed at Frank Bailey Senior Center through an expansion of the building. The addition is planned to be approximately 25,000 square feet and utilize HUD funds.

Comment: The seniors would like a blanket newsletter sent by mail specific to seniors to let them know about senior services.

Needs Assessment Survey Detail

Needs Assessment Survey

Dear Clayton County Parks and Recreation User,

Clayton County, Georgia is in the process of creating a Parks and Recreation Master Plan. As such, we need your input and participation. We need to know what you think about our current parks system and what you would like to see in the future. The survey should take just a few minutes, and all responses will be kept confidential. Please complete this survey *within 2 weeks* and mail to 2300 Highway 138, Jonesboro, GA 30236 or fax to (770) 477-1696. This survey is also available online at www.claytonparks.com.

Thank you for your time.

Clayton County Department of Parks and Recreation

Section A – Demographics

1. Where in Clayton County do you live? (Check only one)

- | | |
|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Ellenwood | <input type="checkbox"/> Lovejoy |
| <input type="checkbox"/> Forest Park | <input type="checkbox"/> Morrow |
| <input type="checkbox"/> Hampton | <input type="checkbox"/> Rex |
| <input type="checkbox"/> Jonesboro | <input type="checkbox"/> Riverdale |
| <input type="checkbox"/> Lake City | <input type="checkbox"/> Other |

2. How do you describe yourself?

(Check only one)

- ☐ Asian / Pacific Islander
☐ Black or African American
☐ Hispanic / Mexican American
☐ White
☐ Other

3. Are you male or female? ☐ Male ☐ Female

4. Do you rent or own your residence? ☐ Rent ☐ Own

5. Please indicate your household's annual gross income.

(Check only one)

- ☐ Under \$20,000
☐ \$20,000 - \$39,000
☐ \$40,000 - \$59,000
☐ \$60,000 - \$99,999
☐ \$100,000+

6. What is the age range of each member in your household?

(Check all that apply)

Age	Number in household
<input type="checkbox"/> 0-5	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 6-11	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 12-18	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 19-24	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 25-34	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 35-44	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 45-54	1 2 3 4 5 6 7 8 9 10
<input type="checkbox"/> 55+	1 2 3 4 5 6 7 8 9 10

Section B – Participation and Usage

7. Please select the option that best describes how often you or other members of your household used Clayton County Parks and Recreation facilities in the last year.

(Check only one)

- ☐ More than once a week
☐ 3 – 4 times per month
☐ Once or twice a month
☐ Several times a year
☐ Once a year
☐ Did not use

8. If you do not use Clayton County Parks and Recreation facilities, please select the option that best describes why.

(Check only one)

- ☐ Do not have the time
☐ Do not have a need or interest
☐ Physical limitations
☐ Lack of access to public transport
☐ Poor parking
☐ Do not have kids at home
☐ There are not enough facilities
☐ Safety/Security
☐ Other: _____

If you selected "Safety/Security," please explain below:

9. What best describes how often you or other members of your household participated in indoor recreation classes or programs? (Check one in each column)

Frequency	For Children Under 18 Yrs of Age	For Adults 18 and Over
Daily	<input type="checkbox"/>	<input type="checkbox"/>
3-4 times/week	<input type="checkbox"/>	<input type="checkbox"/>
1-2 times/week	<input type="checkbox"/>	<input type="checkbox"/>
1 time/month	<input type="checkbox"/>	<input type="checkbox"/>
1 time/year	<input type="checkbox"/>	<input type="checkbox"/>
Never	<input type="checkbox"/>	<input type="checkbox"/>

10. How would you rate the physical facilities (buildings, picnic shelters, playgrounds, tennis courts, playing fields, etc.) at the County parks or other facilities you visit? (Check only one)

	Excellent	Good	Fair	Poor
Buildings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Picnic Shelters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tennis Courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Which Clayton County Park or Recreation facility did you and your household use in the last year?

(Check all that apply)

- ☐ Grant Road Park
- ☐ Pine Circle Park
- ☐ Independence Park
- ☐ J.W. Arnold Park
- ☐ Jester's Creek Park and Walking Trail
- ☐ Jim Huie Recreation Center
- ☐ Steve Lundquist Aquatic Center
- ☐ Key Street Park
- ☐ Lee Street Park
- ☐ Panhandle Park
- ☐ Rum Creek Park
- ☐ Sigma Chi Memorial
- ☐ Wilma W. Shelnuitt Senior Adult Center
- ☐ International Park
- ☐ The Beach located at International Park
- ☐ J. Charley Griswell Senior Center
- ☐ Lakeview Events/VIP
- ☐ Muscle Beach Fitness located at International Park
- ☐ Tennis Center located at International Park
- ☐ Gerald A. Matthews Complex
- ☐ Maddox Road Park
- ☐ Morrow/Lake City Park
- ☐ Paradise Park
- ☐ Reynolds Nature Preserve
- ☐ Tar Creek Mini Park
- ☐ Carl Rhodenizer Recreational Center
- ☐ Rex Park
- ☐ Flat Shoals Park
- ☐ Frank Bailey Senior Center
- ☐ Riverdale Recreation Center
- ☐ Trevon D. Wilson Park
- ☐ Virginia Gray Recreation Center
- ☐ Other _____

12. Going forward, what would your household consider the most valuable addition to Clayton County's recreational offerings?

(Check only one)

- ☐ After-school youth activities
- ☐ Supervised teen activities
- ☐ Locally-conducted senior activities
- ☐ All-purpose indoor recreational center
- ☐ Outdoor sports facilities
- ☐ Transportation to county recreational facilities outside of the local area
- ☐ Transportation to local recreational facilities
- ☐ Open space preservation / passive recreation / trails
- ☐ Programs for people with Disabilities

13. Do you currently utilize an existing trails system?

- ☐ Yes ☐ No

If "yes," which ones and how often?

Section C – Awareness and Support

14. Where do you get information on Clayton County Parks and Recreation programs and facilities?

(Check all that apply)

- ☐ Internet
- ☐ Newspaper
- ☐ Local TV
- ☐ Local Radio
- ☐ Postings at Recreation Sites
- ☐ Friends/Family/Neighbors
- ☐ School
- ☐ Community Center
- ☐ Activity Guide
- ☐ Other: _____

15. Would you support a tax measure to maintain existing parks, improve existing parks, acquire more parks, preserve open spaces, develop trails, and/or develop more recreation facilities?

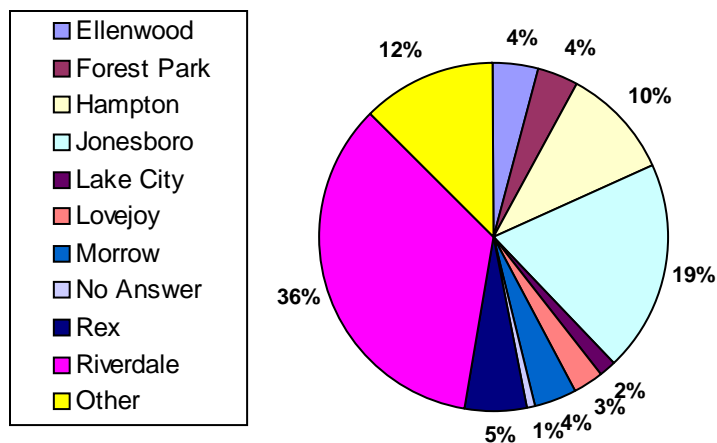
- ☐ Yes ☐ No

16. Please provide any additional information you would like in regarding the Parks and Recreation system.

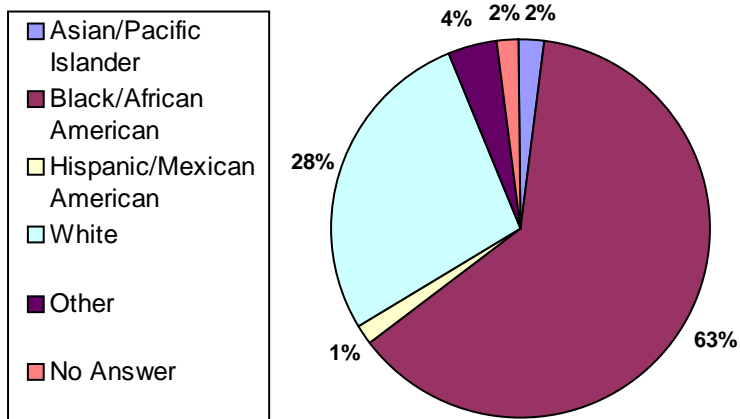
Needs Assessment Survey Results

Section A – Demographics

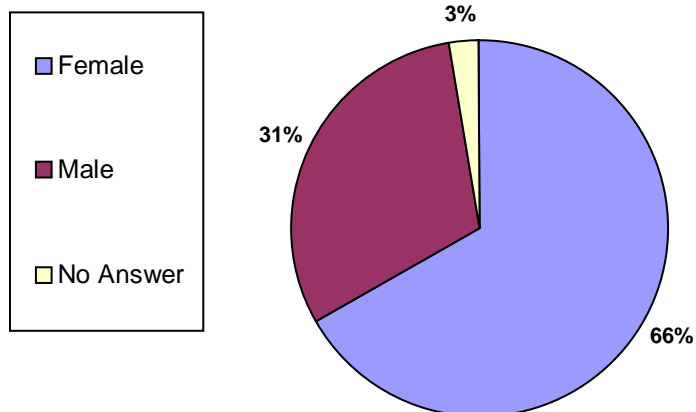
1. Where in Clayton County do you live?



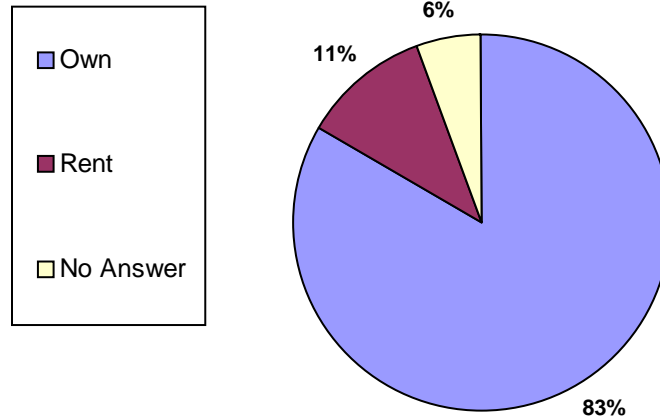
2. How do you describe yourself?



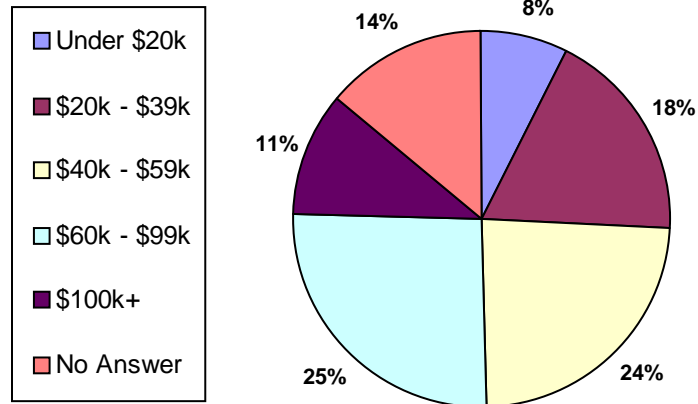
3. Are you male or female?



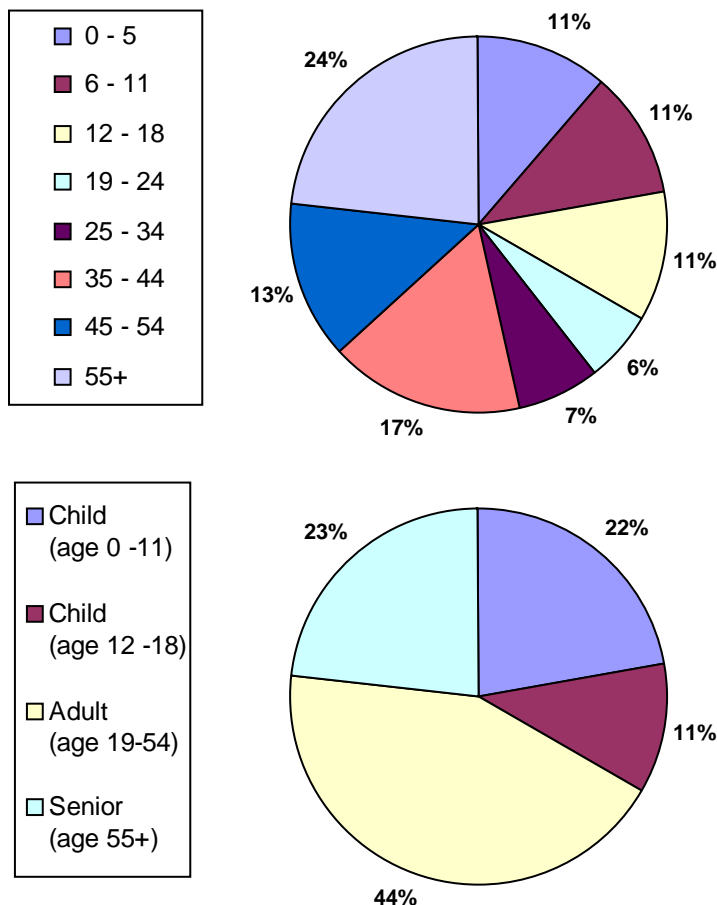
4. Do you rent or own your residence?



5. Please indicate your household's annual gross income.

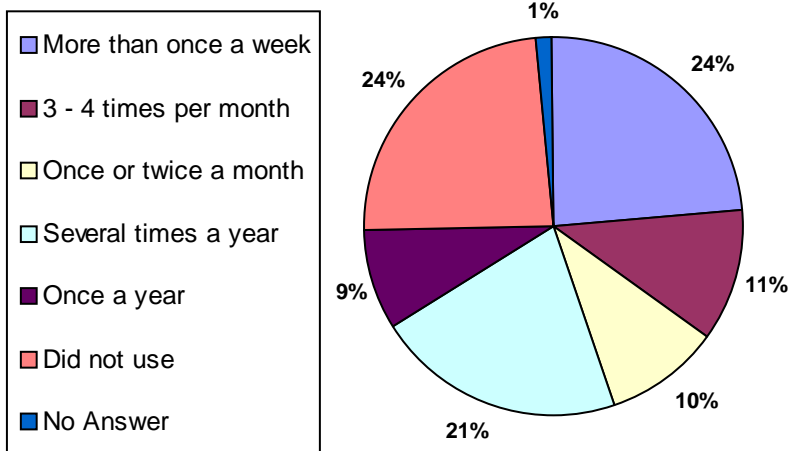


6. What is the age range of each member in your household?

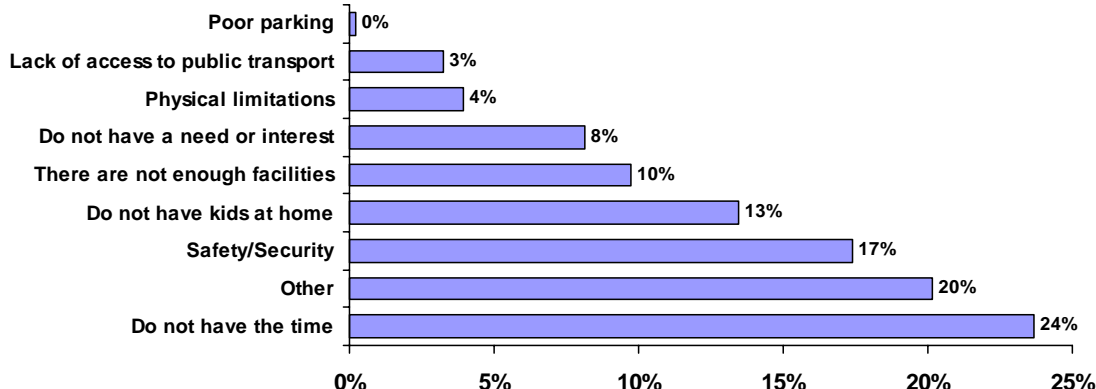


Section B – Participation and Usage

7. Please select the option that best describes how often you or other members of your household used Clayton County Parks and Recreation facilities in the last year.

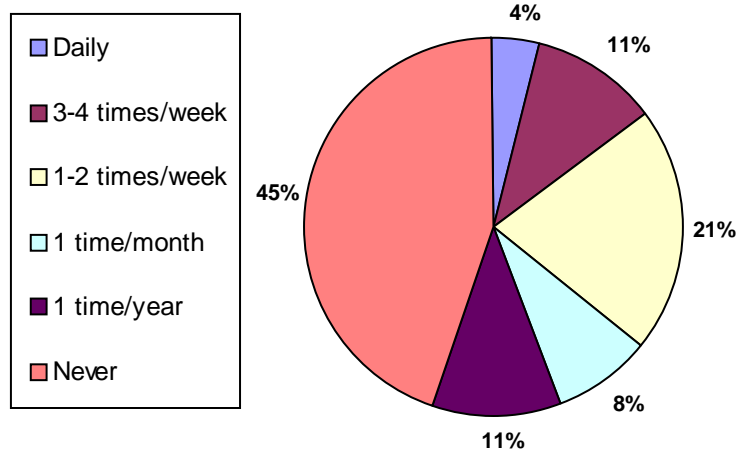


8. If you do not use Clayton County Parks and Recreation facilities, please select the option that best describes why.

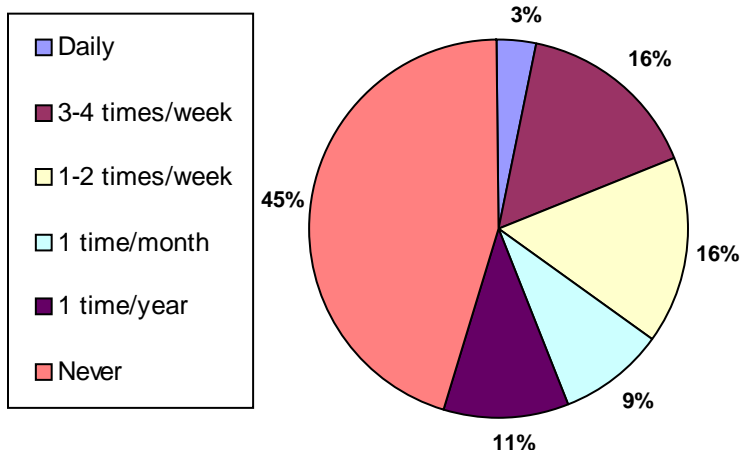


9. What best describes how often you or other members of your household participated in indoor recreation classes or programs?

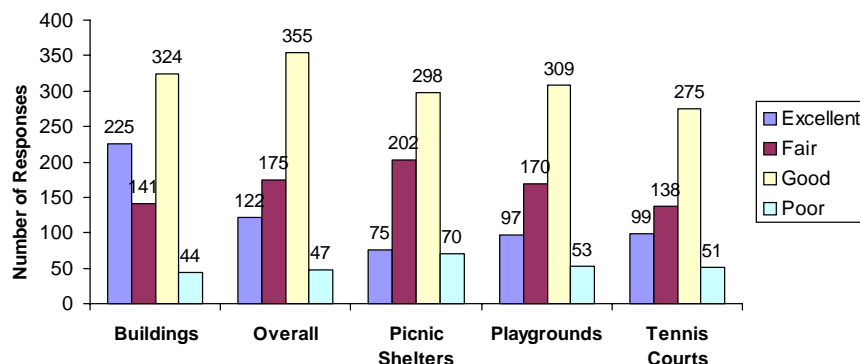
Under 18 Years of Age



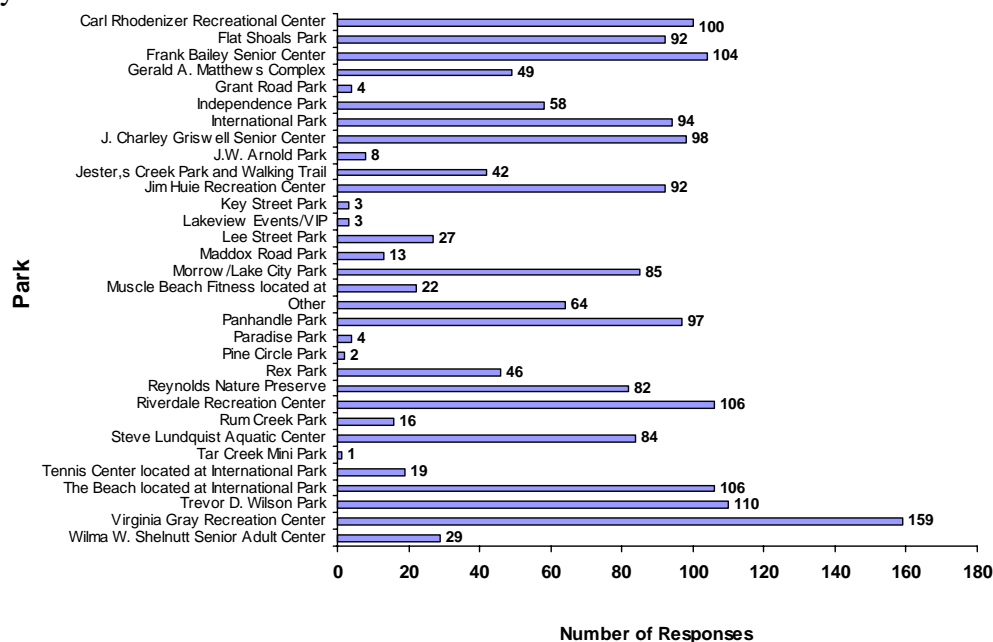
Over 18 Years of Age



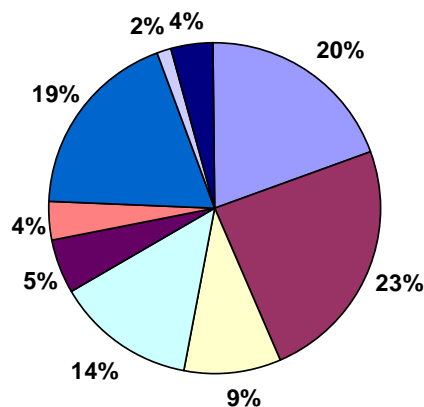
10. How would you rate the physical facilities (buildings, picnic shelters, playgrounds, tennis courts, playing fields, etc.) at the County parks or other facilities you visit?



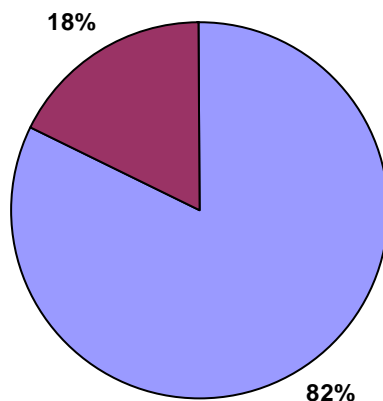
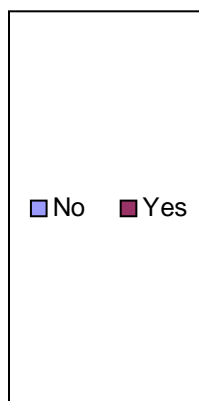
11. Which Clayton County Park or Recreation facility did you and your household use in the last year?



12. Going forward, what would your household consider the most valuable addition to Clayton County's recreational offerings?

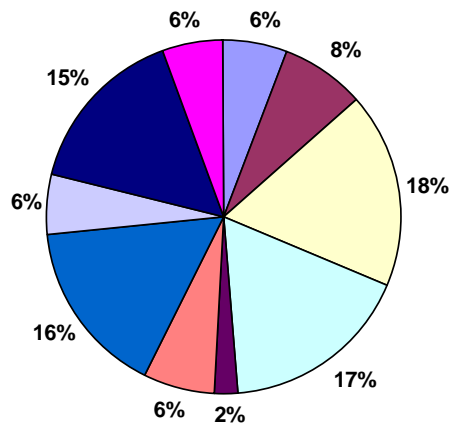
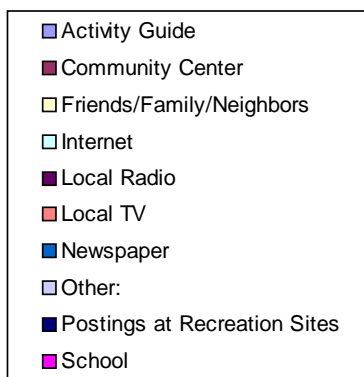


13. Do you currently utilize an existing trails system?

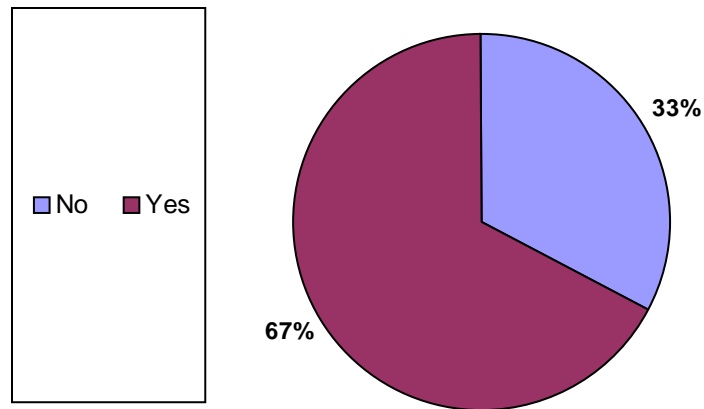


Section C – Awareness and Support

14. Where do you get information on Clayton County Parks and Recreation programs and facilities?



15. Would you support a tax measure to maintain existing parks, improve existing parks, acquire more parks, preserve open spaces, develop trails, and/or develop more recreation facilities?



Capital Improvement Recommendations Detail

Supplement information for the Master Plan capital improvement recommendations and cost estimates are presented in the following chart.

Recommendation	Cost Estimate	Source
Rex Equestrian Park	\$ 175,321	
Develop a dog park	\$ 106,305	This cost was obtained from the Gwinnett County, GA Parks and Recreation Master Plan (2004) and adjusted for inflation.
Create a formal archery area for the Clayton County archery association	\$ 4,000	Archery area suggested is 17m wide x 22m deep. Average industry cost for outside course
Add formal parking to the site	\$ 64,017	Asphalt parking lot for 40 cars. Obtained from Asheville, NC Greenways Master Plan Report 2002. Adjusted for inflation
Improve internal signage for the park.	\$ 1,000	RS Means: Aluminum sign, surface mounted, 14" x 12", 24 gauge. Rent earth auger, truck-mounted, for fence & sign posts, utility poles, Incl. Hourly Oper. Cost.
Park land and greenspace acquisition	\$ 65,856,000	
Acquisition of 784 additional acres	\$ 65,856,000	Price per acre is highly dependent on location, land usability, adjacent properties, etc. This estimate assumes the acquisition of 784 acres and is used for strategic planning purposes only. Individual parcel evaluations will be needed in the future as land becomes available. Assumes a cost of \$84,000 per acre. This is based on actual residential and commercial sales for the month of March and April of 2008. \$84,000 is an average of the high end of residential land (\$18,000/acre) and commercial land (\$150,000/acre).
Jim Huie Recreation Center	\$ 364,017	
Additional parking	\$ 64,017	Asphalt parking lot for 40 cars. Obtained from Asheville, NC Greenways Master Plan Report 2002. Adjusted for inflation
Walking trails - outdoors	\$ 300,000	Concrete walking trail 12 ft. wide and 4 inches thick. Assumes approximately 1/2 mile trail with a cost of \$500,000 per mile of construction. Includes construction costs (additional 50K).
Addition of a computer room	\$ -	Cost is dependent on size of addition to the current recreation center space. Additionally, number of computers and wiring need to be considered
Educational program area	\$ -	Cost is dependent on size of addition to the current recreation center space.
Indoor walking track	\$ -	Cost is dependent on structure modifications needed to support an indoor track.
Pine Circle Park	\$ 761,500	
More directional signage to the park	\$ 1,500	RS Means: Aluminum sign, surface mounted, 14" x 12", 24 gauge. Rent earth auger, truck-mounted, for fence & sign posts, utility poles, Incl. Hourly Oper. Cost.
Acquisition of the house adjacent to the park entrance	\$ 300,000	Based on parcel assessment information. This is an estimate and may be subject to change based on market conditions.
Develop trail along the old railroad bed behind the park	\$ 460,000	Average of the high and low construction cost outlined in the trails master plan. Includes \$75K for construction services and design.
Jesters Creek Park	\$ 501,500	
Connect trail from park to existing Jesters Creek Trail System	\$ 500,000	Concrete walking trail 12 ft. wide and 4 inches thick. Assumes approximately 1/2 mile trail with a cost of \$500,000 per mile of construction. Includes additional costs for bridges.
Directional signage to the park	\$ 1,500	RS Means: Aluminum sign, surface mounted, 14" x 12", 24 gauge. Rent earth auger, truck-mounted, for fence & sign posts, utility poles, Incl. Hourly Oper. Cost.
Muscle Beach and Indoor Facilities	\$ -	
Enhance the building with more activities (indoor putt put, eateries, arcade, etc.)	\$ -	Cost estimate cannot be determined until a park specific master plan is created due to the variability in cost based on the amenities added.
Enhance the muscle beach fitness room	\$ -	Cost estimate cannot be determined until a park specific master plan is created due to the variability in cost based on the amenities added.
International Park	\$ 179,971	
Connectivity to Reid Stephens property	\$ 175,000	Concrete walking trail 12 ft. wide and 4 inches thick. Assumes approximately 1/4 mile trail with a cost of \$500,000 per mile of construction. Includes construction costs (additional 50K).
Create a formal rear entrance off of Walt Stephens during the off-season	\$ -	Entrance currently exists. Modifications to the entrance depend on construction design.
Access gates to surrounding neighborhoods	\$ 4,471	Assumes a cost of \$894.26 per gate. Assumes 5 swinging gates. RS Means Environmental remediation Cost Data - Unit Price 2005. page 5-14. Adjusted for inflation.
New directional sign needed off the highway with more description	\$ 500	Cost of creating a new directional sign near the I-75 exit for Hwy 138.

Track and Field Facility	\$	5,000,000	Cost of development varies based on several design and amenity factors. This cost represents a facility with basic amenities and programs included.
Basketball Courts	\$	2,631,037	RS Means Environmental remediation Cost Data - Unit Price 2005, page 5-16. Adjusted for inflation. Assumes 33 Basketball Courts
Swing Sets	\$	34,018	RS Means Environmental remediation Cost Data - Unit Price 2005, page 5-16. Adjusted for inflation. Assumes 8 Additional swing sets needed throughout the county (specifically for toddlers)
	\$	30,818	foot high swing with 8 seats. Assumes installation at approximately 10 parks throughout the county.
	\$	3,200	\$320 each. Assumes installation at approximately 10 parks throughout the county.
Toddler Activities	\$	-	
	\$	-	Dependent on type of toddler play features added to current playgrounds.
Park Master Plans	\$	1,275,654	
	\$	1,275,654	Assumes ~\$42,500 for the development of each park master plan. This cost was obtained from the Gwinnett County, GA Parks and Recreation Master Plan (2004) and adjusted for inflation.
Independence Park	\$	179,655	
	\$	179,655	Cost obtained from a cost estimate presented to the City of Salinas, CA for a restroom facility in a park. http://www.ci.salinas.ca.us/ccouncil/Ccrpts/files/0413CPR12.pdf This has been adjusted for inflation.
	\$	-	Landscaping around park to assist with crime prevention.
Gerald Matthews Sports Complex	\$	11,000	
	\$	-	Cost dependent on upgrade design. Consider this for the site for the recreation center.
	\$	1,000	Cost associated with county labor for 1 day of dirt and debris removal.
	\$	5,000	Ensure all restrooms are ADA compliant, specifically near the tennis courts
	\$	5,000	Cost associated with formal inspection and modification recommendations.
	\$	5,000	Work with Lovejoy High School to upgrade the outdoor amphitheatre currently located on school property
Morrow/Lake City Park	\$	10,000	
	\$	10,000	Convert the concrete pad behind the concession building to a basketball court
	\$	-	Cost is dependent of the landscape materials chosen. To be determined by an individual park master plan.
	\$	-	Add mulch to the playground area

Panhandle Park	\$ 7,545	
Redevelop/upgrade field #3 to include formal fencing	\$ 7,545	Assumes a cost of \$25.15 per linear foot of fence. Assumes ~30 yards. RS Means Environmental remediation Cost Data - Unit Price 2005. page 5-14. Adjusted for inflation. Assumes a 5 foot high galvanized chain link
Rex Park	\$ 300	
Make the playground ADA accessible from the parking lot	\$ 300	This includes the cost of concrete and labor required to construct a ramp from the parking lot over the curb into the playground.
Reynolds Nature Preserve	\$ 48,153	
Re-establish the nature trail across the street from the main part of the preserve	\$ 37,153	8-foot wide woodchip pedestrian trail 1/2 mile long. Assumes a cost of \$65,000 per mile then adjusted for inflation. Obtained from Asheville, NC Greenways Master Plan Report 2002. Adjusted for inflation
Create and install interpretive signage throughout the preserve to educate hikers on plants and animals	\$ 10,000	Assumes a cost of \$200 per sign and assumes the addition of approximately 50 signs within the preserve.
Repair the trail that is closed between the Big Pond and the Dry Pond	\$ -	Dependent upon a thorough evaluation of structural integrity of the soil/land.
Clean and reopen the lower parking lot for access to the City of Morrow trail system	\$ 1,000	Cost for county labor to remove debris in parking lot and limb trees.
J. Charley Griswell Park at Rum Creek	\$ 379,728	
Create a trail surrounding the park through the trees on the south end	\$ 300,000	Concrete walking trail 12 ft. wide and 4 inches thick. Assumes approximately 1/2 mile trail with a cost of \$500,000 per mile of construction. Includes construction costs (additional 50K).
Convert the old batting cage area to a basketball court	\$ 79,728	RS Means Environmental remediation Cost Data - Unit Price 2005. page 5-16. Adjusted for inflation.
Upgrade and repair concession stands throughout the park	\$ -	Cost dependent on construction designs
J.W. Arnold Park	\$ 16,004	
Create a formal paved parking area	\$ 16,004	Asphalt parking lot for 10 cars. Obtained from Asheville, NC Greenways Master Plan Report 2002. Adjusted for inflation
Improve landscaping around current parking area to prevent erosion	\$ -	Cost is dependent of the landscape materials chosen. To be determined by an individual park master plan.
Grant Road Park	\$ 27,574	
Limb trees around the park	\$ 2,250	Assumes a cost of \$75 per tree for 30 trees. Cost obtained from local providers.
Remove graffiti on picnic pavilion and basketball court	\$ 3,000.0	Assumes a cost of \$2 per square foot for chemical removal. Basketball court is approximately 50'x30'. Cost data
Upgrade playground equipment	\$ 22,324	RS Means Environmental remediation Cost Data - Unit Price 2005. page 5-16. Adjusted for inflation. Assumes a 100 ft. x 100 ft. playground
Key Street Park	\$ 15,837	
Upgrade the park with formal paved parking to prevent erosion	\$ 8,574	Asphalt parking lot for 10 cars. Obtained from Asheville, NC Greenways Master Plan Report 2002. Adjusted for inflation
Update dugout areas	\$ -	Cost is dependent on construction design.
Repair scoreboard	\$ 5,000	Source: ATAFA Sporting Goods website. Cost for an electronic permanent scoreboard.
Repair existing fencing	\$ 2,264	Assumes a cost of \$25.15 per linear foot of fence. Assumes ~30 yards. RS Means Environmental remediation Cost Data - Unit Price 2005. page 5-14. Adjusted for inflation. Assumes a 5 foot high galvanized chain link
Lee Street Park	\$ 500	
Replace ADA parking signs in the parking lot	\$ 500	RS Means: Aluminum sign, surface mounted, 14" x 12", 24 gauge.

Maddox Road Park	\$	115,663	
Reposition the backstop for the informal play field based on the location of the basketball court	\$	500	Cost of labor and materials to anchor the backstop in a new location
Install landscape elements around the basketball court	\$	-	Cost is dependent of the landscape materials chosen. To be determined by an individual park master plan.
Install picnic pavilion or a shaded shelter for visitors	\$	115,163	Assumes a cost of \$115,163. This cost was obtained from the Gwinnett County, GA Parks and Recreation Master Plan (2004) and adjusted for inflation.
Frank Bailey Senior Center	\$	-	
Upgrade the facility with a wellness center	\$	-	Cost is dependent on construction design.
Provide more storage for the staff	\$	-	Cost is dependent on construction design.
Wilma W. Shelnett Senior Adult Center	\$	22,324	
Install a playground on the west side of the building	\$	22,324	RS Means Environmental remediation Cost Data - Unit Price 2005, page 5-16. Adjusted for inflation. Assumes a 100 ft. x 100 ft. playground
Forest Park Park	\$	10,500	
Demolish the old concession and restroom building	\$	10,000	RS Means: Building demolition, small buildings or single buildings, concrete, includes 20 mile haul, excludes salvage, foundation demolition or dump fees
Install more prominent park signage	\$	500	RS Means: Aluminum sign, surface mounted, 14" x 12", 24 gauge. Rent earth auger, truck-mounted, for fence & sign posts, utility poles, incl. Hourly Oper. Cost.
County Park and Facility Entrance Signs	\$	205,000	
Replace Park and Facility Entrance Signs	\$	205,000	74 x 144 sign for \$6,000 per sign. According to industry research. Includes installation costs of \$25,000
Tennis Courts	\$	1,756,293	
22 Tennis Courts	\$	1,756,293	RS Means Environmental remediation Cost Data - Unit Price 2005, page 5-16. Adjusted for inflation.
Football Fields	\$	12,418,488	
9 Football Fields	\$	12,418,488	Assumes a cost of \$1,379,832 per field. This cost was obtained from the Gwinnett County, GA Parks and Recreation Master Plan (2004) and adjusted for inflation.
Soccer Fields	\$	3,578,211	
17 Soccer Fields	\$	3,578,211	Assumes a cost of \$210,283 per field. This cost was obtained from the Gwinnett County, GA Parks and Recreation Master Plan (2004) and adjusted for inflation.
Swimming Pools	\$	14,300,000	
11 Swimming Pools	\$	14,300,000	Cost obtained from Pima County Parks and Recreation in Arizona. This cost is an average cost based on industry
Recreation Centers	\$	30,000,000	
3 Recreation Centers	\$	30,000,000	Assumes \$10 Million per center based on actuals from recent construction of recreation centers
Senior Centers	\$	16,000,000	
2 Senior Centers	\$	16,000,000	Assumes \$8 Million per center based on actuals from recent construction of recreation centers
Total \$ 155,881,792			