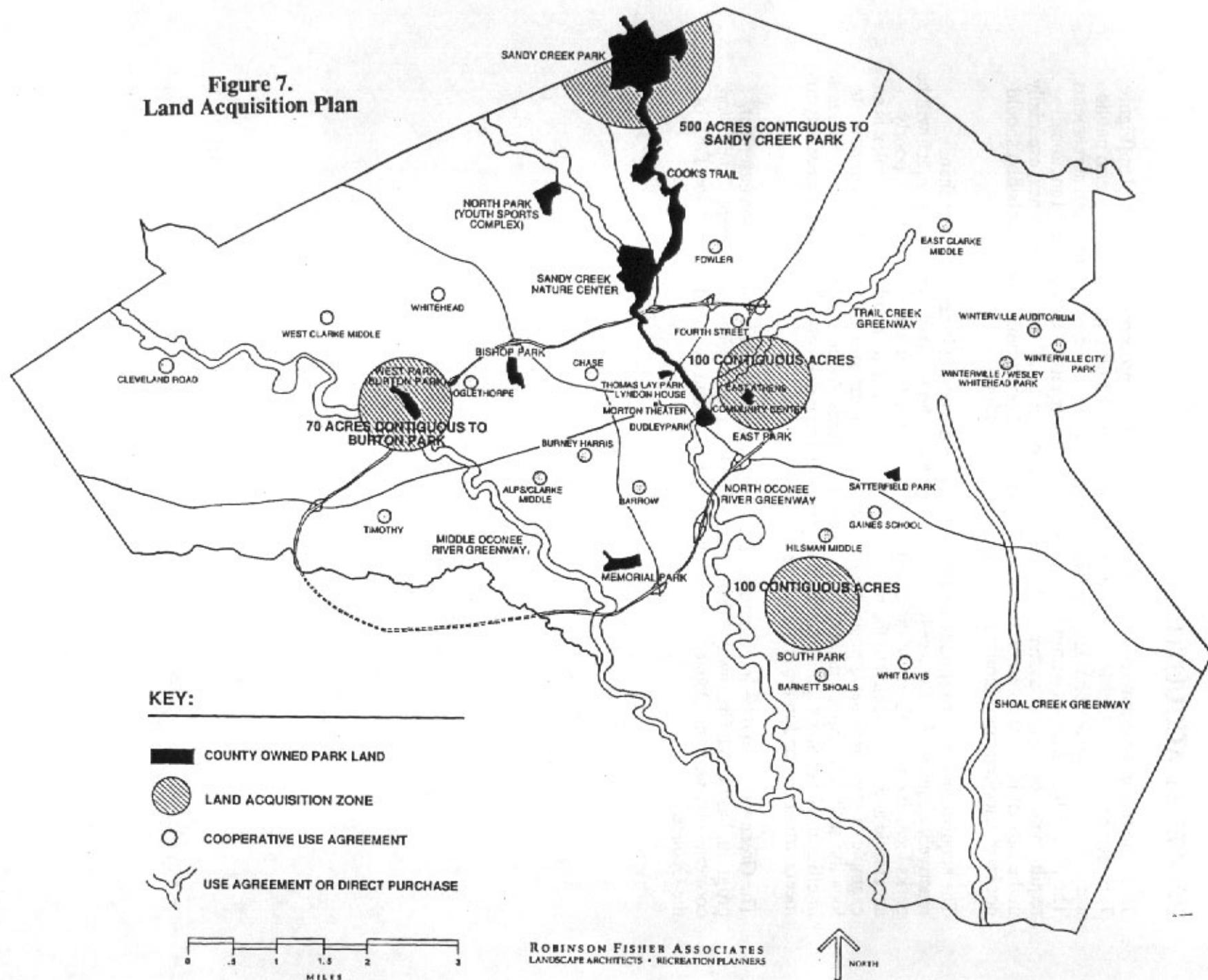


Figure 7.
Land Acquisition Plan



FACILITIES EVALUATION OVERVIEW

As part of this comprehensive plan, all existing parks and facilities were visited and evaluated as to: 1) their function within the park system; 2) their condition; and 3) their potential for future development. Both positive and negative attributes were identified and necessary repairs have been identified (see attachment M).

Existing facilities are under severe pressure due to overuse. While most existing parks are in good condition, the stress of heavy usage is evident in worn equipment and facilities, and landscape wear and tear. Some facilities are in need of immediate repair and may become dangerous to users or result in high future repair costs.

The availability to provide programs and services is tied to facilities. Many parks are not able to support a wide range of program opportunities because they lack adequate infrastructure and facilities. For example, a shortage of secure storage space, inadequate utility resources, insufficient overhead lighting, and the presence of physical barriers limit program scheduling options.

The lack of a strong functional connection between the facilities of a park often inhibits crossover usage. This limits full family participation. For example a park may have both a soccer field and a playground but if they are not legibly connected, full use of facilities may not occur.

Park landscapes are not consistently attractive, which inhibits a positive image of the park system in the mind of the public.

Recommendations:

- Correct deteriorating conditions of existing parks and facilities to prevent loss of leisure service value. See Attachment M for a prioritized list of recommended repairs and improvements to existing parks.
- Repair facilities that are consistent with the master plan. Where facilities do not conform to the master plan, they should be phased out as replacement facilities are implemented. While maintaining safety standards, non-conforming facilities may be phased out through a diminished maintenance schedule up to the point of complete removal. A sustained reduction in the current level of service should be avoided during the transition period.
- Renovate current facilities to better support multi-purpose uses, where appropriate.
- Pursue compliance with the Americans with Disabilities Act requirements.
- Enhance the functional connection between the facilities of any park to encourage crossover usage.

- Eliminate the functional incompatibilities that may exist between facilities within parks.
- Develop Park Design and Maintenance Standards Manual to guide site development and maintenance of the park system.

EXISTING DEPARTMENTAL MISSION STATEMENTS

The current mission or function statements below for the existing departments lack a clear-cut consolidated direction. This creates fragmentation, confusion, uncertainty, misunderstanding and little acceptance by the department's to work for unified common goals.

DEPARTMENT OF ARTS AND ENVIRONMENTAL EDUCATION MISSION STATEMENT

By the pathways of interpretive education, resource land management and provision of open space activities, it is this department's mission to encourage, heart-to-heart, the achievement of human cultural devotion and community honor of our natural resources.

Only in this manner of cultivating and nourishing spiritual and intellectual appreciation of mankind as a creative component of nature can a realistic balance be established and maintained for the compatibility, and ultimately the survival of all living things.

RECREATION AND PARKS DEPARTMENT FUNCTIONS

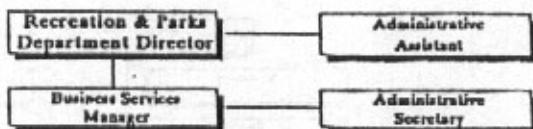
The function of this department is to provide quality leisure service to the citizens of Athens-Clarke County within the limits of our budget. This is accomplished by providing a system of well maintained parks and facilities for the public to use for their health and enjoyment. parks and facilities receive routine maintenance and renovation as funds are available. This department also plans and implements recreation programs within park facilities and sometimes within facilities of the Clarke County School district, area churches and the University of Georgia. Activities range from educational programs, sports leagues and classes, senior citizens activities, special events, crafts and much more. We strive to provide a wide range of activities for young and old, male and female. Another objective is a cooperative effort with other agencies and organizations to use all available resources for the benefit of our citizens.

Attachment B

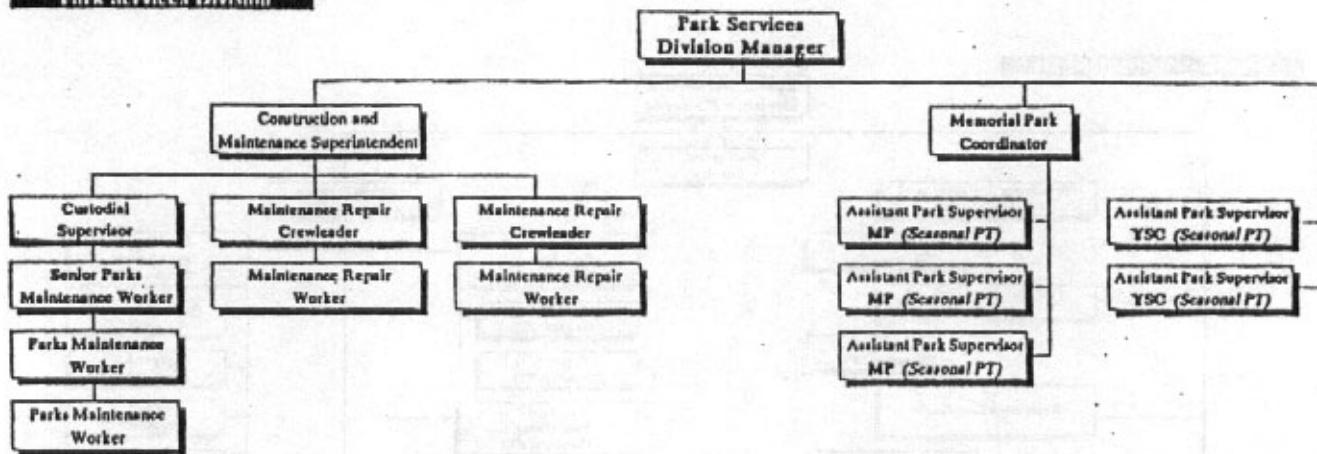
EXISTING DEPARTMENTAL ORGANIZATIONAL CHART

**Athens-Clarke County
Recreation & Parks Department
Organizational Chart as of 3/16/93**

Administrative Division

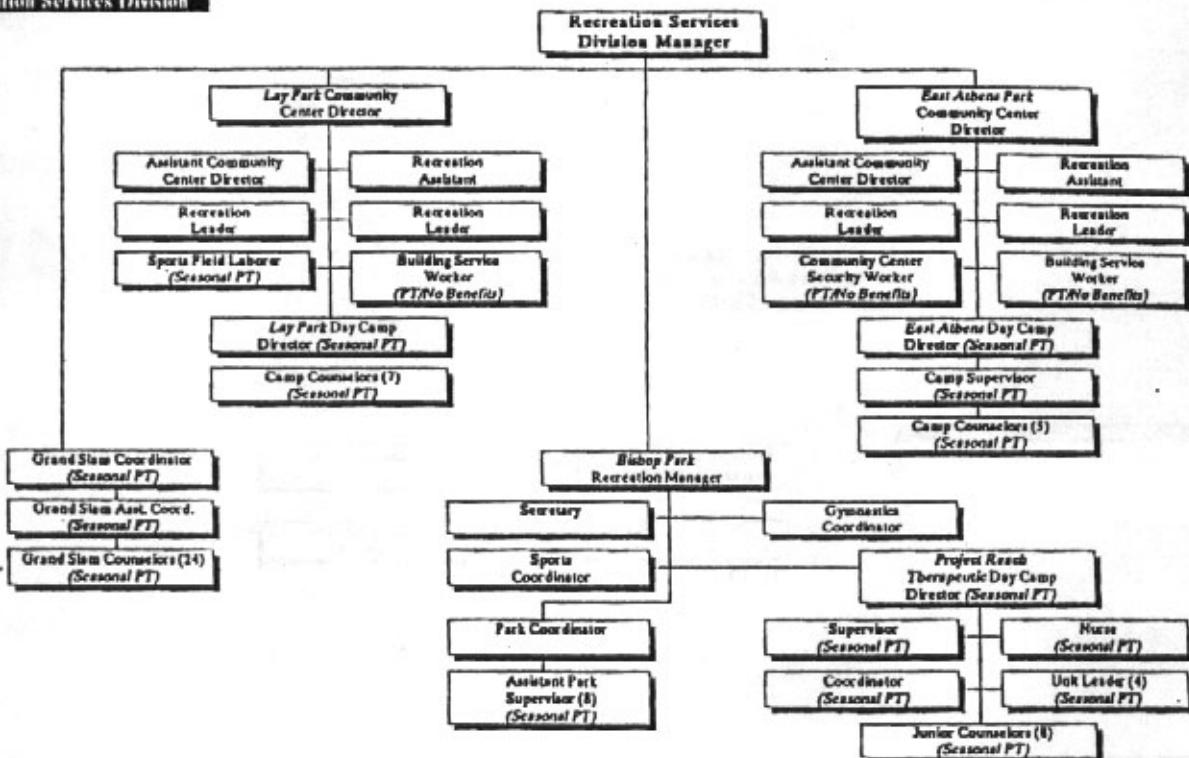


Park Services Division

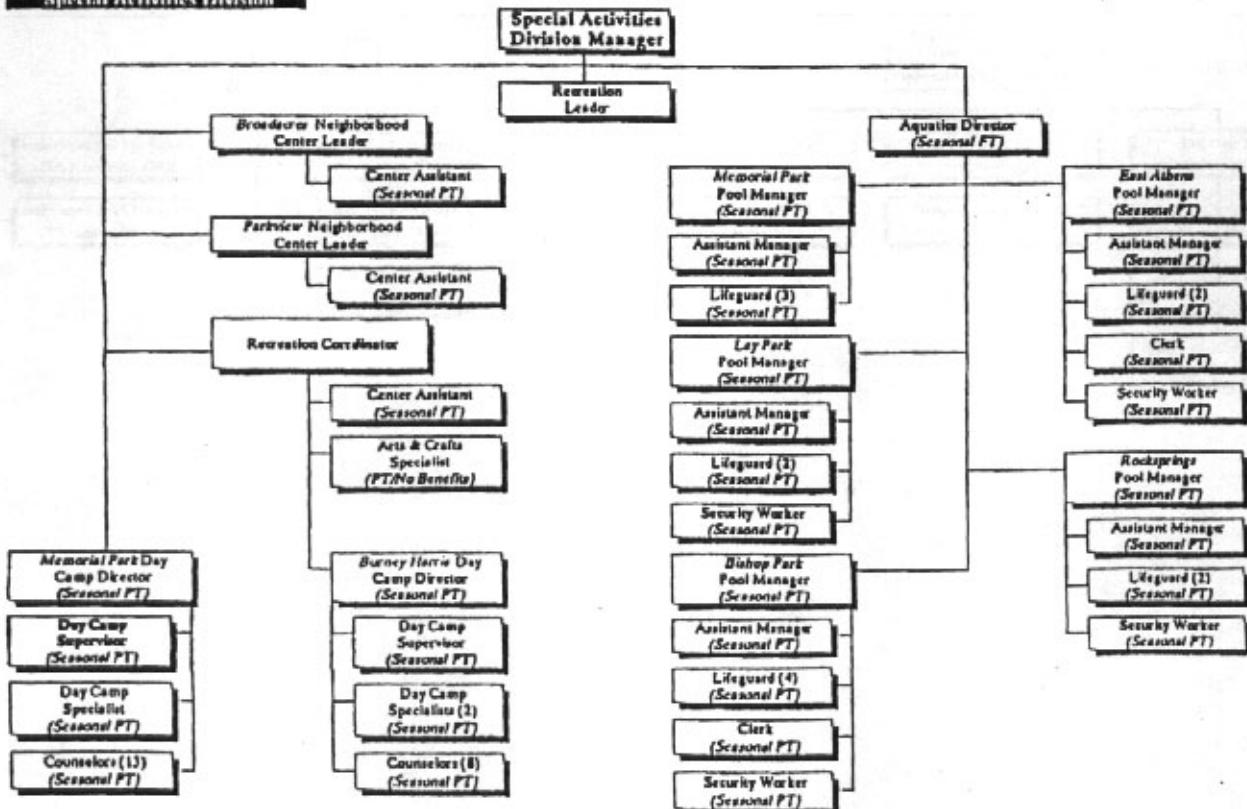


EXISTING DEPARTMENTAL ORGANIZATIONAL CHART

Recreation Services Division

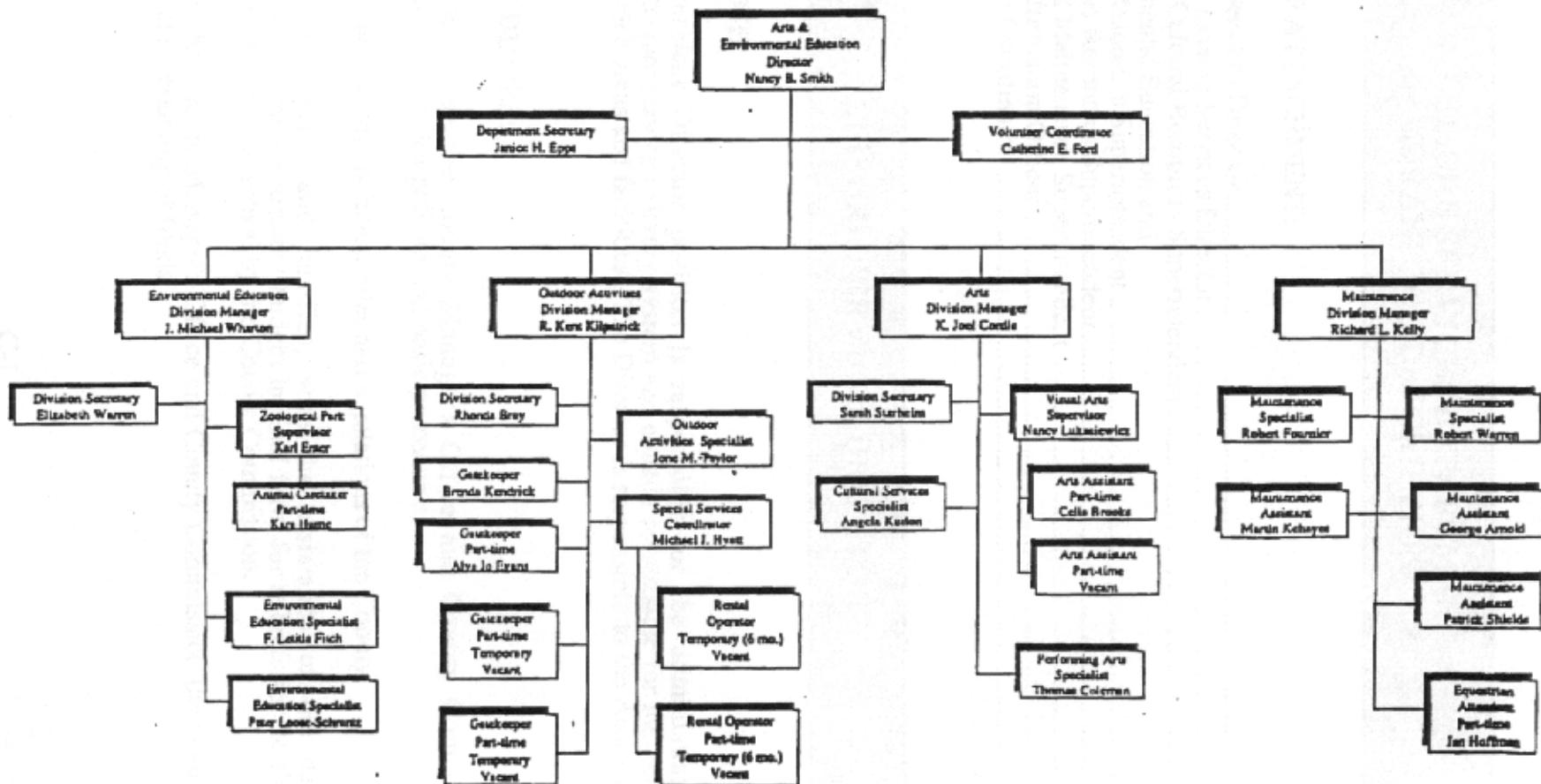


Special Activities Division



EXISTING DEPARTMENTAL ORGANIZATIONAL CHART

**THE DEPARTMENT OF
ARTS AND ENVIRONMENTAL EDUCATION**



- Develops and maintains an effective liaison with other local government executives, officials, and the public at large, as required; represents the department before governing bodies and communities.
- Supervises the Assistant Leisure Services Director and directs the management of consolidated department operation.
- Directs the formulation and routine updating of department's goals and objectives consistent with the mission and goals of the Leisure Services Department with vision and scope.
- Provides effective leadership and direction in the administration of the entire department, including public information, planning and community relations. Supervises the Public Information Officer.
- Responsible for department-wide citizen's input system and coordinates Leisure Services Citizens Advisory Board.

MINIMUM QUALIFICATIONS:

Extensive knowledge of Leisure Services Administration, practices and principles with an accredited degree (Master's preferred) in Recreation and Parks Administration, Public Administration, Environmental Education, Natural Resources, Cultural Resources or related field. The professional should be a CLP or certifiable with a minimum of six (6) years of progressively related public administrative experience.

ASSISTANT LEISURE SERVICES DIRECTOR

BASIC PURPOSE:

The Assistant Leisure Services Director will be responsible for the general administration of the comprehensive department and is responsible to the Director of Leisure Services. Acts as Director in the absence of the Director.

EXAMPLE OF DUTIES:

- Assist the Director of Leisure Services in execution of policies and basic procedures and general operations.
- Supervise the Division Superintendents.
- Plan and supervise training of staff upon direction of the Director.
- Plan and manage areas and facilities under the direction of the Director.
- Assist in determination of community needs in recreation.
- Maintain adequate reports and records.
- Supervise safety measures on all activities.
- Assist the Director in preparation of the departmental budget, planning and public input.
- Interpret the leisure services system to the community.
- Does related work as required by the Director of Leisure Services.

MINIMUM QUALIFICATIONS:

Extensive knowledge of Leisure Services Administration, practices and principles with an accredited degree (Master's preferred in Recreation and Parks Administration, Environmental Education, Natural Resources, Cultural Resources or related field. The professional should be certified in a particular discipline or certifiable with a minimum of four (4) years of progressively related public administrative experience.

ARTS AND CULTURAL RESOURCES SUPERINTENDENT

BASIC PURPOSE:

The position is responsible for planning, promoting, supervising and coordinating arts and cultural activities; coordinates specialized instructional/performing events, classes, exhibits for overall department art and cultural affairs. This position is to enhance arts and cultural resources quality, quantity, diversity and coordination. The position is responsible to the Assistant Leisure Services Director.

EXAMPLE OF DUTIES:

- Plans, directs and coordinates the operation of a variety of arts and cultural resources and activities.
- Develops and analyses Arts and Cultural Management Plan of Action.
- Prepares and maintains records and reports for division.
- Prepare the budget for the division based on goals and objectives and presents it to the Leisure Services Director.
- Serves in a liaison capacity with arts/cultural groups in coordinating and avoiding conflict.
- Coordinates the supervision, training, scheduling and evaluating the work of division supervisory staff.
- Coordinates with other division superintendents to obtain division/department goals.
- Interprets new techniques and methods in arts and cultural affairs.

MINIMUM QUALIFICATIONS:

Extensive knowledge of arts/cultural administration with accredited B.A.. degree in Arts Management, Theatre or related field. A minimum of five (5) years of progressively responsible experience, three (3) of demonstrated supervisor work in Arts/Cultural Resources.

ENVIRONMENTAL EDUCATION AND NATURAL RESOURCES SUPERINTENDENT

BASIC PURPOSE:

This position is responsible for developing, organizing, marketing, scheduling, and supervising environmental/interpretive programs and special events, designing nature center exhibits and interpretive trail displays, training seasonal staff and volunteers, directing/supervising summer camps, and coordinating volunteer/contractual programs. The primary purpose of this position is to enhance the educational quality, quantity, and diversity of department environmental and natural resources programming efforts. The Environmental Education and Natural Resources Superintendent is responsible to the Assistant Leisure Services Director.

EXAMPLE OF DUTIES:

- Coordinate environmental/interpretive programming efforts in parks, natural areas, open space, greenways, recreation centers, and in conjunction with Athens-Clarke County School System.
- Design, promote and schedule high quality environmental programs, camps, activities and special events that increase public awareness, appreciation and understanding of nature's complex ecological interrelationships.
- Foster a conservation-minded environmental ethic that is incorporated into each individual's lifestyle and reflected in his/her personal decisions and actions.
- Prepares the budget request for the division and presents it to the Director of Leisure Services.
- Design educational nature center exhibits and interpretive trail displays.
- Develop an Educational Education and Natural Resource plan with division staff.
- Develop programmatic environmental education initiative to enhance the educational value of parks, recreation, natural areas, greenways and open space.
- Coordinate with other division superintendents to obtain division/department goals.
- Promote environmental and natural resource programs, activities, exhibits and special events to increase visibility and exposure of environmental and natural resources programs to all segments of the population.
- Draft news releases, conducting media interviews, conducting public presentations, designing and producing program/activity/event fliers and brochures, and working in conjunction with the department public information officer.
- Recruits, hires, supervises and evaluates team staff and volunteers.

- Maintain records, reports and maximize productivity and effectiveness in delivery of environmental programs, natural resources, activities and special events.

MINIMUM QUALIFICATIONS:

Extensive knowledge of administrative practice and principles of Environmental Education and Natural Resource Management. Accredited degree Environmental Education, Natural Resources or related field, CLP or certifiable. A minimum of five (5) years of progressively responsible experience, three (3) of demonstrative supervisory work to carry out Environmental Education and Natural Resources Management responsibilities.

RECREATION RESOURCES SUPERINTENDENT

BASIC PURPOSE:

The Recreation Resources Superintendent is responsible for developing, marketing, organizing and supervising diversified recreation services conducted at schools, parks, centers, playgrounds, and other sites within the community. The Recreation Resources Superintendent is responsible to the Assistant Leisure Services Director.

EXAMPLE OF DUTIES:

- Plans, promotes, organizes, supervises, develops, and directs, through the supervisory staff, a broad and varied program of recreation activities and services for all citizens.
- Coordinates with other division superintendents to obtain division/department goals.
- Prepares and delivers speeches to interested groups, drafts news releases, interviews and performs other community relations work on behalf of the Recreation Resources Division.
- Supervises, trains, and develops professional developmental calendar for recreation staff.
- Make recommendations on new programs based on studies and investigations of needs and trends.
- Participates in the formulation of facility use and other department policies.
- Maintains pertinent records and reports.
- Directs the development of an annual Recreation Resources plan of action.
- Reviews, analyzes and evaluates the progress and effectiveness of recreation services in fulfilling the total recreation needs of the community.
- Recruits, hires, supervises and evaluates staff and volunteers.

MINIMUM QUALIFICATIONS:

Extensive knowledge of the principles and practices and philosophies of recreation management. Accredited degree in Recreation and Parks Administration, Leisure Services or related field, CLP or certifiable. A minimum of five (5) years of progressively responsible experience, three (3) of demonstrated supervisor work in the Recreation and Parks field.

PARKS, MAINTENANCE AND LANDSCAPE SUPERINTENDENT

BASIC PURPOSE:

The Parks, Maintenance and Landscape Superintendent has responsibility to plan, organize, direct, and monitor the maintenance, security and care of the parks and grounds, facilities, trails, greenways and equipment. The Parks, Maintenance and Landscape Superintendent is responsible to the Assistant Leisure Services Director.

EXAMPLE OF DUTIES:

- Coordinates supervision, training, scheduling and evaluating the work of park and maintenance supervisory staff.
- Directs the implementation of inspections to determine work progress.
- Develops maintenance plan and coordinates all maintenance functions.
- Ensures all park facility equipment is maintained in a safe and acceptable condition.
- Prepares proper reports and records for the division.
- Prepares the budget request for the division based on goals and objectives and presents it to the Leisure Services Director.
- Coordinates with other division superintendents to obtain division/department goals.
- Coordinates horticulture, applicable to landscape maintenance and development, including transplanting, pruning, fertilization, planting, and disease control.
- Presents ideas with broad knowledge of principles, practices, concepts, and commonly used methods to maintain park facilities and areas.
- Plans, organizes, schedules and supervises all phases of park, facilities and beautification maintenance.
- Develops new and improved maintenance methods, evaluates and recommends the most efficient maintenance supplies, tools and equipment.
- Directs the operations of a safety and security program to provide maximum service to park, greenways and facility users.

MINIMUM QUALIFICATIONS:

Extensive knowledge of park and facility maintenance. Knowledge of horticulture, construction, plumbing, electrical and other related maintenance skills. Some knowledge of public safety and park/facility security methods, techniques and philosophy. Accredited degree in Parks Management, Landscape Architect, Natural Resources, Horticulture or related field, certifications recommended. A minimum of five (5) years of progressively responsible experience, three (3) of demonstrative supervisory work in maintenance management.

PUBLIC INFORMATION OFFICER

BASIC PURPOSE:

The public information officer is responsible for public information and community relations work, procedures and techniques of internal and external communication, for public information services practiced in the leisure services department, and for implementing improved communications and relations among the department, media, public, etc., concerning all leisure services department facilities, programs and activities. The public information officer is responsible to the Assistant Leisure Services Director.

EXAMPLE OF DUTIES:

- Writes, edits and reviews news releases, public service announcements and other related releases pertinent to the leisure services department (or may supervise the production of these).
- Plans, develops and produces (or may supervise the production of) a wide variety of materials, brochures, flyers, reports, audiovisuals as needed.
- Establishes and maintains liaison with various media and community groups to provide them with information to ensure adequate coverage of department divisions.
- Answers inquiries and provides information concerning the department and its functions, both verbally and in writing.
- Provides public information, provides assistance to the division(s) staff.
- Develops and implements special projects and programs to achieve the objectives of the leisure services department.
- Assists in establishing a system to obtain community input.
- Ensures that liaison is maintained with appropriate groups, agencies and public.

MINIMUM QUALIFICATIONS:

Degree in communications, public relations, journalism or related field, with two years of related experience in mass media, community relations, or another field which involved the preparation and dissemination of information to the public.

VOLUNTEER COORDINATOR

BASIC PURPOSE:

The position is responsible for the development, coordination, promotion and evaluation of a department-wide volunteer program. The position is under the direction of the Leisure Services Director.

EXAMPLE OF DUTIES:

- Plans, develops, coordinates and promotes the volunteer program.
- Coordinates the recruitment and placement of volunteers.
- Monitors and evaluates the volunteer program.
- Directs the development of volunteer planning, management handbook and orientation.
- Maintains records, reports.
- Initiates the Recognition Program.

MINIMUM QUALIFICATIONS:

Knowledgeable of planning, organizing, scheduling and managing techniques needed for the coordination of volunteers. Accredited degree in Human Services, Community Relations or related field with three (3) years of specialized experience in volunteer management.

**MODEL
FEES AND CHARGES POLICY**

1. GENERAL POLICY:

The heavy demands that are and will be placed on the Athens-Clarke County Leisure Services Department for new and expanded services and ever increasing operating costs make it necessary to charge users of special programs and facilities.

2. GUIDING PROGRAM AND SERVICE GOALS:

- A.** To provide a comprehensive year-round leisure program which meets the needs of the individuals that compose the neighborhood, community, city and county and which makes the public a partner in the process.
- B.** To provide positive leisure experiences which contribute to the individuals physical, social, emotional, creative, cultural, and educational growth, and development in order to enrich the quality of life.
- C.** To provide continuing support for strengthening cooperative efforts with other community agencies.
- D.** To develop qualified staff to promote and expand interest in leisure time programs.
- E.** To conserve nature, open space and the environment.

3. GENERAL PUBLIC PROGRAMS AND SERVICES:

The Athens-Clarke County Leisure Service Department will provide basic services to all citizens free of charge.

4. SPECIAL PROGRAMS, FACILITIES AND SERVICES:

The Athens-Clarke County Leisure Services Department recognizes that all programs, facilities and services cannot be solely financed from tax funds. To meet demands for new and additional services, the County Commission shall establish fees and charges for special programs, facilities and services. Programs that require specialized leaders, special facilities, special supervision, and expendable materials for supplies shall be supported in total or part by fees and charges.

5. ANNUAL REVIEW OF CHARGES:

The Leisure Services Department along with the Leisure Services Advisory Board, shall review annually all activities to establish or change fees and charges as appropriate and present to the County Commission for approval.

6. INSURING PARTICIPATION:

The Athens-Clarke County Leisure Services Department shall insure participation for all citizens regardless of financial means. Basic services must be available to everyone.

7. WAIVER OF FEES:

Fees and charges may be waived by the Leisure Services Director with appropriate documentation for individuals or families judged financially deprived.

8. NON-RESIDENT PARTICIPATION:

Non-residents will be charged a fee 50% higher or residents will be given a 50% discount.

9. ACCOUNTING FOR FUNDS:

All fees and charges will be deposited on the day of receipt in the proper account. All refunds will be made by check from the same fund. A monthly statement will be presented to the appropriate county department.

10. EXPENDABLE OR CONSUMABLE MATERIALS:

The Leisure Services Director shall have the authority to establish service charges for expendable or consumable supplies, goods and materials for a specific program.

11. PRO-RATING GENERAL AND ADMINISTRATIVE COST:

A percentage may be added to all fees and charges to cover general and administrative costs up to 10%.

12. SERVICE CHARGE:

The Athens-Clarke County Leisure Services Department may establish, through the County Commission, a service charge for particular activities or rentals to defray the cost of replacing or repairing equipment, materials and supplies.

13. TRANSPORTATION COSTS:

The cost of furnishing transportation to special events may be pro-rated among the riders.

14. REFUNDS:

Refunds will be made only after the completion of the proper form. The refund will be made in full when requested one week prior to start of classes, leagues or other designated activities. When a refund is requested less than a week before the start, 20% will be retained as an administrative cost. If a refund is requested after the classes or activity begins, 20% plus a pro-rated amount for classes already conducted will be assessed. (There are many types of refund policies.)

Attachment E

DRAFT RESOLUTION TO CREATE LEISURE SERVICES ADVISORY BOARD

WHEREAS, leisure services input for citizens of Athens-Clarke County is limited to organized programs and special interest, and,

WHEREAS, there is a need for leisure opportunities that would serve the needs of all the citizens of the Athens-Clarke County and,

WHEREAS, it is felt that a coordinated approach to leisure is needed in Athens-Clarke County,

THEREFORE, LET IT BE RESOLVED THAT; there be created a Leisure Services Advisory Board composed of eleven (11) citizens of the County.

THEREFORE, LET IT BE FURTHER RESOLVED THAT; each member of the Advisory Board shall be appointed at the discretion of the County Commission with the appointment accomplished as follows:

* The four major Leisure Services Department functions:

1. Arts and Cultural Resources
2. Recreation Resources
3. Environmental Education and Natural Resources
4. Parks and Facilities Maintenance

* Special Populations

5. Seniors
6. Physically and Mentally Challenged
7. Minority

* Special Interest

8. Tourism/Economy
9. Creative Revenue
10. Safety/Security
11. Co-Sponsors/Volunteers

THEREFORE, LET IT BE FURTHER RESOLVED THAT; members shall be appointed by the County Commission as follows:

1. Four (4) members for a term of one (1) year;
2. Four (4) members for a term of two (2) years; and
3. Three (3) members for a term of three (3) years.

Terms shall expire on June 30th of each year. Upon expiration of their original terms of office, each succeeding term shall be for three (3) years or until their successors qualify for office.

THEREFORE, LET IT BE FURTHER RESOLVED THAT; a set of by-laws of operational policies and procedures for the Leisure Services Advisory

Board must accompany this resolution and must be approved by the County Commission. Any amendments to the by-laws must also have the approval of the County Commission.

This resolution is adopted this the _____ day of _____, 19____.

Athens-Clarke County Chief Executive Officer

Attachment F

DRAFT BY-LAWS GOVERNING THE LEISURE SERVICES ADVISORY BOARD

ADOPTED _____

ARTICLE 1:

- A. Regular meetings of the Athens-Clarke County Leisure Services Advisory Board shall be held at _____ on the _____ of each month and shall be held in the Office of _____, or at some other designated place.
- B. Special meetings may be called by the Chairperson or upon written request from a majority of the body.
- C. A majority of the members constitute a quorum.
- D. The order of business at regular meetings shall be as follows:
 - Reading of minutes of previous meetings.
 - Communications.
 - Report of Director and Chairperson.
 - Special Reports from Staff and Committees.
 - Unfinished Business.
 - New Business.
 - Adjournment.
- E. The absence of any member from three consecutive regular meetings without leave except when such absence is made necessary by sickness or other similar causes, ruled as emergency in nature will declare vacant the seat of such member, in which event the vacancy this created shall be filled by the Mayor and County Commission.

ARTICLE 2:

- A. The election of officers for the ensuing year, a Chairperson and Vice-Chairperson, shall take place at the regular meeting in June of each year. A nominating committee of three members shall be appointed by the Chairperson, at the May meeting (or before) to bring in, to the June meeting, nominees for these offices.
- B. The new officers shall take office at the regular July meeting each year.

ARTICLE 3:

- A. It shall be the duty of the Chairperson to preside at all meetings.
- B. The Vice-Chairperson shall perform duties of the Chairperson in the absence of the latter.

ARTICLE 4:

The Leisure Services Director shall serve as secretary of the Leisure Services Advisory Board. It shall be the duty of the secretary to notify members of all meetings, to keep a permanent record of the proceedings of all meetings, and to have a copy of the proceedings of each meeting sent to each member.

ARTICLE 5:

The Leisure Services Advisory Board, shall advise with the Leisure Services Director concerning the administration of the affairs of the Athens-Clarke County Leisure Services Department. The Leisure Services Director shall be the liaison to the Leisure Services Advisory Board and shall supervise the operation of the Leisure Services Delivery System. The Leisure Services Director shall submit a detailed report of the activities and administration of the Leisure Services Department to each regular meeting for the month prior to the meeting. A copy of this report shall be sent to each member and to the County Manager.

ARTICLE 6:

- A. Standing committees shall be appointed by the Chairperson at the regular July meeting of each year. Vacancies on the standing committees shall be filled by the Chairperson at any regular meeting.
- B. Standing committees are as follows:
 1. Creative Revenue - 3 members

It shall be the duty of the Creative Revenue Committee to assist in setting up the recommended a program plan for Revenue. It shall, further be the responsibility of the Creative Revenue Committee to assist the Leisure Services Director, the Chairperson of the Leisure Services Advisory Board in explaining and justifying the final drafts of the recommended creative revenue plan to the public in order that the desired services will be implemented by adequate funds.

- 2. Planning - 3 members

This committee will study the need, use, demand, and availability of areas and facilities (including water areas) and make recommendation on acquisition, development, use and operation of all areas and facilities owned, used, leased or proposed to be acquired by the Leisure Services Department.

3. Nominating - 3 members

Present slate of officers to be acted upon at the regular meeting in June.

ARTICLE 7:

The Leisure Services Director shall submit preliminary annual reports, of the Leisure Services Delivery System and of finances at the regular meeting in July of each year. The final Annual Report will be rendered no later than the September meeting.

ARTICLE 8:

Special committees may be appointed for such purposes as deemed necessary.

ARTICLE 9:

The Chairperson and Leisure Services Director shall be ex-officio members of all committees and, as such, notified of all committee meetings.

ARTICLE 10:

All amendments to these rules must be proposed in writing in one meeting and submitted to County Commission for approval and/or action.

QUESTIONNAIRES

INTERVIEW QUESTIONS FOR ATHENS-CLARKE COUNTY OFFICIALS AND LEISURE SERVICES, RELATED COMMISSIONS AND INTEREST GROUPS

1. Have you or members of your family been an active participant in the Athens-Clarke County Leisure Services Delivery System programs or utilized any of the facilities?
2. When you hear the words "local government leisure services delivery system", what is the first thing that you think of?
3. How would you define or describe the county Recreation and Parks or Arts and Environmental Education delivery system?
4. Where does the Athens-Clarke County Leisure Services Departments rank with other county functions in terms of total expenditures? In terms of manpower, salary grades and certification?
5. What are your expectations of the leisure services delivery system.
6. What do you identify as the greatest needs, problems or shortcomings of the Leisure Services Departments?
7. What do you identify as the most positive aspects of the current Recreation and Parks Department and Arts and Environmental Education?
8. Are these your own observations or those of your constituency?
9. What are the things that would hinder or bring about changes or improvements in the Leisure Services internal and/or external?
10. If money were not a factor, what would you like to see occur within the Recreation and Parks Department and Arts and Environmental Education?

**INTERVIEW QUESTIONS FOR ATHENS-CLARKE
COUNTY ARTS AND ENVIRONMENTAL
EDUCATION DEPARTMENT AND RECREATION
AND PARKS DEPARTMENT**

1. How long have you been in your current position?
2. What did you do before taking your current position?
3. To whom do you report or who is your "supervisor"?
4. Who reports to you? Daily, weekly, monthly.
5. What education or experience did you have or obtain since assuming your current position?
6. What do you think is the mission of the Arts and Environmental Education or Recreation and Parks departments? Is there a written mission statement?
7. Do you have established goals and objectives for your division? Does the department have written departmental goals? Are they being reviewed with staff?
8. Have you reviewed any previous department-wide written master plans or study?
9. Do you work with any advisory or policy boards/committees?
10. Do all related boards/committees have written guidelines or a policy manual? Do they understand their role?
11. What is your opinion of the department's recruitment/hiring process.?
12. Who handles disciplinary matters within the department?
13. Explain the department's employee performance evaluation process?
14. Are you familiar with Personnel Rules & Regulations?
15. What type of training opportunities are available to staff? Is there a training curriculum?
16. Do you utilize volunteers? How? Do you have a volunteer awards program?
17. What are the types of revenue that your department produces? How much revenue is produced? How much does your division produce?
18. What is your involvement in the budget process?
19. Who handles the department's community relations? Media releases, etc.?

20. Do you have guidelines for dealing with the media? PSA's?
21. Does the department have a marketing plan?
22. Who handles other types of written information dissemination? (Brochures, flyers, etc.)
23. Do you have any facility/program agreements? With whom?
24. Do you have a maintenance plan? Preventative maintenance program for equipment and facilities?
25. Do you have inspection guidelines or checklists for equipment/facilities?
26. Who handles risk management for your department?
27. Who handles grants/donations for your department? How much grant money or donations did you receive last year?
28. How diversified or comprehensive is your program area?
29. How diversified are your department's owned grounds/areas/parks/facilities?
30. Do you have an evaluation system for program feedback to measure success or the need for change?
31. What are your objectives for a new program? (Budget, new customer, expanding old customers, etc.)
32. Do you assess the local public opinion on the type of programs the department should or is offering? If so, how do you make such an assessment?
33. Do you have a creative revenue system? If so, who determines the structure? How is it structured?
34. Who manages program selection, scheduling, and registration and how is it done?
35. With what professional associations do you have contact?
36. What areas or groups of the population are best served by the department?
37. What groups or populations are served the least?
38. What is the strongest part of the Athens-Clarke County Leisure Services delivery system?
39. What is the weakest part? (Not necessarily in your division.)
40. What departments of Athens-Clarke County government do you have the most contact with?
41. What is the latest innovative techniques/new programs that the department has developed?

42. Identify the top 5-10 problems/concerns with Athens-Clarke County Leisure Services delivery system.

43. What are the top 5-10 changes you would make within the department if money or politics were no problem?

PUBLIC MEETINGS FLYER

**ATHENS-CLARKE
COUNTY**

IS DEVELOPING A RECREATION MASTER PLAN
Let's Plan It Together...

PUBLIC INPUT MEETINGS

DATES AND LOCATIONS

- April 21, 7-9p.m. Whit Davis School
- April 22, 11:30 a.m.-12:30p.m.
East Athens Community Center
- April 23, 11:30a.m.-12:30p.m. Bishop Park
- April 23 7-9p.m. Public Library

Athens-Clarke County will conduct four Public Input Meetings
regarding the development of a
County-Wide Recreation Master Plan.

The meetings will be facilitated by the consultant team of
Robinson Fisher Associates and The PRTC Group.

Attachment I

PROGRAM INVENTORY QUESTIONNAIRE

DEPARTMENT/DIVISION: _____

Name of Program: _____

Instructions: Complete one (1) inventory questionnaire for each program classification. Specify unidentified classification or check one (1) of the following:

<input type="checkbox"/> Cultural	<input type="checkbox"/> Aquatics
<input type="checkbox"/> Sports/Athletics	<input type="checkbox"/> Travel/Tourism
<input type="checkbox"/> Arts and Crafts	<input type="checkbox"/> Natural/Interpretive
<input type="checkbox"/> Hobbies/Clubs	<input type="checkbox"/> Environmental
<input type="checkbox"/> Games	<input type="checkbox"/> Seasonal
<input type="checkbox"/> Social	_____
<input type="checkbox"/> Educational	_____
<input type="checkbox"/> Literary/Self Improvement	_____

Check Appropriate Program Format(s)

<input type="checkbox"/> Drop-in/Free play	<input type="checkbox"/> Outreach
<input type="checkbox"/> Organized	<input type="checkbox"/> Leadership Training
<input type="checkbox"/> Instructional Class	_____
<input type="checkbox"/> Competitive	_____
<input type="checkbox"/> Club/Organizationed Interest	_____
<input type="checkbox"/> Special Event	_____

1. Number of Participants: _____

2. Type of Participants:

<input type="checkbox"/> Preschool	<input type="checkbox"/> School age (6-12)
<input type="checkbox"/> Teens (13-19)	<input type="checkbox"/> Young Adults (20-35)
<input type="checkbox"/> Middle Adults (36-54)	<input type="checkbox"/> Older Adult (55 & Over)
<input type="checkbox"/> Physically/Mentally Challenged	<input type="checkbox"/> Family
<input type="checkbox"/> Homemakers	<input type="checkbox"/> Business/Professional
<input type="checkbox"/> Other (specify) _____	

3. Time of program:

<input type="checkbox"/> Seasonal (<input type="checkbox"/> Winter <input type="checkbox"/> Spring <input type="checkbox"/> Summer <input type="checkbox"/> Fall)
<input type="checkbox"/> Year-round
<input type="checkbox"/> Daily (<input type="checkbox"/> Morning <input type="checkbox"/> Afternoon <input type="checkbox"/> Evening)
<input type="checkbox"/> Weekly (<input type="checkbox"/> M <input type="checkbox"/> T <input type="checkbox"/> W <input type="checkbox"/> T <input type="checkbox"/> F <input type="checkbox"/> S <input type="checkbox"/> S)
<input type="checkbox"/> Monthly
<input type="checkbox"/> Weekend (only)

4. Does the program have a planned budget?

Yes No

5. Is there a cost for the program?

Yes No

If yes, how much? _____.

6. Are volunteers used?

Yes No

7. Is there a registration procedure?

Yes No

If yes, how?

8. How is the program promoted?

- Public Service Announcements (T.V., radio, newspapers flyers/brochures, bill boards, magazines)
- Advertising (direct indirect)
- Sales (contests, coupons, sampling, etc.)
- Community Relations (groups, organizations, etc.)
- Other _____

9. Does the program have co-sponsor(s)?

Yes No

10. Is the facility, area or equipment used adequately for the program?
(Check appropriate columns.)

	<u>Facility/Area</u>	<u>Equipment</u>
Safe	_____	_____
Appropriate	_____	_____
Accessible	_____	_____
Available	_____	_____
Attractive	_____	_____
Suitable for multi-use	_____	_____
Maintained	_____	_____

11. Is there an evaluation process for the program?

Yes No

If yes, explain:

Attachment J

PROGRAM EVALUATION

For ease of reference, program evaluations are listed by park site:

Regional Parks:

Sandy Creek Park	J-2
Sandy Creek Nature Center	J-4

Community Parks:

Bishop Park	J-6
Burton Park	J-8
Memorial Park (excluding zoo)	J-10
Youth Sports Complex	J-12

Neighborhood Parks:

Dudley Park	J-14
East Athens Community Center and Park	J-16
Pope/Reese Street Park	J-18
Rocksprings Park	J-20
Satterfield Park	J-22
Thomas Lay Community Center and Park	J-24
Winterville Tennis Courts	J-26
Wesley Whitehead Park	J-28

Linear Parks/Greenways:

Cooks Trail/Sandy Creek Greenway	J-32
North Oconee River Park	J-34

Special Use Parks:

Lyndon House Art Center	J-36
Memorial Park Zoo	J-38

PROGRAM EVALUATION

SITE: Sandy Creek Recreation Area

CLASSIFICATION: Natural/interpretive, environmental education, self improvement, outdoor recreation

PROGRAM FORMAT: Organized, special events, class, freeplay

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family			X
Senior		X	
Special Population			X
Teen	X		
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Spring Summer	Fall	Winter
Day	Monday Tuesday Thursday	Friday	Weekends Wednesday
Time	Morning Afternoon		Evenings

PROGRAM EVALUATION
Sandy Creek Recreation Area
 Page 2

	STRONG	AVERAGE	WEAK
Planned Budget	X		
Fee for Program		X	
Use of Volunteers	X		
Registration Procedures		X	
Program(s) Promoted		X	
Program Co-Sponsors			X
Evaluation Process		X	
Program Safety			X
Program Accessibility		X	
Program Availability			X
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Fails to adequately program for the family and special populations.
- * Area is closed too often.
- * Needs to develop an effective evaluation system.
- * Safety consideration not addressed.
- * Lacks an evaluation system to develop programs for more availability, especially low income community.

The large 634 acre park has diversified facilities available for public leisure use. However, same as the Nature Center, those interviewed complained about hours of operation. It is closed too often.

There is a perceived concern for security because of a reduction in high level police officer security. The park management needs to provide more face to face education interaction regarding site management, vegetation management and service management. Service management has probably the greatest effect on the entire park area. Concessionaires who could operate different recreation programs may have an effect on safety.

Overall the management wisely uses volunteers for programs, events, camps, festivals, etc. However, more consideration must be given to integrating the programs at Sandy Creek to include special populations and inter-city participation.

PROGRAM EVALUATION

SITE: Sandy Creek Nature Center

CLASSIFICATION: Natural/interpretive, environmental education, self improvement, outdoor recreation, indoor recreation, arts/crafts

PROGRAM FORMAT: Organized, special events, instructional class, outreach

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family			X
Senior		X	
Special Population			X
Teen	X		
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Spring Fall	Summer	Winter
Day	Monday Tuesday Thursday	Friday	Weekends Wednesday
Time	Morning Afternoon		Evenings

PROGRAM EVALUATION

Sandy Creek Nature Center

Page 2

	STRONG	AVERAGE	WEAK
Planned Budget	X		
Fee for Program	X		
Use of Volunteers	X		
Registration Procedures	X		
Program(s) Promoted		X	
Program Co-Sponsors		X	
Evaluation Process		X	
Program Safety		X	
Program Accessibility		X	
Program Availability			X
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Fails to adequately program for family and special population.
- * Needs to increase program schedule in winter, evenings, Wednesdays and weekends.
- * Needs to make programs more available, especially low income community.

The Nature Center staff and park provides an interrelationships of people and their surrounding social and physical environments. It provides over 875 programs (site and outreach) that responds to providing a full array of services/programs the client wants. Leisure Services Delivery has had to broadened its service role to impact the lives of the urban, rural, poor, cultural and socially and physically disadvantaged. The Athens-Clarke County Leisure Services Department can not be conceived as a single form that serves only one type of user. It must adopt a management style that fosters a flexible ecologically sensitive organizational approach which creates an infrastructure capable of responding and adapting to change.

The Nature Center programs are alert to the user demands. This may be contributed to the well-organized Board and volunteer programs. Currently the programs are determined based on what the users want. This approach and expertise needs to be mainstreamed into the other Leisure Services Delivery divisions/centers, etc. It could change the programs being developed first and then trying to figure out how to attract participants. The biggest concern for the Nature Center programs is the hours of operation. It is closed too often.

PROGRAM EVALUATION

SITE: Bishop Park

CLASSIFICATION: Recreation, sports/athletics, aquatics

PROGRAM FORMAT: Drop in/freeplay, organized, special event, class competitive, club

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family			X
Senior			X
Special Population			X
Teen		X	
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Spring Fall	Winter
Day		Monday thru Friday	Weekend
Time	Afternoon	Morning	Evening

PROGRAM EVALUATION

Bishop Park

Page 2

	STRONG	AVERAGE	WEAK
Planned Budget		X	
Fee for Program		X	
Use of Volunteers		X	
Registration Procedures	X		
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety		X	
Program Accessibility			X
Program Availability		X	
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Weak participation for family, seniors and special population.
- * Weak schedule in winter, weekends and evening.
- * Poor program promotions, co-sponsors and evaluation system.
- * Poor access and maintenance.

The strongest program use at Bishop Park is athletics or sports related. The Star Spangled Classics draws the most participation next to open use play. There are approximately 29 different programs annually but mostly adult and youth baseball, softball, basketball, tennis and soccer. The swimming pool get moderate open use but is not adequately programmed or supervised. Because of the heavy organized sports activities, parking is a problem.

Approximately 28% of the park participation is non-resident use. Especially regarding tournaments, swimming, tennis and the classics.

The Grand Slam program is concentrated at this park. The event is not adequately supervised, programmed and organized. This event provides an opportunity to recreate and/or educate a large number of teens and consideration should be given to divide the event into several programs, i.e., Bishop, Lay, East Athens.

This is a nice diversified park and with a stronger emphasis on the whole family and special population with programming, it could be for more than competitive sports and athletics.

PROGRAM EVALUATION

SITE: Ben Burton Park

CLASSIFICATION: Outdoor recreation, natural/interpretive, cultural/historical, greenway, open space

PROGRAM FORMAT: Freeplay, special event

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family		X	
Senior		X	
Special Population			X
Teen			X
Youth		X	

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Fall Spring	Winter
Day		Weekend	Monday thru Friday
Time		Morning Afternoon	Evening

PROGRAM EVALUATION

Ben Burton Park
Page 2

	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers			X
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility			X
Program Availability			X
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Fails to program for seniors, special population, teen.
- * Weak schedule in winter, weekdays and evening.
- * No program fee plan, registration procedure, co-sponsors, evaluation system.
- * Poor program access and availability.
- * Not promoted.

The program records indicate that approximately 41,000 annually use this passive park along the Oconee River. However, this user data is derived from duplicated record accounting which makes it difficult to calculate the actual use and effectiveness of the records. Also, the records stated that 30% of the users are non-residents, but few non-resident fees were collected. This could be improved with a different registration procedure.

A well-organized canoe event listed 10 participants at a registration fee of \$137.00. It was poorly promoted with limited access and availability. An event such as this could be enhanced for all populations with other organized and non-organized activities planned or available along the river, trails or in the park open space.

Few co-sponsors and volunteers are used for outdoor, nature and/or recreation events on this park. Overall the park is used for open freeplay and is self-promoted.

PROGRAM EVALUATION

SITE: Memoral Park (not including ZOO)

CLASSIFICATION: Outdoor recreation, natural/interpretive, aquatics, art, sports/athletics

PROGRAM FORMAT: Drop in/freeplay, organized, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family	X		
Senior		X	
Special Population			X
Teen		X	
Youth		X	

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season		Spring Summer Fall	Winter
Day		Weekend Monday thru Friday	
Time		Afternoon	Morning Evening

PROGRAM EVALUATION
Memorial Park (not including Zoo)
Page 2

	STRONG	AVERAGE	WEAK
Planned Budget		X	
Fee for Program		X	
Use of Volunteers			X
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility		X	
Program Availability			X
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Weak in special population participation.
- * Program schedule is weak in winter, morning and evening.
- * Few volunteers are used for programs.
- * Concern for safety, maintenance and program availability.
- * Develop registration and evaluation system.

This community park provides approximately 18 different programs annually. Mostly city-wide events, snowmobile rental, holiday functions and open play. Its 66 acres are completely developed, including a Zoo.

Twenty percent (20%) of the park use is non-residents. Predominantly for open use, zoo, special events, pool and ACT productions.

The swimming pool is not adequately programmed, therefore, it gets freeplay abuse.

There is much effort placed on developing special events at this park but a weak system for participant registration.

An emphasis is not placed on the educational safety level of participation. To much effort is placed on high level security.

PROGRAM EVALUATION

SITE: Youth Sports Complex

CLASSIFICATION: Recreation, sports/athletics, seasonal

PROGRAM FORMAT: Organized, competitive, special event, leadership training

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family		X	
Senior			X
Special Population			X
Teen	X		
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Spring Summer Fall		Winter
Day		Monday thru Friday Weekend	
Time	Evening	Afternoon	Morning

PROGRAM EVALUATION

Youth Sports Complex

Page 2

	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program		X	
Use of Volunteers	X		
Registration Procedures	X		
Program(s) Promoted		X	
Program Co-Sponsors	X		
Evaluation Process			X
Program Safety		X	
Program Accessibility		X	
Program Availability			X
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Weak adult, senior and special populations participation.
- * Weak schedule in winter and mornings.
- * Weak program evaluation.
- * Poor availability.
- * The overall management of this park could be improved if there were permanent professional leadership

The complex is programmed as a special use park (baseball/soccer). Organized sports are managed by non-profit groups. This is a common practice but special efforts must be made to prevent exclusive use.

The competitive sports programs are weak in minority participation, especially soccer. Public "Learn to play clinics" and training workshops need to be enhanced.

Several interviewed believe that it is difficult for the associations to maintain the fields, control the registration and schedule the games. As a general rule, maintenance of program areas need permanency in the schedule system, skills, and equipment use. The Leisure Services Department maintenance division should be required to keep a high quality level of care on all facilities.

The most open concern was the limitation of open use and the inconvenience of inter-city participation because of the parks location.

PROGRAM EVALUATION

SITE: Dudley Park

CLASSIFICATION: Indoor/outdoor recreation, natural/interpretive, sport/athletic, games, arts/crafts, social

PROGRAM FORMAT: Drop in, freeplay, organized, instructional class, club, special event, competitive

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family		X	
Senior		X	
Special Population			X
Teen	X		
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Spring Fall	Winter
Day		Monday thru Friday	Weekend
Time		Morning Afternoon	Evening

PROGRAM EVALUATION

Dudley Park

Page 2

	STRONG	AVERAGE	WEAK
Planned Budget		X	
Fee for Program		X	
Use of Volunteers			X
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility		X	
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Weak participation for special population.
- * Weak schedule in winter, weekend and evening.
- * Poor promotions, evaluation, registration and volunteer use.
- * Weak accessibility, availability and maintenance.
- * Safety concerns.

Records indicate that over 23,000 participate in activities at this small neighborhood park. The senior adult participation is concentrated at the nutritional program at the center with extreme duplicated user data. Special populations are not specifically addressed. Teens and youth have outside sports and the natural area. A stronger emphasis needs to be placed on the use of volunteers and co-sponsors.

Approximately 30% of the park use is non-resident, yet it has weak weekend participation. This could be due to the lack of marketing organized games, interpretive programs and open play use. Many interviewed expressed the need to better light the park for safety at dusk/night.

PROGRAM EVALUATION

SITE:

East Athens Community Center/Park

CLASSIFICATION:

Recreation, sports/athletics, clubs, educational,
self improvement, seasonal, arts/crafts

PROGRAM FORMAT:

Drop in/free play, organized, class, club, special event

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family			X
Senior			X
Special Population			X
Teen		X	
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Spring Fall	Winter
Day		Monday thru Friday	Weekend
Time	Afternoon	Morning	Evening

PROGRAM EVALUATION
 East Athens Community Center/Park
 Page 2

	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers		X	
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility			X
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Programs fail to meet the needs of adults, family, senior and special population.
- * Program schedule week in winter, on weekends and evening.
- * Little to no revenue, weak budget and recruit few co-sponsors.
- * Program promotion and registration is not adequate.
- * No program evaluation process.
- * Safety and maintenance concerns.
- * Programs lack accessibility and availability.

The strongest participation is open use. However, there is not much diversity in what's offered to users. There is an extremely high count of duplicated attendance with little effort to entice new types of users. The Seniors meet bi-weekly but the program is always a business meeting with few new program/activities. There are only about 13 different programs scheduled at the park annually. The three strongest activities are drug awareness, Black History and tutorial programs. The youth population has a dance once in a while but no organized planning is developed for youth self-directed programs on an on-going basis.

There are a few non-resident users, mostly regarding swimming pool use.

Overall interpretive programming, arts involvement, family participation are the weak areas. The park does not recruit many co-sponsors and charge fees on a limited basis. It is a small neighborhood park near a school but little cooperative agreements are used for diverse programming. The entire park seems to project the image that its use is for only youth open play.

PROGRAM EVALUATION

SITE: Pope/Reese Street Park

CLASSIFICATION: Recreation, sports/athletics, special events

PROGRAM FORMAT: Drop in/freeplay, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family			X
Senior			X
Special Population			X
Teen		X	
Youth		X	

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season		Summer Spring Fall	Winter
Day			Weekend Monday - Friday
Time		Afternoon	Morning Evening

PROGRAM EVALUATION

Pope/Reese Street Park

Page 2

	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers			X
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility			X
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Lack of adult, family, senior and special population participation.
- * Weak winter schedule - poor weekdays, weekends, morning and evening program schedule.
- * Lack of budget, revenue, volunteers, registration procedure and co-sponsors.
- * Poor program promotion and evaluation system.
- * Safety and maintenance concerns.

This very small park could offer a lot more for the family/neighborhood than it does. The weak programming of volunteers, co-sponsors, youth directed or senior directed projects contributes to the lack of care and respect of this one (1) acre site. Any park not programmed by professional staff and/or volunteers will be abused and not used.

A community garden club or youth group could adopt this site and develop beautification projects and education programs regarding flower care, horticulture, etc.

PROGRAM EVALUATION

SITE:

Rock Spring Recreation Center

CLASSIFICATION:

Recreation, sports/athletics, arts/crafts, games, clubs,
aquatics

PROGRAM FORMAT: Drop in/freeplay, organized, class, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family	X		
Senior	X		
Special Population			X
Teen		X	
Youth		X	

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Fall Spring	Winter
Day		Monday thru Friday	Weekend
Time		Morning Afternoon	Evening

PROGRAM EVALUATION
Rock Spring Recreation Center
Page 2

	STRONG	AVERAGE	WEAK
Planned Budget		X	
Fee for Program			X
Use of Volunteers			X
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility		X	
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Fails to program for special population.
- * Weak schedule during winter, on weekends and evenings.
- * Little to no revenue, program fees, volunteers, co-sponsors or program availability.
- * No evaluation process or promotion procedure.
- * Poorly maintained program area.

The small park/center is programmed for predominantly Housing Authority residents. The records indicate almost no non-resident use. The main programs are open play, swimming, and youth sports.

The Seniors meet at the center but have few creative opportunities offered to them. Special populations are not sufficiently considered for participation. There is weak recruitment for volunteers.

The park/center is small but the programs offered need to be diversified and interesting for the total population.

PROGRAM EVALUATION

SITE: Satlerfield Park

CLASSIFICATION: Recreation, sports/athletics

PROGRAM FORMAT: Drop in/freeplay, organized, competitive, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family			X
Senior			X
Special Population			X
Teen	X		
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Spring	Fall Summer	Winter
Day		Monday thru Friday	Weekend
Time		Morning Afternoon	Evening

PROGRAM EVALUATION

Satlerfield Park

Page 2

	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers			X
Registration Procedures		X	
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility		X	
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Weak participation in adults, family, senior and special population.
- * Poor winter, weekend and evening program schedule.
- * Weak budget, fee system, lack of volunteers, co-sponsors and promotion.
- * Poor availability and maintenance.
- * Safety concerns
- * Weak professional leadership

This thirteen (13) acre park is programmed mostly as a special use facility. It is predominantly used for organized little league baseball. An emphasis needs to be placed on more freeplay and general diversified activities for the community. Currently there is little social interaction between populations.

Volunteers and co-sponsors need to be recruited to enhance the on-going use, and for special events. The small park needs to influence more no-competitive leisure activities, i.e., games. Success needs to be measured by level of participant satisfaction achieved instead of totally measured by number of participants.

PROGRAM EVALUATION

SITE: Thomas Lay Community Center & Park

CLASSIFICATION: Recreation, sports/athletics, arts/crafts, game, social, educational, aquatics, seasonal

PROGRAM FORMAT: Drop in/freeplay, organized, club, class competitive, special event

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family		X	
Senior			X
Special Population			X
Teen		X	
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Fall Spring	Summer	Winter
Day		Monday thru Friday	Weekend
Time	Afternoon	Morning	Evening

PROGRAM EVALUATION

Thomas Lay Community Center & Park
Page 2

	STRONG	AVERAGE	WEAK
Planned Budget		X	
Fee for Program			X
Use of Volunteers		X	
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety		X	
Program Accessibility			X
Program Availability			X
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Weak participation senior and special populations.
- * Poor schedule in winter, weekends and evening.
- * Weak fee system, registration process and program promotion.
- * Lack of co-sponsors, evaluation system, accessibility and availability.

The programs are slanted toward sports and special events with a few on-going classes. Most of the participation is open use. Little consideration is given to special population. However, the records do indicate one (1) annual program for special populations with about 58 in attendance.

The 33 different programs organized include softball, volleyball, football, basketball (youth and adult).

Few volunteers are used. The community is not encouraged to take ownership of the park or provide input in program design.

Thirteen percent (13%) of the users are non-residents with high participation in swimming and open use.

An emphasis needs to be placed on more directional/educational programs rather than one time special events, i.e., Easter Egg Hunt, Halloween, Christmas, etc.

PROGRAM EVALUATION

SITE: Winterville Auditorium & Tennis Courts

CLASSIFICATION: Sports/athletics, recreation, social, cultural

PROGRAM FORMAT: Organized, club, special event, drop in, class

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family	X		
Senior			X
Special Population			X
Teen		X	
Youth		X	

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Spring Fall	Winter
Day		Weekend	Monday thru Friday
Time		Morning Afternoon	Evening

PROGRAM EVALUATION
 Winterville Auditorium & Tennis Courts
 Page 2

	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers		X	
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors		X	
Evaluation Process			X
Program Safety		X	
Program Accessibility			X
Program Availability		X	
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Weak participation for adults, senior and special populations.
- * Poor schedule in winter, Monday thru Friday and evening.
- * Weak fee system, registration process and program promotion.
- * Lack of evaluation system and accessibility.
- * Safety concerns and maintenance.

The auditorium is used for mostly civic events, often exclusive use. There is no professional leisure leadership for this facility or tennis courts. With adequate public input this site/facility could be planned and promoted for diverse community use.

There are a few volunteers but they are limited to specific activities and only there for special events.

The program needs to be developed as a cooperative agreement with the Athens-Clarke County Leisure Services Department.

PROGRAM EVALUATION

SITE: Wesley Whitehead Park

CLASSIFICATION: Recreation, sports/athletics

PROGRAM FORMAT: Drop in, freeplay, organized, competitive, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family	X		
Senior			X
Special Population			X
Teen			X
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Spring Fall	Winter
Day		Monday thru Friday	Weekend
Time		Morning Afternoon	Evening

PROGRAM EVALUATION

Wesley Whitehead Park

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	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers		X	
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety		X	
Program Accessibility		X	
Program Availability		X	
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Weak senior, special populations and teen participation.
- * Weak winter, weekend and evening schedule.
- * Poor fee system, registration and program promotion.
- * Safety concerns.

This small neighborhood park concentrates on competitive play (ballfields). Program evaluation and diversity is probably the weakest link in management. The community does not take ownership or volunteer. New programs/special events and various activities could encourage more non-athletic use.

The park programs need to be expanded to the near-by school site since the park has limited facilities and space. The school/park concept needs to be implemented and promoted for after school, evening and weekends.

PROGRAM EVALUATION

SITE: Winterville City Park

CLASSIFICATION: Recreation, social, sports/athletics, outdoor, seasonal

PROGRAM FORMAT: Drop in, organized, competitive, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family	X		
Senior		X	
Special Population			X
Teen		X	
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Summer	Spring Fall	Winter
Day		Weekend	Monday thru Friday
Time		Morning Afternoon	Evening

PROGRAM EVALUATION

Winterville City Park

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	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers		X	
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors		X	
Evaluation Process			X
Program Safety		X	
Program Accessibility			X
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Weak participation for adults, senior and special populations.
- * Poor schedule in winter, Monday thru Friday and evening.
- * Weak fee system, registration process and program promotion.
- * Lack of evaluation system, accessibility and availability.
- * Safety and maintenance concerns.

This small neighborhood park has diversified possibilities for family oriented leisure. It needs professional direction, program development and better maintenance scheduling.

The organized use of volunteers and other agencies for public leisure could extend leisure opportunities for all. The programs need to be promoted to encourage participation.

Overall the park and facility needs community input regarding an investigative approach to meeting the community leisure needs. The programs should not be determined by the current uses, but who would participate if programs were available.

PROGRAM EVALUATION

SITE: Cooks Trail/Sandy Creek Greenway

CLASSIFICATION: Natural/interpretive, environmental education, recreation, seasonal, greenway/linear park

PROGRAM FORMAT: Organized, club, special events, outreach, drop in

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult		X	
Family	X		
Senior		X	
Special Population			X
Teen		X	
Youth		X	

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season	Fall Spring	Summer	Winter
Day		Monday Tuesday Thursday Friday	Weekend Wednesday
Time	Afternoon	Morning	Evening

PROGRAM EVALUATION
Cooks Trail/Sandy Creek Greenway
Page 2

	STRONG	AVERAGE	WEAK
Planned Budget		X	
Fee for Program		X	
Use of Volunteers	X		
Registration Procedures	X		
Program(s) Promoted		X	
Program Co-Sponsors	X		
Evaluation Process		X	
Program Safety			X
Program Accessibility			X
Program Availability		X	
Program Area Maintained		X	

EVALUATION SUMMARY WEAKNESSES

- * Weak special population participation.
- * Weak winter schedule, weekends, Wednesday and evening.
- * Safety and access concerns.

This nice large natural area is used on an average basis for all populations except family and special populations. There needs to be more interpretive programming on the trail/greenway that connects the Nature Center and recreation area. The area is open to the public for open use but not highly promoted or marketed. Educational security should be enhanced to improve the security image. A strong on-going network with police level security should be developed for safety factors.

PROGRAM EVALUATION

SITE: North Oconee River Park

CLASSIFICATION: Natural/interpretive, outdoor recreation, greenway

PROGRAM FORMAT: Freeplay, special events

TYPE OF PARTICIPATION:	STRONG	AVERAGE	WEAK
Adult			X
Family		X	
Senior			X
Special Population			X
Teen			
Youth	X		

TIME SCHEDULE OF PROGRAM:	STRONG	AVERAGE	WEAK
Season		Spring Summer Fall	Winter
Day		Weekend	Monday thru Friday
Time		Morning Afternoon	Evenings

PROGRAM EVALUATION

North Oconee River Park

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	STRONG	AVERAGE	WEAK
Planned Budget			X
Fee for Program			X
Use of Volunteers			X
Registration Procedures			X
Program(s) Promoted			X
Program Co-Sponsors			X
Evaluation Process			X
Program Safety			X
Program Accessibility			X
Program Availability			X
Program Area Maintained			X

EVALUATION SUMMARY WEAKNESSES

- * Fails to program for adults, special population and seniors. Youth and family offered mostly open free play.
- * Program schedule is weak in winter, weekdays and evenings.
- * Weak budget, little to no revenue and few volunteers.
- * Need to develop and promote more organized programs with co-sponsors.
- * Develop evaluation and safety program.
- * Safety considerations not addressed.

This passive park has approximately 27% non-user participation. It is not highly promoted or programmed. Several interviewed expressed safety concerns. Additional educational level safety programming for the natural walks, etc., could improve the problem. Also, the open space areas are not used adequately for promoted, organized programs.