



SECTION 7

Recreation Programming



Recreation Programming

Programming is an important method of involving a community in a parks system. During the master planning process in Columbia County, public input indicated a strong desire for more county-facilitated programming. Input varied and included many types of activities such as team athletics, individual sports, arts and educational opportunities. A full listing of public comments is included in Section 3. of this document. The Columbia County Recreation and Leisure Services Department has an opportunity to study precedents set by other communities before expanding its current offerings.

Columbia County Existing Program Offerings

The Columbia County Recreation and Leisure Services Department offers programming in athletics, arts, for seniors, special populations and special events. Youth team sports are well received by the community, and the department provides the leagues with exceptional service. A variety of dance classes are offered to the community. The senior population of the county is offered many opportunities for social interaction and leisure activities as well as home food delivery. Wheelchair basketball is offered for special populations and Special Events occur annually and appeal to all members of the community.

The Columbia County community has changed as the county has grown over the past decades. Once primarily a rural community, then a bedroom community to nearby Augusta-Richmond County, the population of Columbia County is growing in dense urban pockets in the east, while the remainder of the county is primarily rural. These concentrations of people have created urban environments, placing more demand on the Columbia County Recreation and Leisure Services Department to provide a diverse array of programs. The program offerings provided by the county need to grow to address the changing needs of the community.

Programming Precedents

To explore additional programming opportunities for Columbia County's residents, information was gathered from other Georgia counties that serve similar size populations. Augusta-Richmond County was included in this comparison as well because it represents a model that many Columbia County residents may perceive as ideal. These comparable Georgia counties have developed a variety of programming opportunities for their citizens. Figure 7.1 classifies the programs into five categories.

The five recreational program categories are Athletics, Arts, Educational/Lifetime, Seniors and Special Populations. Athletics includes activities such as team and individual sports for all ages. Arts programs consist of art classes, dance instruction, various forms of arts and crafts and art education. Offerings categorized as Educational/Lifetime range from bike races to the reading club, dog obedience classes, boxing and karate. Seniors programs are offered for individuals who are over the age of 55 in most communities. Programs offered under the category of Special Populations

are usually oriented towards those with disabilities. However, in some communities, programs such as wheelchair basketball are not exclusively offered to the disabled citizens, but to anyone interested.

In each of the five categories, the individual programs are listed based on information collected from each of the selected county's equivalent of a program guidebook. Some of the individual programs have been grouped under one program listing when the activity description was only different because of the number of players, the intensity of play, age or the time of year the program was held. For example, In Statesboro-Bulloch County, adult basketball is offered between January and March; 3-on-3 adult basketball is offered from November to December. Both of these were categorized under "Basketball" and only receive one "X" on the chart.

The following analysis of comparable counties should serve as a stimulus for the Columbia County Recreation and Leisure Services Department in developing a variety of programs that meets the specific needs of Columbia County residents.

Statesboro-Bulloch County

Program offerings include a variety of athletics, after-school activities and special events. This department's strengths are in athletics, youth education/lifetime, seniors and special populations. Summer camps and after-school programs are also provided indicating a strong program planning component of the department. The after-school programs are targeted towards middle school-aged youth with activities including arts, cooking and karate. Please note that although a variety of arts and education/lifetime programs occur in this department, they are only provided to youth through the after-school programs; therefore, only after-school programs are marked on Figure 7.1. The Statesboro-Bulloch County Parks and Recreation Department currently offers limited art and education/lifetime programs for the general public. On-line registration is available, along with e-mail lists and consistent web page updates to keep the active recreation users involved.

Athens-Clarke County

Within the athletics program category, Athens-Clarke County provides its citizens with sport instructional classes as well as team and individual sport opportunities. The strong programming skills of Athens-Clarke County is proven in the wide variety of progressive art and educational/lifetime programs that are provided for both children and adults. The Seniors' Club provides more regular recreational activities than the table indicates since the club is a program that offers programs to the targeted seniors.

Valdosta-Lowndes County

Recreational offerings for the citizens of Lowndes County includes traditional athletics, dance and ceramics, races and various special events. Seniors programming is highly organized, providing activities ranging from nutrition classes, Spanish and a driver safety program. The varied and specific programs offered by the Valdosta-Lowndes Recreation, Parks & Community Affairs Department indicates a strong relationship and open communication between the department and the community.

Augusta-Richmond County

This department provides strong athletic programs and a wide variety of arts, education and senior programs. Special populations are provided with arts and crafts activities throughout the year. The programs that this department offers are listed online as well as in an attractive and organized program guide. The Augusta-Richmond County Parks & Recreation Department is strong in its approach to programming because not only are diverse types of programs offered, but many and varied opportunities for specific programs are available.

Programming Precedents Summary

The four counties surveyed for program information illustrate the possible avenues Columbia County may take to provide diverse recreational programming. In addition to the activities listed in the text and on the chart, there are other athletic recreational sports that are on the rise across the nation including lacrosse, rugby, indoor roller hockey and field hockey. Although these sports are not represented by the comparable counties selected in Georgia, Columbia County should be prepared to provide these activities, or similar new programs, if the public shows a demand.

Programming Recommendations

The programs listed under Figure 07.01 denote how unique each recreational department is in approaching programming for its citizens. The intricacy of programming begins with the position the recreation department has within its county, which relies fully on the attitude the public has towards parks and recreation. When the public values recreation, diverse programming is attainable. In Columbia County, the public has shown support in developing the Columbia County Recreation and Leisure Services Department program offerings.

The information in Figure 07.01 can benefit the citizens of Columbia County by providing recreational programming ideas to the Columbia County Recreation and Leisure Services Department. More importantly, the counties selected for this comparison can be interpreted further with the information collected and analyzed in Section 2. of this document, History and Research. Because the public input stressed a desire for increased and diverse programming, Columbia County should review these facts to determine the best possible means for implementing citizen-driven recreational programs.

Providing recreational opportunities for all citizens regardless of age and skill level is a challenge that requires knowledgeable staff. Section 4. explains the proposed organization chart of the department to best serve Columbia County.

To resolve the intricacies of recreational programming, a few steps must be taken. First, using the inventory of the parks facilities provided in this master plan, opportunities and constraints to expand programming at current facilities can be determined. Second, the recreation department must become an integral member of the community to identify both existing and changing desires regarding recreational programming. A detailed systematic explanation is available in Park, Recreation, Open Space and Greenway Guidelines by James D. Mertes, Ph.D., CLP and James R. Hall, CLP. Using this approach, along with the aid of the comparable county precedents and other national

trends, Columbia County Recreation and Leisure Services Department can shape its programming system to meet its citizens' needs and desires for new programs.

The third step will be to identify what new facilities recommended in this plan provide space for desired programs and what additional new facilities are needed. After completing the three steps, the department can begin the process of organizing new programs.

With the various natural features in Columbia County, many opportunities for unique and progressive recreational activities are available through the Recreation and Leisure Services Department. Programs including hiking, biking, fishing, canoeing, sailing and bird watching, among others, are easily attainable at Wildwood Park. Many day camp and summer camp opportunities also exist at Wildwood with little development and operations costs. Some programs can be offered in small parks or at proposed community centers while others will require larger parks such as Wildwood. School sites should also be considered for after-school and summer camp programs. These recommended activities can be provided for both youth and adults. Ideally, to suit the restricted schedules of busy families and professionals, these activities should be offered in various locations across the county.



SECTION 8

Prioritization, Phasing and Funding Methods



Funding and Phasing Options

Prioritization and Funding

Since 1990, the Columbia County Recreation and Leisure Services Department has grown from a staff of 13 full-time employees (8 of which were maintenance staff) to a staff of 27 (14 maintenance). The 1990 budget was \$669,787 (\$77,400 designated for Wildwood Park). The 2000 budget was \$1,394,768. Clearly, the past decade has been one of tremendous growth for the department as well as the county. The Recreation and Leisure Services Department has grown considerably but has not met the recreation demands of the growing county. The county has seen a great influx of families and individuals from other parts of the country who have experienced parks departments with a greater selection of recreation options. These citizens have begun to expect more of the Columbia County parks department.

Over the next ten years, recommended improvements to meet the public's desire for improved park facilities totals \$76,955,948. To meet this need, the county would need to average \$7,695,594 in funding for 10 years. This would be a large increase over recent funding for the Recreation and Leisure Services Department. Recent funding has been provided on a project basis for large improvements but not on a sustained annual basis. The result of growth over the past two decades, and the intermittent funding for recreation improvements, has left the county in a position to become more aggressive in funding recreation in order to bring the level of service in Columbia County up to those of similar Georgia counties. The average per capita spending for communities in the same population category as Columbia County for fiscal year 2001, as listed in the Georgia City County Recreation Services Study, was \$27.35. For Columbia County, that would result in an annual budget of \$2,442,026.80, or an increase of \$99,440.38 over the current budget. If the budget were increased to the mean level of spending of \$54.86 listed in the study, the budget would grow to \$4,898,339.68, or an increase of \$3,450,716.68 over the current spending level. An increase to a per capita spending level consistent with comparable departments would provide over \$34 million, or 44% of the identified needs of new recreation facilities in Columbia County.

It is clear that the biggest challenge in implementing the recommendations of this master plan will be identifying the funding sources. The county must balance the priorities of other departments and services with the public's desire to see improved recreation facilities and be creative in finding funds. To increase the funding to this higher level, several options should be considered to find the one option or combination of options that is achievable within the overall financial plan of the county.

Commonly applied funding options include the pay-as-you-go approach, dedicating a fixed amount of tax revenues to pay off long term bonds, passing a SPLOST dedicated to recreation improvements or a combination of these approaches. Each of these approaches is presented in the following funding summaries. By utilizing a variety of sources, the county can provide the highest level of funding and reduce the timeframe needed to complete the new facilities.

Facility Funding - Option One

Pay-As-You-Go

Many communities prefer to pay as they go in developing major facilities or large capital programs. The advantage to this system is that there is no cost for borrowing money to accelerate the development process of new facilities. The disadvantage of this approach is that it may take many years to meet the public demand. This approach can be effective for the county if a larger portion of the current tax revenues are dedicated to the Recreation and Leisure Services Department. Communities such as Dalton and Gwinnett County, Georgia have dedicated millage rates set aside for their parks and recreation departments. Currently, .72 mills are used to fund the parks and recreation budget. By increasing this level of funding by one millage of property tax, the department would have over 2 million dollars to dedicate to new projects. If you project this over a 10-year period, with the current 6% annual growth in property tax collection, this would provide approximately \$27 million for parks improvements. This would fund 34% of the identified park needs in the county.

In order to provide more than 34% of the identified needs, a portion of the next Special Local Option Sales Tax could be added to the funding package. Starting in 2006, if approved by the voters a one million per year dedication of the SPLOST funds, growing at the same rate of 6% per year, would add \$8,393,836 between fiscal years 2005-06 and 2011-12. This would bring the total funding package to \$35,234,042, or 45% of the desired facility funding needs.

Facility Funding - Option Two

Pay-As-You-Go

The current SPLOST program is generating approximately \$8.8 million annually. If the voters were to approve a new four-year sales tax program in 2005, a total of \$35.2 million would be collected over the four year period starting in January 2006. If the entire sales tax was dedicated to recreation, approximately 45% of the desired facilities could be constructed. While it is not likely that the entire SPLOST would be dedicated to recreation, it is realistic to anticipate that \$17.6 million, or 50% of the SPLOST, could be dedicated to recreation. This, coupled with \$26.8 million in dedicated property tax funds, would provide \$44.4 million in funding, or 57% of the expressed need without an increase in taxes. A dedication of 2 mills of property tax and 50% of the SPLOST would provide \$71.2 million, or 92% of the identified need. This level of funding would be sufficient to transform the department and expand the programs and facilities available throughout the county.

Facility Funding - Option Three

Pay-As-You-Go

A third pay-as-you-go option would involve a property tax increase with the funds being dedicated to parks and recreation facility development. The capital needs for parks has reached a level equal to that of adding or expanding a water treatment or waste treatment facility for the county. Due to the large funding need, a property tax increase would be the most feasible method of funding the entire program. A millage increase of 3 to 3.5 mills, with a growth rate of 6% over the 10-year period, would provide the funds to meet 100% of the new facility needs of the county.

Facility Funding - Option Four

Bond Program

In order to provide new recreation facilities at a much faster rate, a common practice of communities across the country is to use a bond program to fund the improvements. By using a bond program, Columbia County could borrow the money needed to complete the projects and spread the payback over 15 or 20 years, or a longer period of time. The longer the payback period, the more interest the county will pay on the borrowed funds. The county would have the option to be selective in the use of the bond funds. Rather than paying for all facilities with bond funds, the county could use the bond funds for major facilities such as a community center that has an effective lifespan of over 25 years. The other needs of the county could be met using the pay-as-you-go approaches previously discussed. If the county decides to use bonds, projects to be funded with bonds should be packaged to allow the bond money to be spent over a three-year period. This is a requirement of most bond programs. A community center and aquatic complex could be completed within this timeframe, as could the development of a new community park. Other smaller projects could be grouped and developed within a three-year timeframe.

In determining the impact of a bond program, one has to estimate the cost of the bond funds and deduct this from the funds available for construction. A 15-year bond program results in approximately 70% of the bond funds being available for construction and 30% for interest on the borrowed funds. Using a 1 mill dedication for repayment of the bonds for 15 years, a bond program of approximately \$30,544,680 would be feasible. This would result in approximately \$21,381,276 in funds for capital projects for fiscal years 2002-03 through 2005-06. This would meet approximately 28% of the facility need over a three-year period. This compares favorably to meeting 34% of the need over 10 years if you use the same dedication of 1 mill to fund capital improvements. This provides the public up to seven more years of facility use in return for the interest paid to fund the bond program.

Impact Fees

Another tool that is available to communities in Georgia is the development of a system of impact fees. The Georgia Development Impact Fee Act (DIFA) was enacted into law in 1990. This act set rules for local governments to charge new development for a portion of the additional capital facilities needed to serve the new development. A local government may impose exactions on developers to help finance the expansion of infrastructure systems only through an impact fee system and only for the specific types of public facilities and infrastructure listed in the law. Included in the list of facilities are parks, open space, recreation areas and related facilities.

In order to develop impact fees, Columbia County would need to develop and adopt a comprehensive plan that meets the state's Minimum Standards and Procedures established pursuant to the Georgia Planning Act of 1989 that contains a seventh element, the Capital Improvements Element or CIE. The CIE establishes where, when and how capital improvement projects will be located and financed by the jurisdiction. The CIE must provide the following information if impact fees are to be charged:

- A projection of need for the planning period (usually 20 years);
- Destination of service areas;
- Designation of service levels;
- A schedule of improvement listing impact fee-related projects and cost for the first five years after plan adoption; and
- A description of funding sources proposed for the project.

The implementation of impact fees for recreation improvements in Columbia County could be used to provide major benefits to the county in the following areas:

- Expanding the Greenway System
- Increasing the number of Park facilities throughout the community
- Increasing the amount of open space that is protected throughout the community
- Increasing the number of recreation facilities throughout the community

The development of an impact fee system would require a concerted effort on the part of the county's legal and planning staff, but the resulting impact fees could benefit the community immediately and in the future. Several factors that must be addressed in developing the impact fees are outlined in the following paragraphs.

Level of Service

To determine the allowable impact fee charge per project, DIFA requires a community first to determine a current Level of Service (LOS) for a public facility, and then to adopt a capital improvement spending program based on this LOS. Once formally adopted and approved, a community can then charge a proportional fee to each development to maintain the adopted service level.

Example: If a community contains 10,000 households and has 100 acres of parkland, then one measure of their LOS would be 100 households for each acre of parkland. The DIFA would permit the community to impose an impact fee to maintain this LOS at a rate of 0.01/acre of parkland for each additional housing unit. At an anticipated cost of land at \$40,000/acre, the community could charge an impact fee of \$400 per house.

However, DIFA also specifically prohibits impact fees to be collected from the new developments to compensate or supplement lower service levels. The fees can only be used to maintain current service levels. If a community has a service level deficiency, then it must raise the level with funds other than impact fees. Because of this stipulation, the use of development impact fees is much less effective in communities with low existing service levels.

This situation applies to Columbia County and may be a significant issue for Columbia County's use of development impact fees. Although the County is fortunate to have extensive amounts of existing parkland, recreation areas owned by private homeowners associations and other governments (i.e. City of Grovetown) cannot be used to calculate the County's current LOS.

Service Areas

One of the first steps in developing recreation impact fees is the development of service area boundaries. The DIFA requirements define service area as a geographic area defined by a municipality, county or intergovernmental agreement in which a defined set of public facilities provides service to development within the area. Service areas shall be designated on the basis of sound planning or engineering principles or both. In developing the service boundaries, a county can develop county-wide or system boundaries or requirements and also develop district levels of service within the system. Levels of current service at the system-wide level and district level must be determined as part of the overall impact fee program. As discussed in the previous paragraphs, impact fees cannot be charged to bring up the overall level of service but only to meet the current level of service. However, if a community commits to raising the current level of service through non-impact fee sources, the impact fees charged can be based on the higher level of service.

The service area requirements of the districts may vary among the districts based on the existing levels of service and development characteristics of the districts. For example, a district that contains primarily commercial and industrial development would have a lower neighborhood park acreage requirement than a district composed primarily of residential properties. While neighborhood parkland is desired for both district types, the demand for neighborhood parkland in a residential area would be much higher and require a higher impact fee to meet the need.

Spending Limitations and Alternatives to Impact Fees

An impact fee system will result in a cash account that can be used to purchase property for parks and open space on both the system-wide and district level. The funds collected for district improvements must be spent in the district they serve and for community facilities that serve the district where the funds are collected. Funds collected in one district may not be used to raise the level of service in another district.

Within the rules established by DIFA, opportunities also exist for developers to provide land and improvements in lieu of the impact fees. For instance, if the county has a greenway corridor that is planned through a new development, it may be possible for a developer to provide additional land above the required open space for the greenway and/or construct the greenway in lieu of paying the impact fees. This type of credit would be an option if the value of the land or improvements equaled the value to the impact fee. Another credit could be created to increase the protection of existing trees along roadways. Where a roadway landscape strip is required for the purpose of protecting existing trees, if a developer provides additional width to the landscape strip for the purpose of protecting more existing trees, credits could be awarded against the impact fee cost. To accomplish this, a credit table would need to be formulated to establish the dollar value credits based on a square foot or acreage of protect forest area.

There are numerous factors to consider when contemplating an impact fee system. A community's current and proposed LOS, land values, growth rate and other variables must be considered as part of any decision. An initial review of the situation suggests there are impediments to the effectiveness of impact fees for Columbia County.

However, should the county seek to utilize development impact fees for open space and recreation needs, the county should perform a professionally prepared cost-benefit analysis to study the effectiveness in greater detail.

The county should use the recommendations of this master plan for land acquisition as a starting point for determining the desired level of service for Columbia County. A committee should be formulated to meet the legal requirements of the impact fee legislation to work under the direction of the Board of Commissioners, planning commission, and an impact fee consultant to formulate an impact fee plan. The impact fee plan should reflect the goals of this plan in acquiring and protecting public open space, greenway corridors, neighborhood parks and roadway landscape areas that protect existing forest. It is anticipated that the formulation of impact fees for new development would take six months to formulate and implement.

Staffing and Operations Funding

The development of new facilities creates an increased demand for operations and maintenance staff and funds. In analyzing the aforementioned funding options, the emphasis was placed on capital projects. However, it is important to also plan for operational expenses that will increase with new facility development. Staff additions that will be required to operate the new facilities were provided in Section XXX of this master plan. To meet these increased staffing needs, several options for funding are discussed in the following paragraphs.

Staff/Operations Funds - Option One

Rather than use all of the tax revenues earmarked for parks, as described in Facility Funding Option One, the department can set aside an appropriate amount to cover operating expenses. Recreation and Leisure Services staff can analyze the impact of new facilities and staff recommendations of this plan and determine future operation budget needs. As the new facilities come online, the construction funds available from the 1 mill dedicated to capital projects will decrease and additional millage dedication will be required.

Staff/Operations Funds - Option Two

An analysis of the fees charged to offset current operating costs reveals the consumer is receiving a bargain and the department is not self-generating fees at the same rate as other comparable departments in Georgia. The county's current operating style is one of using tax revenue to subsidize the majority of recreation programs it provides. This operating style greatly reduces the level of service the county is able to offer, without increasing tax dollars committed to parks.

Across the country, parks and recreation departments are being asked to maintain high levels of service with limited funds. Columbia County is no different, and should look seriously at increasing program fees across the board to offset operating expenses. As an initial step, those programs that allow residents exclusive use of a facility should be charged a maintenance fee. All team sports have exclusive use of facilities, as do programs that use meeting rooms on a regular basis. Community centers should have revenue goals and should offer program mixes to achieve those goals.

According to the results of the master plan user survey, total household income for about 64 percent of Columbia County households is over \$50,000. With incomes of this level, reasonable fees should not be an undue burden on county residents. However, the practice of fee waivers for residents with a true need should continue.

Grants and Alternative Sources

There are several good sources for grants and alternative funding sources. The following summaries provide typical examples of greenway and park-related grants for which Columbia County can apply.

TEA-21

Administered by the Georgia Department of Transportation (GDOT), the Transportation Efficiency Act for the 21st Century Enhancement Program (TEA-21) provides funds for various transportation projects including greenways. Potentially, Columbia County can fund the portions of the greenway system through annual application to GDOT for TEA-21 funds. These grants are 80 percent federal and 20 percent local funding. Therefore, for every \$1.00 invested by the county, you receive \$4.00 in grant funds.

There are several sections of TEA-21 that support the development of bicycle and pedestrian transportation corridors. Those sections that apply to the creation of greenways, sidewalks and bikeways include:

The Georgia Community Greenspace Program

In April, 2000, Governor Roy Barnes signed Senate Bill 399 into law. The statute became effective on July 1, 2000 and promotes the adoption of policies and activities by Georgia communities to preserve at least 20 percent of their total acreage as permanently protected greenspace (land and water) for passive recreation and natural resource protection. The statute also provides for state grants to assist local governments in the acquisition of greenspace to be protected in perpetuity; for FY 2001, \$30 million was appropriated for the program. Local governments qualify to share in these funds if they have a minimum population of 60,000 or if they experienced minimum growth of 800 persons per year between 1990 and 1998. In FY 2001, 41 Georgia counties were eligible for the program. Funding distributions were calculated via tax-digest year 1999 residential property taxes.

Surface Transportation Program (STP) Funds

These funds can be used for bicycle and pedestrian facility construction or non-construction projects such as brochures, public service announcements and route maps. The projects must be related to bicycle and pedestrian transportation and must be part of the Long Range Transportation Plan. These funds are programmed by the Metropolitan Planning Organization (MPO) in the Transportation Improvement Program.

Congestion Mitigation and Air Quality Improvement Program (CMAQ)

The CMAQ program was created to reduce congestion on local streets and improve air quality. Funds are available to communities designated as "non-attainment" areas for air quality, meaning the air is more polluted than federal standards allow. Funds are

also available to "maintenance" areas, former non-attainment areas that are now in compliance. Funds are distributed to states based on population by county and the severity of air quality problems. A 20 percent local match is required. See: www.fhwa.dot.gov/environment/cmaq.htm for more information.

Urban Park and Recreation Recovery Program (UPARR)

The Urban Park and Recreation Recovery Program is a matching grants program aimed at revitalization of urban park systems. Grants are provided for rehabilitation of existing recreation areas and facilities, for innovation projects that improve urban recreation programs and services or enhance management of recreation systems, and for recovery action planning to facilitate such efforts. Since 1979, the UPARR program has awarded over 1,300 grants totaling about \$228 million. UPARR grants are funded at 70 percent federal and 30 percent local. For more information, contact the National Park Service in Atlanta at 404-562-3175 or visit: www.nrc.nps.gov/uparr.

Community Development Block Grant Program

The U.S. Department of Housing and Urban Development (HUD) offers financial grants to communities for neighborhood revitalization, economic development and improvements to community facilities and services, especially in low- and moderate-income areas. Several communities have used HUD funds to develop greenways, including the Boulding Branch Greenway in High Point, Georgia.

Land and Water Conservation Fund (LWCF) and Local Park and Recreation Fund (LPRF)

LWCF grants were established in 1965 to provide park and recreation opportunities to residents throughout the United States. Money for the funds comes from the sale or lease of nonrenewable resources, primarily federal offshore oil and gas leases and surplus federal land sales. LWCF funds are used by federal agencies to acquire additions to national parks, forests and wildlife refuges. In the past, Congress has also appropriated LWCF moneys for so-called "state-side" projects. Communities can use "state-side" LWCF grants to acquire and build a variety of park and recreation facilities.

"State-side" LWCF funds are annually distributed by the National Park Service through the Georgia Department of Natural Resources. Communities must match LWCF grants with 50 percent of the local project costs through in-kind services or cash. All projects funded by LWCF grants must be used exclusively for recreation purposes, in perpetuity. Funding for this program is a maximum of \$200,000 per year.

Georgia Historical Commission, Federal Historic Preservation Grants

Federal grant funds are made available to the states under the provisions of the National Historic Preservation Act (NHPA). The Historic Preservation Division of the Georgia Department of Natural Resources is responsible for administering these programs in Georgia. Any individual, local governmental body, private organization, or educational institution that is interested in the benefits of historic preservation may apply for funds. Grant proposal applications can be obtained by writing or calling: Historic Preservation Division of the Georgia Department of Natural Resources, 156 Trinity Avenue, SW, Atlanta, GA 30303-3600 - (404)656-2840
www.state.ga.us/dnr/histpres/

Urban and Community Forestry Grants

The U.S.D.A. Forest Service and the Georgia Forestry Commission provide federal funds for development of local community and urban forestry programs. Funds are for programs, projects or activities not currently funded and fall into three categories: Personnel (\$1,000 to \$30,000), program development, education/training, volunteer development (\$1,000 to \$20,000) and tree planting (\$1,000 to \$5,000). The maximum amount an individual grantee can apply for is \$30,000.

Available to local governments, educational institutions and non-profit organizations, this federal appropriation grant requires a 50 percent match and the grantee's share can be in cash, services or in-kind contributions. It is administered by the Georgia Forestry Commission. Forestry Commission staff are also available to provide limited technical assistance on urban and community forestry.

Tree planting grants are also administered by the Georgia Forestry Commission. These grants are funded through federal appropriation by the Small Business Administration and require a 25 percent match in funds. These grants are available to local governments or non-profit organizations, and are used to plant trees on public lands by private, small business contractors.

For more information contact: the Georgia Forestry Commission - 5645 Riggins Mill Road Dry Branch, Georgia 31020. 1-800-GATREES or (478) 751-3500
www.fs.fed.us/r6/coop/programs/forms/grant_forms.htm

Watershed Protection and Flood Prevention (Small Watersheds) Grants

The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements and recreation planning. The NRCS requires a 50 percent local match for public recreation, and fish and wildlife projects.

American Greenways Eastman Kodak Awards Program

American Greenways Kodak Awards Program, administered by The Conservation Fund, provides grants of \$500 to \$2500 to local greenways projects. Grants can be used for almost any activity that serves as a catalyst for local greenway planning, design or development. Contact: The Conservation Fund, 1800 North Kent Street, Suite 1120, Arlington, VA 22209 (703)525-6300 Website: www.conservationfund.org.

The Global ReLeaf Program

The Global ReLeaf Program, American Forestry Association, provides funding for planting tree seedlings on public lands. Emphasis is placed on diversifying species, regenerating the optimal ecosystem for the site and implementing the best forest management practices. Submission deadlines are January 20 and July 1. Contact: American Forestry Association, P.O. Box 2000, Washington, DC 20013, www.americanforests.org/global_releaf/grants.

Conservation Reserve Program

The U. S. Department of Agriculture, through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting these sensitive lands to a less intensive use. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. This program can be used to fund the maintenance of open space and non-public use greenways along water bodies and ridgelines.

Wetlands Reserve Program

The Department of Agriculture also provides direct payments to private landowners that agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Hazard Mitigation Grant Program

The Federal Emergency Management Agency (FEMA) provides grants to state and local governments for implementing long-term hazard mitigation measures following a major disaster declaration. Eligible projects include the acquisition and relocation of repetitive flood structures. Such lands, once acquired, can be converted into greenways for flood mitigation purposes. A 25 percent local match is required. All applications must be submitted no later than 90 days following FEMA's approval of the State Hazard Mitigation plan.

Flood Mitigation Assistance

This FEMA program provides funds to states and communities to help reduce the long-term risk of flood damage to structures. Eligible projects include acquisition and relocation of insured structures. Grantees must participate in the National Flood Insurance Program and a 25 percent local match is required. The total amount of Flood Mitigation Assistance Grants provided during any 5-year period cannot exceed \$10 million to any state or \$3.3 million to any community.

American Greenways DuPont Awards

The Conservation Fund's American Greenways Program has teamed with the DuPont Corporation and the National Geographic Society to award small grants (\$250 to \$2,000) to stimulate the planning, design and development of greenways. These grants can be used for activities such as mapping, conducting ecological assessments, surveying land, holding conferences, developing brochures, producing interpretive displays, incorporating land trusts, building trails and other creative projects. Grants cannot be used for academic research, institutional support, lobbying or political activities. For more information, contact the Conservation Fund at (703) 525-6300.

REI Environmental Grants

REI (Recreational Equipment Incorporated) awards grants to organizations in protecting and enhancing natural resources for outdoor recreation. Grants of up to \$2,000 are available through this program. For more information, call REI's grant line at (253) 395-7100.

Conservation Contracts

The USDA Farm Service Agency can forgive debt from Farm Loan Program loans in exchange for conservation contracts on environmentally sensitive portions of a borrower's property. Contracts can be set up for conservation, recreational and wildlife purposes on farm property, including properties adjacent to streams and rivers. Interested individual borrowers should contact their local Farm Service Agency office to apply.

Local Businesses

Local industries and private businesses may agree to provide support for development of parks and greenways in Columbia County through:

- donations of cash to a specific segment;
- donations of services by corporations to reduce the cost of implementation, including equipment and labor to construct and install trail and park elements;
- reductions in the cost of materials purchased from local businesses which support greenway and parks implementation and can supply essential products for facility development.

This method of raising funds requires a great deal of staff coordination. One example of a successful endeavor of this type is the Swift Creek Recycled Greenway in Cary, North Carolina. A total of \$40,000 in donated construction materials and labor made this trail an award-winning demonstration project. (Some materials used in the "recycled trail" were considered waste materials by local industries!)

Sponsors

A sponsorship program for park and trail amenities allows smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include wayside exhibits, benches, trash receptacles, entry signage and picnic areas. Usually, plaques recognizing the individual contributors are placed on the constructed amenities or at a prominent entry point.

Volunteer Work

Community volunteers may help with park and trail construction as well as fund raising. Potential sources of volunteer labor in Columbia County could include local bicyclists, historical groups, neighborhood associations, churches, conservation groups, school groups and civic clubs such as Kiwanis, Rotary and Lions Clubs.

A good example of a volunteer program is a Cheyenne, Wyoming greenway that generated an impressive amount of community support. The program had the unusual problem of having to insist that volunteers wait to begin landscaping trails until construction was completed. A manual for greenway volunteers was developed in 1994 to guide and regulate volunteer work. The manual includes a description of appropriate volunteer efforts, request forms, waiver and release forms, and a completion form (volunteers are asked to summarize their accomplishments). Written guidelines are also provided for volunteer work in 100-year floodplains.

To better organize volunteer activity, Cheyenne developed an "Adopt-a-Spot" program. Participants who adopt a segment of trail are responsible for periodic trash pick-up, but can also install landscaping, prune trailside vegetation, develop wildlife enhancement projects and install site amenities. All improvements must be consistent with the Greenway Development Plan and must be approved by the local Greenway Coordinator. "Adopt-a-Spot" volunteers are allowed to display their names on a small sign along the adopted section of greenway.

Volunteers were used on two different Saturdays to plant trees, shrubs and bulbs at Freedom Park in Augusta, Georgia. Parks and Recreation staff, landscape architects and local nursery volunteers led workforce groups consisting of individuals, families, school groups and others in this planting effort. Local nurseries donated digging equipment, plant materials, fertilizer and other items to the effort as well.

"Buy-a-Foot" Programs

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

The internet is an excellent tool for researching available funds. State, federal and conservation organization websites have a wealth of grant information and usually include application material. Additionally, search engines can be used to find literally hundreds of grants by simply entering terms such as parks and recreation grants.

Some helpful links include:

GrantsNet (US Department of Health and Human Services) - www.hhs.gov/grantsnet/

Grants management forms - www.whitehouse.gov/omb/grants/#forms

Parkland Acquisition

A common tool used to acquire parkland is mandatory land set-asides for parks in new developments. All types of residential developments add users to a park system. Without a zoning ordinance that requires each new residential development to dedicate a portion of the land for parks, the Columbia County Recreation and Leisure Services Department will continue to slip further behind the recommended parkland average established by the National Recreation and Parks Association.

Another regulatory tool that can be used in association with the zoning ordinance, is a parkland acquisition fee. In cases where parkland within a new development does not meet the needs of the county, a fixed fee tied to the number of units being developed can be assessed. This system allows the Recreation and Leisure Services Department greater flexibility in selecting parkland and maximizes the availability of new parks to all residents.

Funding Conclusion

Columbia County residents have expressed a desire to fund additional park programs. In a citizen survey, 79 percent indicated that they would like to see more of the general fund dedicated to the Recreation and Leisure Services Department. The challenges facing the county are: meeting the citizens' wish for increased funding and recreation opportunities and providing those facilities and programs in a timely manner. The options previously listed can be utilized in a number of combinations to provide the desired funding.

Prioritization and Funding

A ten-year funding summary is included on the following pages. Additionally, a detailed opinion of probable construction costs for renovations or improvements to existing facilities is outlined in figure 5.4 at the end of section 5. For the purpose of developing a phased schedule based on citizens' suggestions for prioritization,

The first three years of the ten-year planning period will include some suggested renovations and improvements at existing parks along with requisite planning, architectural and engineering studies to proceed with the development of new facilities. The first three years of the period will also implement a number of priorities identified via the public input process including completion of the greenways and land acquisition. The program for the development of new Mini-Parks and Neighborhood Parks will begin-the schedule calls for the construction of three of the recommended 25 Mini-Parks and three of the seven recommended Neighborhood Parks in the first three years.

The design and construction of District 2's large community center with indoor and outdoor aquatic facilities will also begin. Additionally, in the second year of the program, construction of two new Community Parks will commence-it is expected that these parks will be phased over a minimum construction period of ten years. Years six and seven will feature the development of a Community Center in District 3. Twenty Mini-Parks and four Neighborhood Parks will be constructed between 2006 and 2013, concurrent with on-going construction of the Community Parks and Community Centers. Beyond the ten-year plan described in this report, two Mini Parks, one Community Park and one Community Center will be constructed in 2014-2020.

Based on the identified needs and desires of the community and national standards for parks and recreation, the program outlined for implementation over the next ten years is extremely ambitious. The complexity of coordinating numerous concurrent construction projects will require resources beyond the current or proposed Recreation and Leisure Services Department staff. However, this is a relatively short-term (ten-year) need. Rather than add the requisite professional staff to be responsible for the implementation of almost \$67 million of renovations and new construction between now and 2013, it is recommended that the county consider contracting with a qualified construction administration firm to assist with development of new facilities.



Staffing Summary

The 2000 Census reports that Columbia County has a population of 89,288. This places the Columbia County Recreation and Leisure Services Department in the "Departments Serving Populations between 50,000 and 99,999" category according to the Fiscal Year 2001: Georgia City and County Recreation Services Study. This report reveals that for departments in this size category, the total average number of employees is 108 in the state of Georgia. Included in the total are 26 permanent full-time, 17 permanent part-time, 9 seasonal full-time and 56 seasonal part-time employees. Columbia County currently has approximately 32 employees in the Recreation and Leisure Services Department, as reported by the department at the time the master plan report interviews were conducted. The chart below depicts selected Georgia parks and recreation departments that serve populations similar in size to Columbia County's.

Georgia County Parks and Recreation Departments Selected Departments Number of Employees	Permanent Full-Time	Permanent Part-Time	Seasonal Full-Time	Seasonal Part-Time	Total
Columbia County	28	6	4	4	42
Athens-Clarke County	75	3	0	194	272
Statesboro-Bulloch County	33	0	0	250	283
Valdosta-Lowndes County	34	5	32	26	97
Augusta-Richmond County	110	58	0	160	328
Troup County	33	130	0	75	238
Dublin-Laurens County	23	2	0	0	25
Rome-Floyd County	46	0	0	175	221
Average with population of 50,000-99,999	26	17	9	56	108
Average with population of 100,000 and over	93	61	13	115	282
<i>*Data from this chart extrapolated from the 2001 Georgia City and County Recreation Services Study</i>					

Staff addition recommendations made in this master plan fall into two categories: expanded services and new facility services. The recommended staff additions, in response to expanded services, are a direct result of the community's desire to have more diverse recreation programs and to improve the department's interaction with the public. Expanded services will require the addition of staff members with special training in areas such as park design and construction, resource management, revenue generation, skilled trade maintenance and arboriculture.

The department will require staff additions tied to the expansion and development of facilities and programs. Community surveys in this master plan reveal that Columbia County citizens desire parks closer to home, greenway trails, arts and crafts programming, community recreation centers, aquatic facilities and additional community parks. Staff to operate and maintain these facilities will be necessary once they are constructed.

In order to properly maintain and operate existing and proposed facilities and programs discussed in this master plan document, more employees will be required. In Figure 8.1, staff additions are proposed and phased over a ten-year period as needed in relation to the recommended construction of new facilities and the addition of new programs. For example, a park planning staff has been recommended to oversee the construction and implementation of new park facilities in the county. Staff additions to the Recreation and Maintenance Divisions will be necessary once new parks are constructed for operations and maintenance. The construction of community recreation centers and aquatics facilities will necessitate that staff members be hired to operate the new facility once the facility opens for public use. (Staff additions should only be made based upon the demand that new programs and new facilities put on the current staff.)

The first year calls for the hiring of 11 staff members, a necessity of reorganization and the addition of new programs to the recreation department's offerings. Seven of the proposed new hires are full-time staff, and four are proposed to be part-time or contract staff. A park planner would be hired to oversee the implementation of new facility design and construction. District recreation managers will be hired to head district recreation programming. The first of the district athletic and recreation programmers will be hired to assist the Recreation Division in implementing new program offerings throughout the county. A marketing supervisor will be hired to help the department promote the new program offerings and facilities to the county residents. A Wildwood Park supervisor will be hired to provide experienced direction in the development and programming of this special park facility. Additional part-time Wildwood staff members will be hired at this time as well. Finally, the Maintenance Division will begin to add to the skilled trades staff by hiring a Trades Crew Leader.

Because the county's population is nearing the 100,000 mark in the very near future, the master planning team compared Columbia County's department with departments in the "Departments Serving Populations 100,000 and over" category. Departments of this size have a mean average of 282 employees, including 93 permanent full-time and 61 permanent part-time employees as well as 128 seasonal full and part-time employees. The intent of these categories is purely for comparison's sake, and should only be used as such. The department will not be expected to expand to nearly 300 employees merely because the county population grows to beyond 100,000 residents.

The department should expect to grow as its offerings, facilities and the demand of the community expands. This master plan document is one step in bringing the department closer to the state averages in response to recent population gains and to keep pace with the projected growth of Columbia County, and the inevitable growth of the Recreation and Leisure Services Department.



PROPOSED AND PHASED STAFF ADDITIONS	CURRENT	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
ADMINISTRATIVE DIVISION											
Director of Recreation and Leisure Services	1										
Park Planner		1									
Project Coordinator			1								
Superintendent of Special Services	1										
Superintendent of Maintenance	1										
Superintendent of Recreation	1										
Administrative Assistant	1										
Administrative Specialist	1				1						
RECREATION DIVISION											
Recreation Program Supervisor	1										
Administrative Assistant		1									
District Recreation Managers	4										
District Athletics Programmers		1	1		1	1					
Contract Part-time (Athletics)				2				2			
District Recreation Programmer		1	1		1	1					
Contract Part-time (Recreation)				2				2			
Community Recreation Center Supervisor		1									
Community Recreation Center Manager	1			1				1			
Community Rec. Center Assistant Manager					1				1		
Staff Assistant/ Programmer				1				1			
Contract Programmer				+				+			
Custodian				+				+			
SPECIAL SERVICES DIVISION											
Cultural Affairs Supervisor	1										
Cultural Affairs Assistant		1									
Administrative Assistant			1								
Contract/Part-time Employees			+								
Marketing and PR Supervisor		1									
Marketing Assistant			1								
Savannah Rapids and Rentals Supervisor	1										
Rentals Assistant	1										
Administrative Specialist-(Marketing & Rentals)	1										
Contract/ Part Time-(Marketing & Rentals)			2								
Custodial Staff	+										
Wildwood Supervisor		1									
Wildwood Assistant Manager					1						
Wildwood Concessions Manager					1						
Wildwood Stores Clerk					1						
Wildwood Maintenance Staff	2										
Wildwood Seasonal Staff		2									
Aquatics Supervisor				1							
Assistant Aquatics Coordinator							1				

Figure 8.1



PROPOSED AND PHASED STAFF ADDITIONS	CURRENT	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
SPECIAL SERVICES DIVISION (Cont.)											
Pool Manager					1				1		
Assistant Pool Manager					1				1		
Pool Crews				+	+			+	+		
Seasonal Part-time Staff					+				+		
MAINTENANCE DIVISION											
Administrative Assistant	1										
Arborist					1						
District Supervisor	4										
Crew Leader			1			1		1		1	
Crew Member	9		2			3		2		2	
Part-time/Contract Labor			+			+		+		+	
Trades Crew Leader		1									
Skilled Crew Members			2	2							
Skilled Crew Part Time/Contract							+	+			
Total staffing need		11	12	9	10	6	1	9	3	3	0
Existing Staff	32										
Full Time Staff additions		7	9	4	5	6	0	4	1	3	
Part Time Staff additions		4	3	5	5	+	1	5	2	+	

Legend:

- + Multiple staff to be hired for this position as necessary
- Indicates Part-time staff position

Ten-Year Spending Summary - Figure 6.2.

Renovation Projects:

Existing parks requiring renovation and/or expansion to improve facilities and program opportunities.

(Future)

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2014-2020
Appling Park - park improvements	\$ 247,292										
Blanchard Park - redesign and construction		\$ 835,785									
Harlem Park - park improvements	\$ 210,852										
Patriots Park - add parking lots, paving		\$ 113,000									
Patriots Park - add perimeter walking trail				\$ 86,590							
Patriots Park - renovate two buildings			\$ 220,000								
Patriots Park - misc. improvements	\$ 36,250										
Rverside Park - park improvements		\$ 73,431									
Reed Creek Park - construction	\$ 1,353,000										
Roberts Park - park improvements		\$ 87,576									
Savannah Rapids Site improvements	\$ -										
Wildwood Park - masterplan	\$ 35,000										
Wildwood Park - marina				\$ 1,000,000							
Wildwood Park - cabins			\$ 500,000	\$ 500,000							
Wildwood Park - misc. improvements		\$ 500,000	\$ 459,400								
Eucler Creek CC - improvements		\$ 67,835									
Eubank Blanchard CC - improvements		\$ 68,880									

Sub-Total: \$ 1,882,394 \$ 1,746,507 \$ 1,179,400 \$ 1,586,590

Total Renovations \$ 6,394,890

Ten-Year Spending Summary

(Future)

Planning:	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2014-2020
Aquatics Feasibility Study	\$ 30,000										
Signage and Design Standards (\$50,000)	50,000										
Wildwood Marina Feasibility and reveue study	75,000										

New Facilities:

Mini-Parks (25)

Land, Design, and Construction	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	\$ 69,680	174,200
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Neighborhood Parks (7)

Land, Design, and Construction	438,494	438,494	438,494	438,494	438,494		438,494	438,494			
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Community Parks (4)

Land *	2,230,000	350,000	350,000		1,000,000						6,446,200
Design & Construction		4,288,100	4,288,100			4,288,100	4,288,100	300,000	200,000	1,750,000	

District 1 Community Recreation Center & Aquatics - Design & Construction								596,160	3,427,920	3,427,920	
---	--	--	--	--	--	--	--	---------	-----------	-----------	--

District 2 Community Recreation Center & Aquatics - Design & Construction		1,000,000	3,806,667	3,806,667	3,806,666						
---	--	-----------	-----------	-----------	-----------	--	--	--	--	--	--

District 3 Community Recreation Center & Aquatics - Design & Construction						500,000	2,544,500	2,544,500			
---	--	--	--	--	--	---------	-----------	-----------	--	--	--

District 3 Community Recreation Center - Design & Construction											3,726,000
--	--	--	--	--	--	--	--	--	--	--	-----------

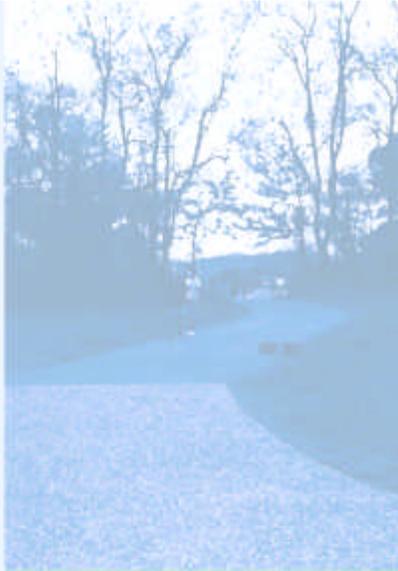
Phase I Greenways (approx. 1 mile per yr)	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	750,000	
---	---------	---------	---------	---------	---------	---------	---------	---------	---------	---------	--

Sub-Total: \$ 3,643,174 \$6,896,274 \$9,702,941 \$5,064,841 \$6,064,840 \$5,607,780 \$8,090,774 \$4,698,834 \$4,447,600 \$5,997,600 \$10,346,400

Yearly Total: \$5,525,568 \$8,642,781 \$10,882,341 \$6,651,431 \$6,064,840 \$5,607,780 \$8,090,774 \$4,698,834 \$4,447,600 \$5,997,600 \$10,346,400 (Future)

Grand Total \$76,955,948

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Appendices



RECREATION AND PARKS DEPARTMENT

CASH HANDLING PROCEDURES

- 1) Supervisors will use only "official" Columbia County receipt books to document money receipts. No "unofficial" books are to be used.
- 2) The Special Projects Division will issue receipt books and "house" used books.
- 3) An "official" receipt is to be written to each person who pays. (In the past, you have written an "unofficial" receipt to the person and written an "official" receipt for the total collected. In the future, an official receipt will be issued to the person who pays and these will be combined on the cash report.)
- 4) You do not have to provide individual receipts for admissions. (i.e. fees paid for entry into a concert, dance, pools, ORS.) One "official" receipt will document money received in these situations. The "official" receipt that is written for admissions revenue should list the starting and ending ticket numbers that were issued for the money received.
- 5) You do have to provide individual receipts for program expenses. (i.e. fees for dance lessons, summer camp, softball league fees, etc.)
- 6) Cash reports are still required as before. All receipts and deposit tickets which validate the reports will still be attached.
- 7) SPECIAL CIRCUMSTANCES: When you expect very large registration numbers, (i.e. T-Ball), preprinted numbered receipts can be made. This is to be coordinated thru the Special Projects Division. The purpose of this would be to eliminate the need to write 500 receipts when the only variable that changes is the name.
- 8) The printing or purchase of all tickets which are to be issued for paid admissions must be coordinated thru the Special Projects Division. (i.e. ORS admission tickets, pool tickets, etc.)

Effective Date: July 1, 1997

**Columbia County
Recreation and Parks Department
INDEPENDENT CONTRACTOR AGREEMENT**

NAME OF CONTRACTOR _____ SSN/FED ID# _____

ADDRESS _____ PHONE (____) _____

NAME OF PROGRAM _____

LENGTH OF EACH SESSION (# of hours) _____ NUMBER OF SESSIONS _____

DAYS _____ TIMES _____

DATE PROGRAM WILL BEGIN _____ END _____

EXPECTED NUMBER OF PARTICIPANTS: MINIMUM _____ MAXIMUM _____

CITY CONTACT PERSON _____ PHONE (____) _____

LOCATION OF PROGRAM _____

EQUIPMENT/SERVICES TO BE PROVIDED BY CITY _____

EQUIPMENT/SERVICES TO BE PROVIDED BY CONTRACTOR _____

FEE PERCENTAGE PROGRAM: CONTRACTOR _____% CITY _____%

RATE OF PAY (per hour, session, game, etc.) \$ _____

PAYMENT FORMAT: (Bi-weekly, one-time, etc.) _____

(Check all that apply)

The Contractor is required to furnish a qualified representative on time and ready to start when the program is scheduled to begin; report program attendance on the designated sheet; and if for any reason a program is canceled, notify the designated contact person and schedule a make-up date.

It is the Contractor's responsibility to notify program participants of cancellations or changes in program schedules.

The Recreation and Parks Department and the Contractor agree to work together to develop advertisements for the program. The Contractor agrees to pay all costs of advertising, if Contractor decides to do additional advertising (i.e., flyers, newspaper ads, etc.) The Contractor agrees to have any and all advertisements/promotional items reviewed and authorized by staff before publication.

ON SITE PROGRAM: The Contractor agrees to pay the Recreation and Parks Department _____ % of gross registration fees plus six percent (6%) sales tax for the program being offered.

OFF SITE PROGRAM: The Contractor agrees to pay the Recreation and Parks Department _____ % of gross registration fees.

The Contractor agrees to defend, indemnify and save harmless the CITY and all officers and employees of the CITY from and against loss, damage, claim demand, liability or expense by reason of any damage or injury to property or persons which may be claimed to have arisen as a result of or in connection with this recreation program.

Either the CITY or the Contractor may terminate this contract with or without cause, provided at least thirty (30) days advance written notice thereof is given to the other party.

THIS CONTRACT FORM HAS BEEN PREAPPROVED BY THE OCALA CITY COUNCIL. IT MAY NOT BE AMENDED OR MODIFIED WITHOUT CITY COUNCIL APPROVAL. ANY ATTEMPT TO AMEND OR MODIFY THE CONTRACT SHALL MAKE IT VOID IN ITS ENTIRETY.

SIGNATURES:

Contractor: _____ Date: _____

City Contact Person: _____ Date: _____

Administrative Superintendent _____ Date: _____

Recreation and Parks Director: _____ Date: _____

Approved as to form and legality _____ Date: _____

Patrick G. Gilligan, City Attorney

**RECREATION AND PARKS DEPARTMENT
FISCAL POLICIES AND PROCEDURES**

CONTRACTUAL SERVICES

A. Program Worksheet-

Policies:

1. The **supervisor/specialist** must complete a "Program Worksheet" (Attachment A) for each revenue-generating activity or program.
2. The supervisor must sign each program worksheet.

Procedures:

1. Complete all applicable information on the program worksheet.
2. If you are only collecting the County percentage of the program, and the contractor is paying the expenses, you shouldn't have to list any expenses. You should show revenue only.
3. Turn the form in to the Special Projects Division.
4. The **Special Projects Coordinator** will review, make notes and forward the form to the Director **or Deputy Director**.
5. Once approved/disapproved the program worksheet will be returned to the supervisor.

B. Contractual Agreements -

Policies:

1. A Contractual Agreement (Attachment B) must be completed for all contractors being paid by claim voucher.
2. All Contractual Agreements must be typed.
3. Contractual Agreements must be executed prior to the contractor providing services.

Procedures:

1. The **supervisor/specialist** must complete a "Contractual Agreement Form" with applicable information. All contracts must be typed and have contractor and contact person's signature. It is strongly recommended that a hand written copy be submitted for review by the **Special Projects Division** prior to typing and signing when time permits.
2. The Contractual Agreement form is submitted to the **Special Projects Division** with a copy of the approved Program Worksheet attached.
3. The **Special Projects division** will process the Contractual Agreement - obtain **Department Head** signature, keep original on file and send a copy to the contact person.

C. Request for Payment -

Policies:

1. Requests for payment of a Contractual Agreement must be submitted by supervisors (or specialists at the **supervisor's** discretion).
2. The "Contractual Services Request for Payment" form (Attachment C) must be used to request payment of any contractor being paid by claim voucher.
3. Time sheets do not need to be turned in with payment requests, although supervisors/specialists may use them to verify information on the Request for Payment form.

Procedures:

1. Submit a "Contractual Services - Request for Payment" form including all requested information.
2. The Contract Number from the Contractual Agreement must be included on the Request for Payment form.
3. Payment will be processed in accordance with the claim voucher policies and procedures.
4. If information on the Request for Payment is not consistent with information provided on the original contract, the Request for Payment will

be returned for clarification.

A Program Worksheet is attached (Attachment A)

A Contractual Agreement form is attached (Attachment B)

A Contractual Services Request for Payment is attached (Attachment C)

CON - II

COLUMBIA COUNTY RECREATION AND PARKS DEPARTMENT
(P. O. Box 498 Evans, Georgia 30809)

CONTRACTUAL SERVICES REQUEST FOR PAYMENT

Contract Number _____ Social Security/Federal I.D.# _____

Name/Organization _____

Address _____ City _____ Zip _____

Date(s) of Services _____

Service Provided _____

The contractor provided the services described at a cost of:

\$ _____ per _____ X _____ = \$ _____
Cost Unit # of Units Payment Amount
(A unit is an hour, registration, game, session, event, night, etc.)

Account Code to be charged _____

Contractor's Signature _____ Staff Signature _____

COLUMBIA COUNTY RECREATION AND PARKS DEPARTMENT
(P. O. Box 498 Evans, Georgia 30809)

CONTRACTUAL SERVICES REQUEST FOR PAYMENT

Contract Number _____ Social Security/Federal I.D.# _____

Name/Organization _____

Address _____ City _____ Zip _____

Date(s) of Services _____

Service Provided _____

The contractor provided the services described at a cost of:

\$ _____ per _____ X _____ = \$ _____
Cost Unit # of Units Payment Amount
(A unit is an hour, registration, game, session, event, night, etc.)

Account Code to be charged _____

Contractor's Signature _____ Staff Signature _____

**RECREATION AND PARKS DEPARTMENT
FISCAL POLICIES AND PROCEDURES**

DEPOSITS

Policies:

1. Employees must issue a receipt for any money received for County programs, etc.
2. **Supervisors** are responsible for deposits made for their **divisions**. The deposits may be made by non-supervisory personnel (**supervisor's** discretion); However, the **supervisor** is responsible for reviewing and submitting all deposit paperwork.
3. Deposits must be made a minimum of once per week, or when \$250 cash has been collected whichever comes sooner.
4. **Supervisors** must complete and submit a cash report for each deposit made.
5. All money that is not being deposited should be placed in the locked cash bag and stored in the safe overnight.
6. Locked cash bags are provided for each division. No other cash bags are to be substituted. The **Special Projects** staff do not have keys to these bags; Therefore, they are not responsible for money placed in those bags.

Procedures:

1. An official Columbia County receipt is issued for all money received.
2. The supervisor (or designee) deposits funds into Columbia County account at **XXX Bank** using an appropriate deposit slip. A validated deposit slip is received from the bank.
3. For each deposit made, a cash report (Attachment A) is filled out indicating which revenue accounts are to be credited.
4. The cash report, the validated deposit slip and the pink copy of each official receipt (from the Columbia County receipt book) is turned in to the **Special Projects division** no later than two (2) working days after the deposit is made.
5. Money not being deposited should be stored in the locked cash bags and placed in the safe over night. Bags to be stored in the **Special Projects division** safe should be turned in before 5:00 P.M. and can be picked up after 8:00 A.M.

A Supervisor's Cash Report form is attached for reference. Copies may be obtained from the **Special Projects division**.

**COLUMBIA COUNTY RECREATION AND PARKS DEPARTMENT
PROGRAM WORKSHEET**

General Information:

Program Name								
Location								
Begin Date					End Date			
Scheduled Days					Times			
Supervisor					Specialist			
Registration	Location					Dates		
Attendance	Minimum					Maximum		
Cost/Person			Is this program New or Existing?					
Target Age			Target Population				M	F

Staffing:

Contractor Name	Service the contractor will provide	Contract amount Per session
		\$
		\$
		\$

Explain the impact this program will have on existing full-time staff:

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Expenses:

Account	Description	Fund/Division	Fund/Division	Fund/Division	Total
11300	Part-time Salaries				
11200	Overtime Salaries				
12100	FICA (.0765 x Salary)				
30500	Promotions				
30600	Advertising				
42000	Printing				
43900	Professional Services				
46800	Rental Equipment				
53100	Operating Supplies				
53200	Plaques/Trophies				
53600	Small Equipment				
55300	Travel/Training				
55500	Admission Fees				
Total Expenditures		\$	\$	\$	\$

Revenues:

Complete only the section that applies (in most cases, only one section applies.)

The contractor will collect the fees and pay the City						The City will collect the fees and pay the Contractor						
City % Of Fee	X	Cost Per Person	X	Expected # of People	=	Total Revenue	Cost per Person	X	Expected # of People	=	Total Revenue	
	X		X		=	\$		X		=	\$	
	X		X		=	\$		X		=	\$	
Total Revenues						\$	Total Revenues					

Explain how this program will meet a need or benefit the community.

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Administrative Operations Division Comments	Superintendent Approval	
	Department Head Approval	

RECREATION AND PARKS DEPARTMENT

DEPOSIT POLICY / PROCEDURE

AUTHORIZATION: _____

PURPOSE:

- ◆ To give Recreation employees the flexibility of making deposits once or twice per week.

POLICY:

- ◆ Except in the case of golf and tennis where tickets are utilized, receipts must be written for all funds received, even if one is not asked for.
- ◆ All sites where money is collected have on-site safes to ensure that funds (cash and checks) are secure at all times.
- ◆ In the case of Golf, deposits must be made twice per week, Monday and Thursday, through an armored car pickup at the Recreation and Parks Administration office.
- ◆ In the case of Recreation, deposits must be made at least once per week, either Monday or Thursday. If staff deems it necessary due to the amount of funds collected, deposits can be made twice per week, Monday and Thursday.

PROCEDURE:

- ◆ Except in the case of Golf and Tennis where tickets are utilized, when revenues are collected complete an official receipt, including revenue account number in which funds are to be deposited.
- ◆ In the case of Golf, complete deposit and cash reports daily for all funds collected. Twice per week, Monday and Thursday, deliver all completed deposits to the Administration office for pickup by armored car. Corresponding cash reports must be submitted no later than the day following the deposit pickups, Tuesday and Friday.

- ◆ In the case of Recreation, prepare a deposit for all funds collected at least once per week, Monday or Thursday. Prepare a cash report for all funds collected and submit with deposit. (Discovery Science and Outdoor Center will prepare daily cash reports.) If deemed necessary, deposits and cash reports can be prepared twice per week, Monday and Thursday. Corresponding cash reports must be submitted with deposits.
- ◆ All sealed deposits must be delivered to the Recreation and Parks Administration office no later than 12:00 on Mondays and Thursdays. All deposits delivered after 12:00 will not be accepted and will not be kept at the Administration office for the next scheduled pickup.
- ◆ For security purposes, sealed deposits must be delivered to Administrative Specialist. Do not place deposits in mailbox or leave on desk unattended. If circumstances require that a deposit be delivered early, prior arrangements must be made with Administrative Specialist to ensure the security of deposit.



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