



CITY OF CONYERS

STRATEGIC VISION & PLAN

MAY 2016



CITY OF CONYERS

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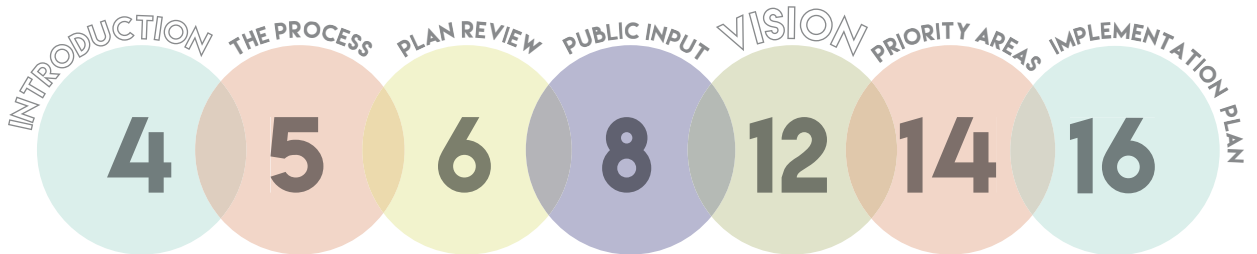
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INTRODUCTION

Located in the second-smallest county in Georgia and housing a diverse population of more than 15,000 people, Conyers, Georgia has developed into a popular metropolitan area that can compete with its larger city counterparts. Only 25 miles outside of Atlanta, Conyers offers a unique mix of cultural and religious heritage. Historic Olde Town buildings; the Georgia International Horse Park; the train depot, which has been transformed into a welcome center; and even a Gothic style monastery are just a few examples of unique assets the community has to offer.

The land that is now Conyers was home to different Native American tribes in the late 18th century. In the following decades, Conyers and its "Great Indian Road" was used as a passageway for settlers moving inland. After pulling in large numbers of European immigrants, Rockdale County was officially opened for settlement. Following the establishment of some small mills, the Georgia Railroad opened up a station that was fully operating by the mid-1800s. The railroad and steam locomotive "Dinky" still serve as one of Conyers' most treasured historic landmarks today.

Through disastrous fires and the construction of Interstate 20, Conyers has kept its distinctive heritage alive. Original architecture in Olde Town contributes to the attractive landscape while serving as a reminder of a rich past. Although in close proximity to Atlanta, residents enjoy the small-town atmosphere that results from friendly neighbors and an overall close-knit community. Moving forward, the people of Conyers know that successful growth will come from modernization and innovation coupled with strong historical and cultural roots.



STRATEGIC VISIONING & PLANNING

Strategic visioning is a collaborative planning and decision-making process that relies on broad stakeholder participation and a focus on asset-based development to create a shared community vision, plan, and implementation strategy. Strategic visioning helps communities better understand their existing assets, more clearly identify priorities, and then use both as a basis for planning.

There are three key steps in the process that must be identified: building a better understanding of where the community is; creating a vision for where the community wants to go; and building an action plan for how to get there.

Through a variety of public input methods, including focus groups, personal interviews, and an online survey, a comprehensive picture of the Conyers community's priorities was developed. The Institute of Government received more than 600 survey responses from citizens and tourists, conducted 16 interviews with key stakeholders, and held 7 focus groups. The participants in these came from the following groups:

- Business and property owners
- Conyers city officials and authorities
- Churches
- Real estate officials
- Schools
- Citizens
- Civic groups



The information from these public input forums was recorded, combined, analyzed, and summarized. The key issues and opportunities identified were then vetted with City of Conyers senior staff to categorize topics for the purpose of creating action plans for implementation. Six categories or areas of priority emerged and from those, associated action items and implementation plans were then developed for each item. Following are the areas of priority and associated items considered critical to successfully moving Conyers forward.

THE PROCESS

STRATEGIC VISIONING AND PLANNING



EXISTING PLAN REVIEW

Plans Reviewed:

ROCKDALE-CONYERS TRANSPORTATION PLAN, 2009
ROCKDALE PARTIAL UPDATE TO THE COMPREHENSIVE PLAN, 2008
PARTIAL PLAN UPDATE OF THE CONYERS COMPREHENSIVE PLAN, 2008
CENTRAL CONYERS ACTIVITY CENTER LCI REPORT, 2009
URBAN REDEVELOPMENT PLAN, VERSION 2, 2012
CITY OF CONYERS SHORT TERM WORK PROGRAM REPORT OF ACCOMPLISHMENTS, 2009–2013

COMMON THEMES:

Population Growth

Conyers is projected to comprise 15% of Rockdale County's residents by the year 2020 (at an estimated city population of 16,386). This residential growth is being stimulated by the Livable Center Initiative of 2009 (LCI), the revitalization of Olde Town, and increased residential and mixed-use infill development. Rockdale County houses a significant aging population, which presents challenges for housing and transportation infrastructure in Conyers.

Land Use

Conyers should target formal residential infill development, maintain its established neighborhoods, quicken the process of reviewing redevelopment projects, attract more residents and visitors with the Horse Park, incorporate residential uses within activity centers, include recreational uses when possible, and encourage industrial firms to locate within existing industrial parks. Upcoming public works projects in-

clude the Central Conyers Park, Hardin/O'Kelly Complete Streets, and the Olde Town PATH Trail extension. The city is working to develop a Master Plan for the Urban Redevelopment Area, including industrial buildings along Green Street, Main Street, and in Central Conyers. The Gateway Village District addresses additional blight along State Highway 20/138. To eliminate visual boundaries, it is vital that the city connects Central Conyers and Olde Town to adjacent neighborhoods and corridors by rezoning the entire Central Conyers neighborhood to the Mixed-use Development and Gateway Village Districts.

Infrastructure

Conyers is not prepared to accommodate population growth with water and sewer infrastructure throughout the city. The LCI Plan focuses on improvements for smart growth, mixed-use development, pedestrian improvements, and linkages between focal activity centers. Connec-

tivity is further emphasized by the recommended bike plan in the Rockdale-Conyers Transportation Plan, along with the Master Plan for a multi-use trail connecting the Rockdale River Trail to Olde Town. There is the possibility of a GRTA commuter rail passing through and stopping in Conyers.

Olde Town

Conyers needs to continue to encourage the development of sites close to Olde Town and maintain it as the focal point of the city. The Tax Allocation District (TAD) incentivizes capital improvements and spurs infill development in the historic urban core, but a complete streetscape revitalization is still needed.

Community Facilities and Services

Conyers was previously designated a “Certified Work Ready Community” by the state. Rockdale County provides adequate educational services, and the city has access to 17 different colleges and universities around the Atlanta region. Existing churches and community centers play a vital role in building a sense of community.

Economic Restructuring

Desirable new businesses include professional offices, technology industries, and specialty retail. Additional services and jobs can be brought in through the film industry. Conyers is currently recruiting for medical services, computer technology, professional service businesses, biotechnology services, and telecommunications. Development outside of the original corporate limits follows major corridors like I-20, Sigman Road, and State Roads 138 and 20, and new

public/private partnerships will help stimulate redevelopment within the historic urban core.

Heritage Preservation

Conyers has significant concentrations of historic properties, and strategies to preserve these historic resources include implementing provisions of the local historic district overlay zone, creating design standards, updating the city’s Historic Preservation Ordinance, and completing the easement for a specific historic corridor. Conyers should consider developing a walking tour of its historic sites to better market these assets.

Environmental Protection

The city has modified and expanded several local environmental ordinances to address sensitive areas. Conyers has adopted guidelines for river corridor protection, groundwater recharge area protection, wetlands protection, watershed protection, and a conservation subdivision. The city plans to expand its local green space program with a focus on linking parks and activities.



PUBLIC INPUT

In order to envision Conyers' future, that future needs to be described by those who live, work, study, & play there.

Through a variety of public input methods, including focus groups, personal interviews, and an online survey, a comprehensive picture of the Conyers community's priorities was developed. The Institute of Government received more than 600 survey responses from citizens and tourists, conducted 16 interviews with key stakeholders, and held 7 focus groups. The participants in these came from the following groups:

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- Conyers city officials and authorities
- Churches
- Real estate officials
- Schools
- Citizens
- Civic groups

The information from these public input forums was recorded, combined, analyzed, and summarized. The results of the public input sessions revealed the community's vision for the future,

what is currently working well and needs to be capitalized on, and what elements need improvement or are missing. These elements are broken down based on whether they apply to the city of Conyers as a whole or only to the Olde Town district.

TOP ISSUES EMERGING DURING THE PUBLIC INPUT PHASE:

- Perception of Safety, Crime
- Signage & Wayfinding
- Marketing & Branding
- Green Spaces
- Visual Blight
- Connectivity & Walkability
- Residential Development
- Business & Infrastructure
- Parking & Traffic Flow in Olde Town
- Variety of Dining & Shopping in Olde Town
- Permitting, Licensing, & Zoning in Olde Town

1

WHAT IS YOUR VISION FOR THE FUTURE OF THE CITY OF CONYERS?

A peaceful, safe, livable community that supports a wide range of activities for its members;
Pedestrian-friendly and easily accessible for families;
Increased housing development catering to a wide range of population groups;
A thriving place with many shopping and dining options;
A beautiful and clean city with booming business;
A place that embraces change while remembering its historic roots;
A place people can be proud of; and
A place people want to visit.

2

WHAT IS WORKING WELL IN CONYERS?

City of Conyers

Conyers is characterized by a quaint, small-town feel while still being in close proximity to a major metropolitan area. It is close to the airport and close to the city of Atlanta and all its attractions, but residents don't have to leave unless they want to. The small-town convenience and prime location was one of the most commonly cited favorite things about Conyers. There is a widespread desire for improvement. A contagious, positive spirit about the area comes from residents and city leaders alike, and community members are open to change, development, and innovative ways to make Conyers an even better place to live. Recent demographic changes have enhanced Conyers' culture and diversity, and the city leadership has positively embraced those changes.

Olde Town

Olde Town is very welcoming and family-friendly, and most people are drawn there by dining/shopping opportunities and special events. It is a clean, safe, and walkable environment. The area has a unique aesthetic feel, and it is one of the most attractive parts of town. Olde Town is the jewel of Conyers; the long-standing history of the railroad and unique architecture both contribute to its charm. People of Conyers see great potential in the area. They know that Olde Town can be a thriving, prosperous hub for business and tourism while retaining its small town feel.

3

WHAT NEEDS IMPROVEMENT?

City of Conyers

- To fully embrace the identity of a walkable, family-friendly community, Conyers needs to be better connected and more amendable to pedestrians and bikers. Sidewalk additions and improvements need to be made to efficiently facilitate pedestrian activity. The city is working on installing a multi-use trail going to and from Olde Town, and this will help better connect the city as a whole.
- Increasing the number of transportation options available will foster activity within city limits.
- Conyers needs to fully embrace its existing community assets, such as the Georgia International Horse Park, monastery, and train depot. These are tremendous resources for the community and should be highlighted as much as possible.
- Additional housing is needed to meet market demand. A variety of residential development, including downtown lodging, mixed-use, and elderly living communities, is needed to attract different ages and sustain growth.
- With so many families around town, Conyers should plan more annual or semi-annual festivals and events. Marketed events help cities feel more like a destination.
- A communal gathering area and greenspace would provide a venue for events as well as beautifying the area.
- Gateways into Conyers should be attractive and inviting. When entering into town, people need to know that Conyers is cared about and looked after by its residents.
- Visual blight such as abandoned buildings and empty parking lots should be reconfigured or eliminated.
- There is a major disconnect between the aesthetic feel of Olde Town and the rest of the city. Similar architecture and design principles are needed to create a connection between Olde Town and the rest of Conyers.
- Although crime rates have been steadily decreasing, the perception of crime in Conyers needs to be addressed by local law enforcement officials and city leaders. Safety is a main draw for families looking to relocate.



WHAT NEEDS IMPROVEMENT?

Olde Town

- Parking is one of the main barriers to people coming to Olde Town. City officials should consider implementing a parking availability study as well as assess ways to capitalize on their existing lots and spaces. Installing signage directing people to available parking may remedy some traffic issues, and a parking deck may be needed in the future.
- People want to see increased variety in dining and retail in Olde Town. Having more restaurant and shopping choices would boost daily tourism and bring citizens into the area more often.
- New development and redevelopment is needed in and around Olde Town. Centralizing development will highlight Olde Town as the focal point of Conyers as well as bring in new customers to the existing businesses. Establishing an incentive program, including inducements like mini-grants or tax refunds, would make this task easier for both the city and businesses looking to relocate.
- Certain zoning and permitting requirements might be hindering desirable development and remodeling efforts in the district. Reviewing the current standards and adjusting some requirements may also help draw in new businesses and housing developments.
- Directional signage is needed to guide motorists into Olde Town from the main entrances into the city.
- Although it is considered one of the most attractive parts of the city, the visual appeal of Olde Town stands to benefit from streetscape, façade, and greenery enhancements. These relatively simple improvements have the potential to greatly bolster the downtown's overall aesthetic feel.

A VISION FOR THE FUTURE OF CONYERS

Vision Statement

CONYERS IS A COMMUNITY THAT REMEMBERS ITS RICH HISTORY AND HERITAGE WHILE EMBRACING PROGRESSIVE AND INNOVATIVE IDEAS AND THINKING WITHOUT COMPROMISING ITS SAFE ENVIRONMENT TO RAISE FAMILIES, TO THRIVE, AND TO BE SUCCESSFUL. CONYERS IS A DESIRABLE, HEALTHY, AND HIGHLY SOUGHT-AFTER COMMUNITY THAT ANCHORS THE EASTERN ATLANTA METROPOLITAN AREA ECONOMICALLY, PHYSICALLY, AND SPIRITUALLY.

GUIDING PRINCIPLES

Progressive

The city of Conyers should stay open to new ideas and always be looking for innovative ways to improve the quality of life.

Personal

Feeling personally connected to a place and its neighbors is what makes Conyers an inviting community. Keeping the small-town feel will strengthen the close-knit community.

Balanced

Being diverse yet balanced in terms of age, race, and education level fosters a unique culture for the city. A balanced community is a happy community.

Attractive

Conyers should be able to attract a wide variety of people and businesses. A high quality of life, prosperous economy, and aesthetically pleasing physical environment will draw in residents and employers.

Livable

Conyers should have everything it needs to be a livable community—ample employment opportunities, amenities, entertainment options, and residential options as well as good schools.

Equitable

There should be fair and just opportunities for everyone.

Hospitable

Citizens and businesses are hospitable toward both fellow community members and tourists. Conyers should continue to welcome people from all walks of life.

Sustainable

Growth and infrastructure needs to be sustainable and supported. A good balance of industry, housing, and commercial development is needed for a stable economy and satisfied community.



PRIORITY AREAS

AREAS OF PRIORITY ARE BEST DESCRIBED AS THE STRATEGIC INITIATIVES THAT WERE IDENTIFIED THROUGH PUBLIC INPUT AND FLESHED OUT AS PART OF A WORK PROGRAM BY SENIOR STAFF. FOR EACH PRIORITY, THE STEPS NECESSARY FOR IMPLEMENTATION HAVE BEEN DEVELOPED AND WILL SERVE AS A GUIDE TO COMPLETE EACH AREA OF PRIORITY.

City Hall Master Plan

For any community, City Hall is the front door, and Conyers seeks to enhance its appeal and appearance with a new City Hall complex. With a first class facility in which to conduct the business of the community, Conyers City Hall will serve as a catalyst for community beautification with an enhanced streetscape and provide opportunities for infill development and improved connectivity across the community.

- City Hall Development
- Streetscapes and plantings
- More gathering spaces
- Improve connectivity
- Mixed use infill

Community Identity

Knowing who you are and determining how to tell that story to residents and visitors alike can be critical to community growth, development, and redevelopment. Conyers will benefit from developing a “Conyers brand” that will promote the community and its economic potential. Part of the overall campaign should also include enhanced and improved signage and gateways.

- Branding
- Signage and way-finding
- Gateways

Quality of Life

The appearance of a community is where its story begins – what we see is our first impression and that contributes significantly to the quality of life of residents. Therefore, creating a high quality of life includes ensuring that existing codes to address issues such as blighted properties or litter are enforced equally and that other tools necessary to enhance quality of life are developed and implemented. Quality of life is also significantly enhanced if residents feel safe and secure in their homes, their neighborhoods, and within the larger community.

- Code enforcement
- Improve appearances
- Eliminate visual blight
- Address renter occupancy rates and increase homeownership
- Police/Law Enforcement

Olde Town

As one of the most attractive and well-known areas of Conyers, Olde Town has an identity that is worth protecting and growing. Several strategies should be employed to address parking and retail attraction, among other items, to enhance the success of Olde Town Conyers. New development in and around Olde Town will highlight the area as a community focal point and boost economic activity.

- Parking
- Develop a retail attraction strategy
- Infrastructure by private developers

Transportation and Infrastructure

Communities must constantly consider how to move people through and within their community and Conyers is no different. Whether by road, sidewalk, or trail; how it might connect to adjacent jurisdictions, and what features and amenities are necessary and needed along any given route all must be considered. These are not overnight projects, and great thought and planning must go into their complete execution. Often, the greatest challenge is prioritizing needs.

- Trail projects
- Traffic flow improvements
- Infrastructure upgrades (roads, sidewalks, utilities, lighting)
- Identify funding for projects
- Prioritize projects

Recreation

Recreational opportunities in Conyers are certainly one of its greatest assets. The Olympic legacy of the International Horse Park and the amenities that have been added – such as the nature center and extensive trails – are certainly tourist destinations. However, it is important to maintain and update facilities as necessary so that economic opportunities can be realized.

Increasing awareness of the recreational opportunities offered at the International Horse Park can help develop and ensure the economic vitality of this outstanding resource. Other recreational assets of the community, such as Cherokee Run, should also be enhanced to increase the opportunity for diversified economic activity.

- Georgia International Horse Park
- Big Haynes Creek Nature Center
- Cherokee Run Golf Club
- New opportunities

Internal Operations

The tasks that are undertaken to ensure the smooth operation of the government itself take place behind the scenes and are often unknown and underappreciated. They are, however, no less important than other efforts.

- Create disaster recovery plans
- Develop and test mobile workforce model
- Integrate new technologies

IMPLEMENTATION PLAN

Plans are useless without giving thoughtful and realistic consideration to the who, what, where, when, why, and how of implementation.

Implementation plans have been developed for each item categorized above. Some of these are already underway. Some will take weeks to complete, others will take years. The key consideration is that with assigned responsibility and goals set to move the city forward, these are all realistic and achievable. The City staff and leadership should review the plan on a regular schedule to ensure that it is moving forward.

1

CITY HALL MASTER PLAN: SHORT TERM **ACTION ITEM: Determine location of City hall**

Goal: Decide the most strategically and economically viable location for the new City Hall

Lead: City Manager

Partners: Chief Operating Officer, Senior Staff, Mayor and Council

Timeline: February 2016

Funding: NA

Steps:

1. Develop presentation of site analysis (already completed).
2. Review information with Mayor and Council.
3. Build consensus/guide decision-making process.
4. Select site.

Obstacles: Emotions, pros and cons of sites, cost



2

CITY HALL MASTER PLAN: SHORT TERM

ACTION ITEM: Amend zoning districts within the zoning regulations to be Transect-Based zoning as opposed to Euclidean (conventional) zoning.

Goal: To incorporate a variety of residential and commercial spaces into a single neighborhood. Emphasize site design and sustainable building form

Lead: Director of Planning and Inspections

Partners: Planning Commission, City Council, City Manager, General Public, and Planning Department

Timeline: July 2016

Funding: General Fund

- Steps:**
1. Develop Transect Zoning Regulations.
 2. Present amended regulations to Community Development Committee.
 3. Conyers/Rockdale Planning Commission conduct public hearing to make recommendation.
 4. City Council conduct public hearing and adopt Transect Zoning Regulations.
 5. Educating staff, builders, and developers.

Obstacles: Citizens may be satisfied with conventional zoning standards. Local builders and developers object to the stricter architectural requirements. Community could fear stricter standards may have impact on new businesses wanting to locate to the community.



3

CITY HALL MASTER PLAN: LONG TERM

ACTION ITEM: Funding of City Hall Complex

Goal: To obtain available options for the financing of a new City Hall complex

Lead: Chief Financial Officer

Partners: Chief Operating Officer, City Manager, Todd Barnes- Bond Counsel, Mayor and Council, City attorneys, Finance staff

Timeline: July 2016 – January 2017

Funding: General Fund Bond Issuance

- Steps:**
1. Contact Todd Barnes.
 2. Create RFP for funding.
 3. Select funding option.
 4. Issue bonds.

Obstacles: Ability to pay yearly amount, cost over runs

4

CITY HALL MASTER PLAN: LONG TERM ACTION ITEM: City Hall Complex

Goal: To build a City Hall Complex that will meet the needs of the community for the next 30 years, provide outdoor recreational space and provide connectivity to Olde Town from the I-20 corridor

Lead: Chief Operating Officer

Partners: Public Works, Finance, Planning, Consultants for design, construction, and finance

Timeline: July 2016

Funding: General Fund, Bond

- Steps:**
1. Reactivate the RFQ for design.
 2. Create an RFQ for CM at Risk.
 3. Select design and construction firms.
 4. Acquire additional parcels of land.
 5. Begin construction.
 6. Finalize connectivity plan.

Obstacles: Funding, objections from property owners affected by project, cost



New City Hall Complex

Heery International was commissioned by the City of Conyers to develop a site plan for the new City Hall Complex.



5

CITY HALL MASTER PLAN: LONG TERM ACTION ITEM: Streetscapes and Plantings

Goal: Beautification for city streets and enhance the aesthetics of specific corridors

Lead: Chief Operating Officer

Partners: Public Works, Finance, Planning, Consultants for design, construction, and finance

Timeline: July 2016

Funding: General Fund, Bond

- Steps:**
1. Reactivate the RFQ for design
 2. Create an RFQ for CM at Risk
 3. Select design and construction firms
 4. Acquire additional parcels of land
 5. Begin construction
 6. Finalize connectivity plan

Obstacles: Funding, objections from property owners affected by project, cost

Before (see page 21)

The photograph (above, right) shows a view of Main Street heading south at the Carters Alley intersection.

After (see page 21)

As shown in the rendering (below, right), this corridor could be greatly improved by widening the side-walk and installing a brick running bond border. Additionally, unnecessary “clutter” signage could be removed and simplified into one source. A rain garden bump out would visually communicate the line between the driving lane and parking to the drivers moving through downtown. Curb cuts in the concrete curbing would also become inlets for runoff rainwater from both the street and sidewalks to flow into the rain gardens improving storm control measures and ecological functions downtown.



BEFORE



AFTER

IMPLEMENTATION PLAN

Before

These are the existing conditions of the parking lot located on Railroad Street buffering the downtown to the railroad corridor. The space is in no major need of improvement but minor changes could be made to improve both the beauty and the greening.

After

Installing a row of cherry trees along the edge of the lot bordering the railroad right-of-way would continue the vegetative treatment that already exists in the adjacent space. The parking lot could use some greening on the side bordering the business edge. The only proposed change would be to install a green bed with a cherry tree every fifth spot to minimize the loss of spaces but enhance the overall character of the storefronts as well as break up the expanse of asphalt.



Before

The photograph below shows the lot next to an auto shop's need for sidewalk and other streetscape improvements.

After

Improvements include adding landscaping, a new sidewalk with brick bond edging, and changing the entry and exit to the lot to one-way only. By making the entrance and exit one-way, drivers would have to cycle through the lot in one direction cutting down on confusing circulation patterns and making the sidewalk safer for pedestrians.



IMPLEMENTATION PLAN

Before

The photograph (below) illustrates how the sidewalk running adjacent to Main Street abruptly ends when the lot begins. This creates dangerous conditions for both pedestrians and motorists alike.

After

Improvements through extending the sidewalk along the street as well as install a brick bond edging. A crosswalk could be installed signifying to improve safety. Additionally, a green strip containing shrubs and trees could serve as a buffer and improve the look of the street.





CITY HALL MASTER PLAN: LONG TERM
ACTION ITEM: More Gathering Places

Goal: To encourage citizens to gather or congregate in parks, streets, coffee shops, and similar places

Lead: Director of Planning and Inspections

Partners: City Manager, City Council, Planning Commission, Planning Dept. and General Public

Timeline: July 2020

Funding: General Fund

- Steps:**
1. Adopt ordinances to require community to be designed to support sidewalks and safe bike lanes for amenities to be accessible by walking or biking.
 2. Inventory or survey existing property that could be improved and converted to public use.
 3. Encourage street festivals, health fairs, and athletic events.
 4. Designing and developing “age in place” communities.

Obstacles: Regulatory barriers such as building codes and zoning ordinances that deter mixed-use development, parking (too little parking can lead to lost revenue, too much can raise the cost of housing and commercial rent)



CITY HALL MASTER PLAN: LONG TERM
ACTION ITEM: *Mixed Use Infill*

Goal: To encourage the economic use of existing infrastructure

Lead: Director of Planning and Inspections

Partners: City Manager, City Council, Planning Commission, Planning Dept. and General Public

Timeline: July 2020

Funding: TAD and private sector

- Steps:**
1. Develop Redevelopment Plan.
 2. Identify developer(s).
 3. Presentation to public.

Obstacles: More cost for developers to acquire land and remove structures, possible environmental contamination, resistance from landowners to sell property



CITY HALL MASTER PLAN: LONG TERM **ACTION ITEM: Improve Connectivity**

Goal: To encourage the connection of residential and commercial development

Lead: Director of Public Works and Transportation

Partners: Public Works and Transportation, Rockdale County Dept. of Transportation, PATH Foundation, and the Planning and Inspection Services Department

Timeline: July 2017

Funding: SPLOST, GDOT, PATH Foundation, and private sector

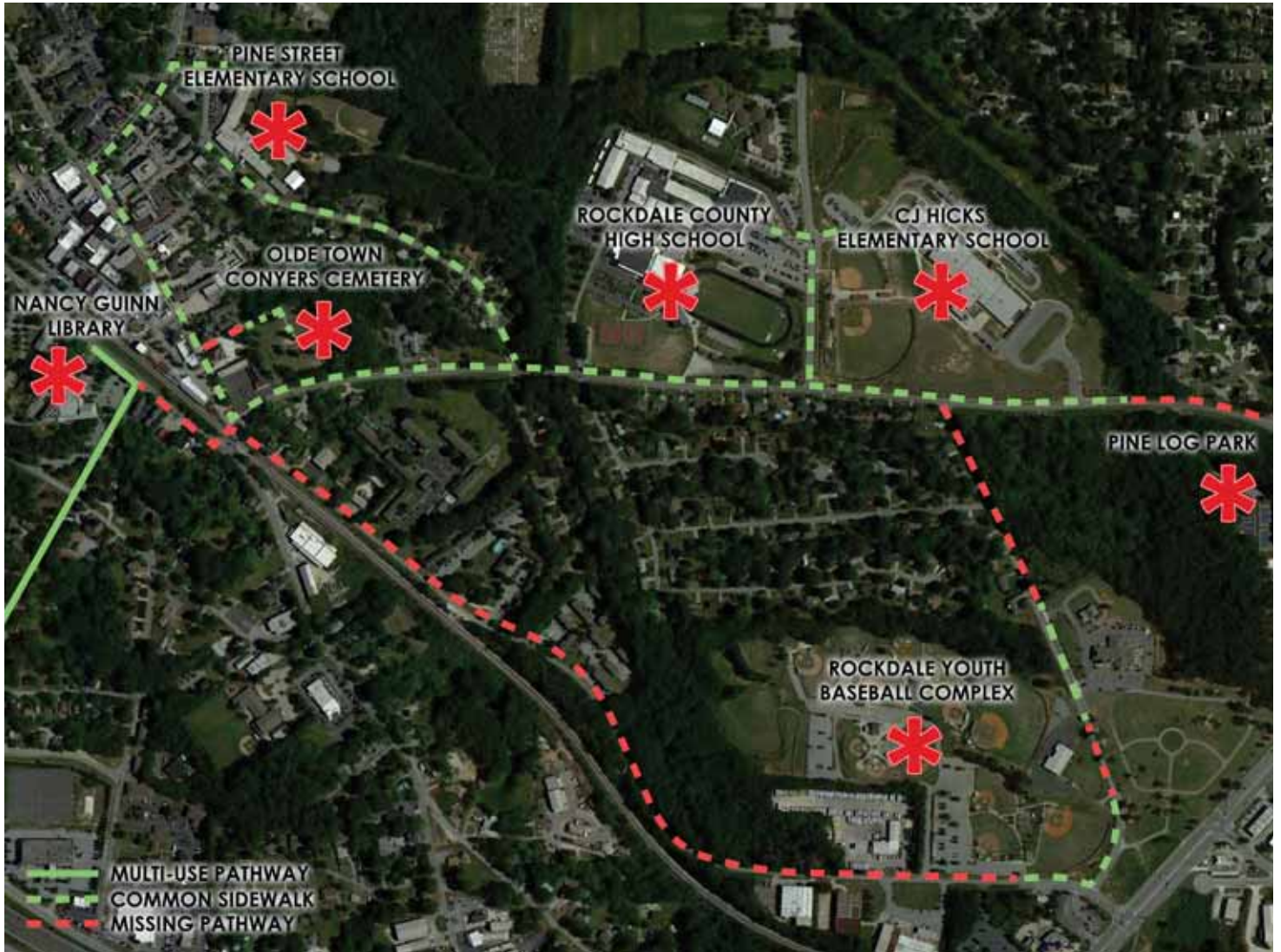
- Steps:**
1. Develop connectivity plan.
 2. Engineering and cost analysis.
 3. Presentation to public.
 4. Acquisition of land and right-of-way.

Obstacles: Funding, objections from property owners affected by project, cost

Residents of Conyers are very proud of their existing multi-use trail. They want more of it. Improving and increasing sidewalks and other non-automobile connections into Olde Town and around Conyers came up frequently in the public input. Continuing the city's current plans for extending the PATH trail and repairing and connecting sidewalks will make Olde Town and other areas of Conyers more accessible for those who want to bike or walk.

Circulation Map

The map (shown right) seeks to outline the circulation network that presently exists between the major institutional and recreational uses in downtown Conyers. The multi-use pathway running down Parker Bridge Road exemplifies the most ideal conditions for pedestrian circulation around downtown Conyers which would encourage more people to walk, run, or bike instead of hopping in a car to get where they need to go. However, conventional sidewalks could be installed where the red dashed lines are located depicting where no sidewalk exists creating dangerous walking conditions for pedestrians walking along the side of the road.



Circulation Map

Existing connections are highlighted in green; missing connections are highlighted in red.

IMPLEMENTATION PLAN

9

COMMUNITY IDENTITY: SHORT TERM

ACTION ITEM: Engage Firm to Create a Plan

Goal: Enlist a professional, experienced firm to assist with creating a new, engaging brand for the city of Conyers

Lead: Director of Public Relations

Partners: Mayor and Council, City staff, firm

Timeline: February 2016 – December 2016

Funding: General Fund, Hotel Motel fund

Steps:

1. Research and contact other cities for references of companies/firms.
2. Select firm based on qualifications, cost estimates, etc.
3. Work with firm to create new branding.

Obstacles: Cost

10

COMMUNITY IDENTITY: SHORT TERM

ACTION ITEM: Olde Town Parking Signage

Goal: Parking in Olde Town is limited, however, with proper signage patrons and visitors could find available space

Lead: Chief Operating Officer

Partners: DDA, Downtown Board, Merchants, Chamber, ED

Timeline: March 2016 – December 2016

Funding: General Fund Bond Issuance

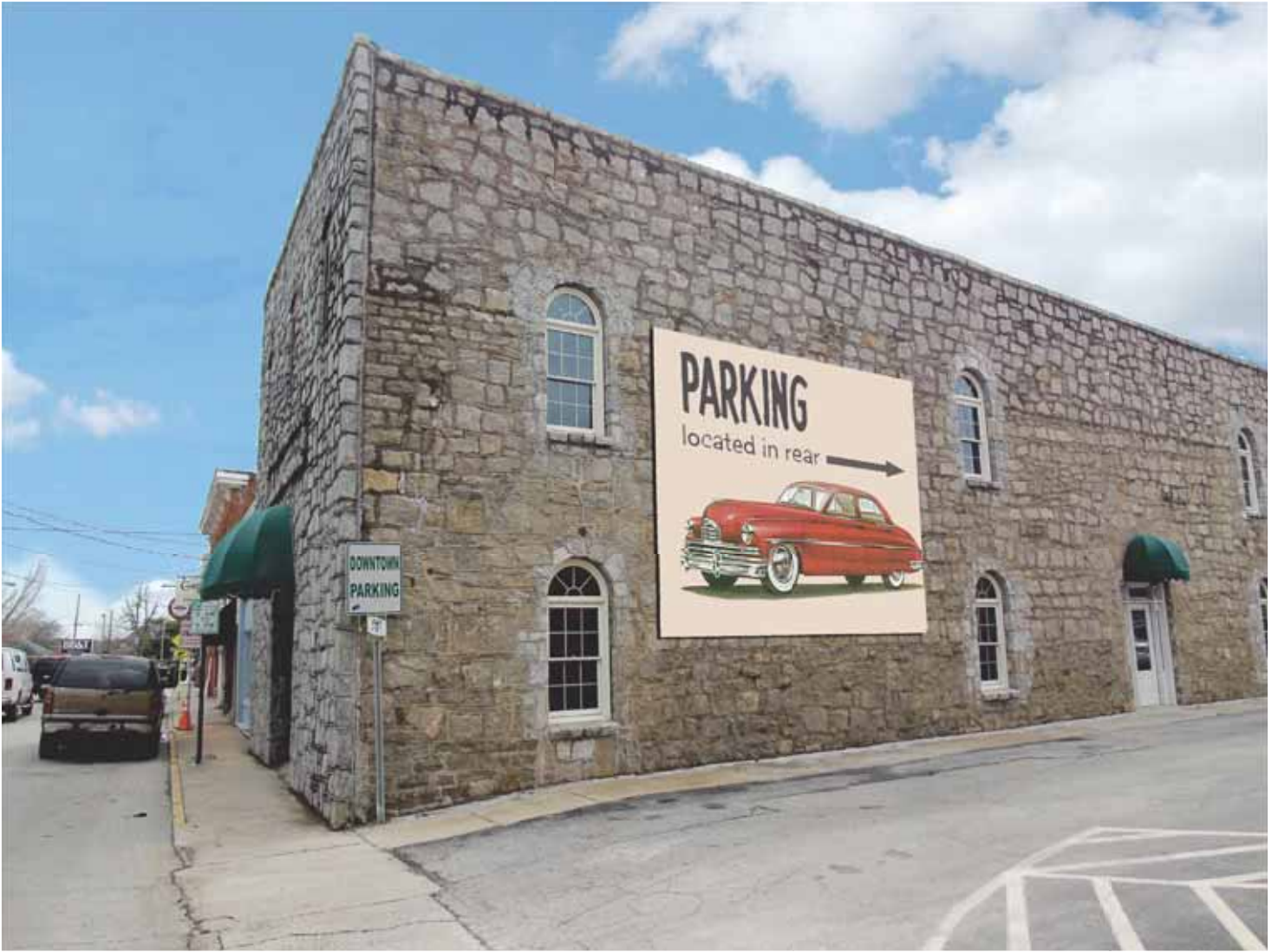
Steps:

1. Identify brand and types of signs.
2. Identify locations for signage and consider size of signs.
3. Obtain cost for signage.
4. Secure permission, if necessary, from business owners.
5. Purchase and install signage.

Obstacles: Consensus on branding type, uncooperative business owners, funding

After

(Shown on the following page) The renderings show vintage-inspired parking signage that could go on the building in Olde Town.



11

COMMUNITY IDENTITY: SHORT TERM

ACTION ITEM: Gateways to City of Conyers (West Avenue, Northside Drive, Main Street at Pine Log)

Goal: Enhanced areas that lead into Conyers with landscaping and/or signage

Lead: Director of Public Works and Transportation

Partners: Director of Public Relations, Chief Operating Officer, GDOT, DDA, Mayor and Council

Timeline: Completed

Funding: SPLOST

- Steps:**
1. Identified entrances into the city.
 2. Presented to City Manager and Chief Operating Officer.
 3. Identified funding source.
 4. Presented to Mayor and Council.
 5. Obtained approval from GDOT and other agency for approval to install gateway on their property.
 6. Hired consultant and designed gateways.
 7. Completed installation.

Obstacles: Easements for installation.

12

COMMUNITY IDENTITY: SHORT TERM

ACTION ITEM: Gateway developments from 138 on the north and south sides of Conyers

Goal: Identify appropriate gateway signage locations to highlight the Conyers City limits

Lead: Director of Public Works and Transportation

Partners: Director of Public Relations, Chief Operating Officer, Property owners along the corridor

Timeline: Ongoing

Funding: SPLOST, General Fund

- Steps:**
1. Determine appropriate locations.
 2. Request approval to site signage and other landscape enhancements.
 3. Design gateway.
 4. Construct gateway.

Obstacles: Approval from private land owner; easements for installation

Before

Gateways at the edge of Olde Town are where the first and last impressions are left with guests entering and leaving downtown. For that reason, the streetscape and signage should be upgraded.

After

Installing the signage that welcomes guests in the heart of downtown could also be installed at this location, welcoming a high volume of guests exiting bustling Highway 138 into Olde Town Conyers. Additionally, cherry trees could be placed on each side as well as low maintenance flowering shrubbery lining the base of the sign.



13

COMMUNITY IDENTITY: SHORT TERM

ACTION ITEM: Install equestrian style fence from city limit to city limit

Goal: Work with existing businesses to install fencing to match existing white rail fencing that is characteristic of the community

Lead: Director of Public Works and Transportation, Director of Planning and Inspections

Partners: Property owners

Timeline: Ongoing

Funding: General Fund

Steps:

1. Determine properties that could be connected with the equestrian style fence.
2. Develop cost-share proposal.
3. Approach owners about fencing.
4. Install fencing where approval is granted.

Obstacles: Property owners unwilling to cost-share fencing



Installing fencing throughout the community creates an identifiable characteristic that lets people know "this is Conyers."

14

COMMUNITY IDENTITY: LONG TERM

ACTION ITEM: Rebrand the City of Conyers

Goal: Create a new, exciting identity that city residents can identify with and to instill and promote community pride and consider creating names for various districts (like Olde Town)

Lead: Director of Public Relations

Partners: Mayor and Council, city employees in all departments, marketing firm/brand agency, residents, city partners (CREDC, DDA, Chamber, etc.)

Timeline: June 2016 – June 2018

Funding: General Fund

Steps:

1. Research brands and logos of other cities.
2. Research companies specializing in branding and obtain cost estimates.
3. Work with selected company to create new brand for Conyers.
4. Determine how and where rebranding should occur (i.e. website, signage, social media, uniforms, vehicles, letterhead, business cards, etc.).
5. Launch brand at public celebration or event to create excitement and immediate buy-in from the public.

Obstacles: Cost, agreement on new brand and logo, buy-in from all partners, length or project and detail in rebranding across all areas (a daunting task)

15

COMMUNITY IDENTITY: LONG TERM

ACTION ITEM: Create a Wayfinding/Comprehensive Signage Program for Olde Town Conyers

Goal: Develop a unified, attractive signage and wayfinding program to aid motorists, promote community identity, and identify Olde Town gateways and entry points.

Lead: Director of Public Relations, Chief Operating Officer, and Director of Public Works and Transportation

Partners: Public Works, Signage company/firm, GA Downtown Association

Timeline: March 2016 – March 2017

Funding: General Fund

Steps:

1. Inventory existing signage and right-of-way.
2. Evaluate Olde Town boundaries, streets, etc.
3. Create uniform look for signage.
4. Determine where signage will be placed.
5. Install signage.

Obstacles: Cost, right-of-way, purchasing property needed for signage if not city-owned, DOT/CSX

IMPLEMENTATION PLAN

16

QUALITY OF LIFE: SHORT TERM

ACTION ITEM: *Eliminate Visual Blight, to be further defined*

Goal: Identify properties signage violations/building dilapidation/lights/trashy/overgrown properties/identify public property that might need attention

Lead: Director of Planning and Inspection

Partners: Chief Building Inspector, Code enforcement staff, Chief Operating Officer, and city attorney, Keep Conyers Rockdale Beautiful Awards program

Timeline: February 2016

Funding: General fund

Steps: 1. Define what is visual blight.
2. Determine what properties are in violation.
3. Notify property owners to comply.
4. Issue citations to violators.

Obstacles: Absentee property owners residing outside of the city, violators do not appear in court

17

QUALITY OF LIFE: SHORT TERM

ACTION ITEM: Create a Land Bank Authority

Goal: To create a mechanism by which the city/county can deal with blighted properties through the acquisition, demolition, and revitalization of homes/businesses whose owners are absentee or unwilling to fix up substandard properties

Lead: Chief Operating Officer

Partners: City/County Planning Departments, Conyers City Council, Rockdale County Board of Commission, Department of Community Affairs

Timeline: February 2016 to December 2016

Funding: SPLOST, General Fund

Steps: 1. Research current laws and requirements for creating a land bank.
2. Develop presentation that can be presented to the County Commission and City Council outlining the benefits of having a local land bank.
3. Create the necessary Intergovernmental Agreements to enact appropriate legislation.
4. Create initial funding mechanism for costs associated with operating a land bank.
5. Develop and prioritize list of properties to be addressed by the program.

Obstacles: Buy in from Rockdale County; funding sources

18

QUALITY OF LIFE: SHORT TERM

ACTION ITEM: Develop and determine tools to address out of state landlords

Goal: To increase city's ability to locate and communicate with out of state landlords

Lead: Director of Planning and Inspections

Partners: Public Safety Department, Finance Department, Planning Department, Rockdale County Tax Assessor's Office, and Rockdale County Tax Commissioner's Office

Timeline: July 2016

Funding: General Fund

- Steps:**
1. Register all vacant properties as required in the city's Vacant Properties Regulations.
 2. Continue to develop procedures to share ownership information between departments.
 3. Enact additional regulations as allowed by the Georgia Tenant Landlord Handbook.
 4. Enact a law to increase ad valorem tax on blighted real property to defray the cost of the city to close, repair, or demolish unfit buildings and structures.

Obstacles: Property owners that are out of state are more difficult to contact and serve citations; property owners who live in other countries are nearly impossible to contact

19

QUALITY OF LIFE: SHORT TERM

ACTION ITEM: Partner with Rockdale County to Standardize Codes on Specific Issues

Goal: Standardizing certain codes with Rockdale County allows citizens to understand there is a common goal to protect the community regardless of where you live.

Lead: Director of Planning and Inspections

Partners: City of Conyers, Rockdale County, Conyers/Rockdale Economic Development Council, and Conyers-Rockdale Chamber of Commerce

Timeline: July 2016

Funding: Staff time/General funding

- Steps:**
1. Set meeting to discuss consolidation of codes.
 2. Determine what codes should be standardized.
 3. Approve governmental agreement to officially standardize specific codes.

Obstacles: Agreeing on the strictness or leniency of the standardized code, change in staff attitudes

20

QUALITY OF LIFE: LONG TERM

ACTION ITEM: Conyers Police Department Facility and Campus Upgrade or Repurpose

Goal: To utilize the existing City Campus area and other properties to provide for a more modern and comprehensive police facility which would allow for future growth.

Lead: Chief of Police

Partners: Police staff, City staff, Council members, Georgia Association of Chiefs of Police, International Association of Chiefs of Police

Timeline: Analyze and evaluate quarterly as other City projects progress.

Funding: City and state funds, Grants, Forfeited funds, Public/Private partnerships

- Steps:**
1. Conduct needs assessment analysis for current as well as future predicted needs.
 2. Construct new or repurpose the existing facilities for more efficient police operations.
 3. Construct a police firing range.
 4. Construct a police emergency vehicle driving course or simulator facility.

Obstacles: Funding

21

QUALITY OF LIFE: LONG TERM

ACTION ITEM: Community Outreach—Conyers Police Department

Goal: Create strong community partnerships geared toward facilitating seamless communication and collaboration during times of crisis.

Lead: Police Department Personnel

Partners: Police staff, City staff, Council members, community leaders to include schools and faith-based institutions, Georgia Association of Chiefs of Police, International Association of Chiefs of Police and Commission on Accreditation of Law Enforcement Agencies.

Timeline: Analyze and evaluate continuously during weekly CompStat meetings and publish results each calendar year.

Funding: City and state funds, Grants, Forfeited Funds, and Public/Private partnerships.

- Steps:**
1. Expand on the department's relationship with local clergy to include but not be limited to additional Clergy Police Academies.
 2. Create a Civilian Review Board or Panel to review and evaluate existing policies, procedures, and training and provide realistic recommendations to improve police and community relations.
 3. Develop up-to-date and relevant Biased Based Policing training utilizing input from community members.
 4. Expand and promote the Cadet program to include additional cadet positions focusing on local candidates with strong community ties.
 5. Conduct external community surveys in targeted areas to identify areas where police/community relations can be improved.

6. Expand the number of police personnel trained in Crisis Intervention Techniques.
7. Continue to promote and support the Police Explorer Program with a particular focus on recruitment from “at risk” neighborhoods.
8. Increase the manpower resources for the Community Outreach program.

Obstacles: Lack of manpower necessary to achieve each objective, funding and equipment needs, public apathy and lack of engagement



QUALITY OF LIFE: LONG TERM

22 ACTION ITEM: Reducing Crime and Fear of Crime

Goal: To work closely with community members and organizations to provide a range of services that aim to reduce crime and the fear of crime, to support victims, create safer neighborhoods and improve quality of life.

Lead: Police Department Personnel

Partners: Police staff, City staff, Council members, community leaders to include schools and faith-based institutions, Georgia Association of Chiefs of Police, International Association of Chiefs of Police, Commission on Accreditation of Law Enforcement Agencies, Gang Intelligence Network, Georgia State Intelligence Network, Regional Organized Crime Information Center, Georgia Information Sharing Analysis Center, as well as other local, state, and federal law enforcement agencies and organizations.

Timeline: Analyze and evaluate continuously during weekly CompStat meetings and publish results each calendar year.

Funding: City and state funds, Grants, Forfeited funds, Public/Private partnerships

- Steps:**
1. Address quality of life issues through intense ordinance enforcement.
 2. Tracking of metal recycling, pawn, precious metals.
 3. Develop and maintain in-house tactical unit capable of handling a wide range of tactical situations.
 4. Develop an in-house Narcotics and Vice unit.
 5. Maintain and continue weekly COMPSTAT meetings with focus on zone maintenance and crime prevention looking at trends and staffing.
 6. Maintain a Highway Drug Interdiction Unit.
 7. Create and implement a Supervisory Development Program to better prepare new supervisors to face the challenges of new crime types.
 8. Increase membership in the Volunteers in Policing program.
 9. Utilize a strong public information campaign through social media, press releases, and training opportunities in order to inform, educate, and engage the public about police department objectives and operations.
 10. Develop and maintain a gang intelligence unit.

Obstacles: Property owners that are out of state are more difficult to contact and serve citations; property owners who live in other countries are nearly impossible to contact

IMPLEMENTATION PLAN



The Conyers Police Department's community outreach efforts build important relationships within the community and is not only beneficial to community members, but to the officers as well.

23

QUALITY OF LIFE: LONG TERM

**ACTION ITEM: Acquiring and Retaining Quality Staff
– Conyers Police Department**

Goal: To increase the rate of acquisition and retention of quality employees

Lead: Police Department Personnel

Partners: Police staff, City staff, Council members, community leaders to include schools and faith-based institutions, regional colleges, military bases, Georgia Association of Chiefs of Police, International Association of Chiefs of Police, Commission on Accreditation of Law Enforcement Agencies, as well as other local, state, and federal law enforcement agencies and organizations.

Timeline: Analyze and evaluate continuously during weekly CompStat meetings

Funding: City and state funds, Grants, Forfeited funds, Public/Private partnerships

- Steps:**
1. Expand the current CADET program to provide well-trained entry level personnel for the future.
 2. Evaluate conditions and circumstances which motivate employees (this may include surveys and discussions with current employees to determine the conditions which promote positive morale and make adjustments as necessary)
 3. Provide lasting incentives for employees to stay motivated and achieve higher job satisfaction.
 4. Maintain a competitive base compensation package with similarly situated and regional agencies.
 5. Recruiting with local organizations to include but not be limited to 100 Black Men of Atlanta and Georgia Association of Latin American Elected Officials.

Obstacles: Funding

24

QUALITY OF LIFE: LONG TERM

ACTION ITEM: Technology – Conyers Police Department

Goal: To provide a higher level of professional and consistent policing services, 24 hours a day, throughout a diverse population, supported by a broad range of Information Technology (IT) systems

Lead: Police Department Personnel

Partners: Police staff, City staff, Council members, community leaders to include schools and faith-based institutions, Georgia Association of Chiefs of Police, International Association of Chiefs of Police, Commission on Accreditation of Law Enforcement Agencies, Gang Intelligence Network, Georgia State Intelligence Network, Regional Organized Crime Information Center, Georgia Information Sharing Analysis Center, as well as other local, state, and federal law enforcement agencies and organizations.

Timeline: Analyze and evaluate continuously during weekly CompStat meetings and publish results each calendar year.

Funding: City and state funds, Grants, Forfeited funds, Public/Private partnerships

- Steps:**
1. Expand the Citywide camera system.
 2. Expand the LPR system to include mobile LPRs for quick deployment in targeted areas and stationary LPR units at all points of ingress/egress to the city.
 3. Expand the use of automated ticket printers.
 4. Expand our electronic surveillance resources.
 5. Continue to improve the use and functionality of the current body worn camera system.
 6. Assemble a Testing and Evaluation team for the purpose of researching and then testing new equipment/programs as they become available, to include replacement of the current Records Management System.

Obstacles: Funding and equipment needs, Manpower shortages

25

QUALITY OF LIFE: LONG TERM

ACTION ITEM: Maintaining Departmental CALEA Accreditation and State Certification for the Conyers Police Department

Goal: To improve the delivery of public safety services by maintaining a body of standards, developed by public safety practitioners, covering a wide range of up-to-date public safety initiatives; establishing and administering a Certification and Accreditation process; and recognizing professional excellence

Lead: Police Department Personnel

Partners: Police staff, City staff, Council members, community leaders to include schools and faith-based institutions, Georgia Police Accreditation Coalition, Inc., Georgia Association of Chiefs of Police, International Association of Chiefs of Police, Commission on Accreditation of Law Enforcement Agencies, Gang Intelligence Network, Georgia State Intelligence Network, Regional Organized Crime Information Center, Georgia Information Sharing Analysis Center, as well as other local, state, and federal law enforcement agencies and organizations.

Timeline: The CALEA Accreditation Program has a final review and award every four years and the State Certification Program has a final review and award every three years.

Funding: Forfeited funds, City and state funds

- Steps:**
1. Develop and continuously update policies and procedures to maintain compliance with established standards.
 2. Develop each of the managers as “Assistant Certification and Accreditation Managers.”
 3. Engage members from every area and level of the department in the Certification and Accreditation process.

4. Successfully complete required audits and inventories of funds and equipment.
5. Complete required reports to monitor the effectiveness and efficiency of the department.

Obstacles: Mainstream acceptance voluntary compliance



The Conyers Police Department's community outreach efforts build important relationships within the community and is not only beneficial to community members, but to the officers as well.

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QUALITY OF LIFE: LONG TERM

ACTION ITEM: Leadership and Personnel Development – Conyers Police Department

Goal: To develop a new departmental focus on relationships and the cultivation of leadership in all of our employees to address the challenges faced by today's police professionals.

Lead: Police Department Personnel

Partners: Police staff, City staff, Council members, community leaders to include schools and faith-based institutions, Georgia Association of Chiefs of Police, International Association of Chiefs of Police, Columbus State University Command College and Professional Management Program, Georgia Piedmont College, Northwestern University Command School, Leadership in Police Organizations (IACP) and other local, state, and federal law enforcement agencies and organizations

Timeline: Evaluated annually as a function of the training committee during our annual planning meeting

Funding: City and state funds, Grants, Forfeited funds, and Public/Private partnerships.

- Steps:**
1. Ongoing participation in the Columbus State University Professional Management Program.
 2. Ongoing participation in the Columbus State University Command College for qualified personnel.
 3. Ongoing participation in the Northwestern University Command School.
 4. Ongoing participation in the IACPs Leadership in Police Organizations.
 5. Develop an in-house supervisory training program for all existing and new supervisors.
 6. Develop an in-house training program for all existing and new managers.
 7. Establish a committee of personnel from different sections of the department to research and recommend benefit options.
 8. Establish and maintain a registry of completed courses to determine upcoming training needs for intermediate and advanced certifications.
 9. Evaluate existing leadership and management techniques and make adjustments as needed.
 10. Review and evaluate our current promotional policy and procedure considering input from departmental surveys.
 11. Become active in the FBINA Association and cultivate employees to attend the FBINA.

Obstacles: Lack of manpower necessary, funding

27

QUALITY OF LIFE: LONG TERM
ACTION ITEM: Improve Appearance

Goal: To promote safe, vibrant, healthy, and clean neighborhoods that as a result will attract and retain new families and businesses.

Lead: Director of Planning and Inspections

Partners: Planning and Inspection Services Staff, Public Safety Dept., Keep Conyers
Rockdale Beautiful

Timeline: July 2016

Funding: General fund and grant opportunities

Steps:

1. Identify appearance issues such as lots with overgrown weeds and grass, illegal signs, dilapidated fences and structures, unclean premises and public roadways, and abandoned structures.
2. Revise and enforce ordinances.
3. Control littering and loitering by initiating general city clean-up campaign.
4. Educate citizens on the importance of improving the community's appearance.
5. Create a grant or loan program to encourage businesses to make appearance improvements.

Obstacles: Funding

28

OLDE TOWN: LONG TERM **ACTION ITEM: Parking Area for Olde Town** (Phase I-short term, surface parking)

Goal: Add additional parking in Olde Town. Phase I- surface parking, Phase II- parking deck

Lead: Director of Public Works and Transportation

Partners: Chief Operating Officer, City Manager

Timeline: FY 2017 surface parking, FY 2018-19 parking deck

Funding: SPLOST/General fund

- Steps:**
1. Location.
 2. Purchase of property.
 3. Environmental and design (2018-19).
 4. Construction of deck.

Obstacles: Cost



Developing additional parking in Olde Town is important to its continued success.



OLDE TOWN: LONG TERM

**ACTION ITEM: Parking Area for Olde Town
(Phase II-long term parking deck)**

Goal: Create additional parking area for residents of the City and Rockdale County. This parking area would be for residents attending Court or visiting Olde Town for events. Surface parking could be short term and parking deck would be long term.

Lead: Chief Operating Officer, Director of Public Works and Transportation

Partners: City Manager, DDA, Rockdale County, and City Attorney

Timeline: Begin January 13, 2016, end January 2017. Timeline is dependent on type of parking

Funding: SPLOST

- Steps:**
1. Locate site (complete).
 2. Approval from Mayor and Council (complete).
 3. Purchase property.
 4. Determine if a parking deck is needed at this time. RFQ for engineering and design if a parking deck is approved.
 5. Update existing parking area for surfacing parking.
 6. Environmental study of parking deck.
 7. Advertise for construction of parking deck.
 8. Select contractor.
 9. Construct parking deck.

Obstacles: Purchase or condemnation of property, coordination with Rockdale County to share in cost, funding for a parking deck, underground retention for parking deck



OLDE TOWN: LONG TERM

ACTION ITEM: Create a Retail Attraction Strategy for Olde Town

Goal: Attract retail stores to increase commerce, create more diversity among Olde Town merchants, and attract more visitors to the area.

Lead: Olde Town Event Coordinator

Partners: Conyers-Rockdale Economic Development Committee, DDA, City Planning Department, Chamber of Commerce, real estate professionals, property owners, lending institutions

Timeline: July 2016 – June 2020

Funding: DDA, grant opportunities

- Steps:**
1. Organize and hold a meeting with stakeholders to brainstorm and form committees.
 2. Develop and utilize an “Available Properties Listing” to determine locations available for retail establishments.
 3. Work with the DDA on incentive programs to entice businesses and market in a campaign.
 4. Develop a campaign and meet with property owners and real estate professionals marking properties to educate participants on the importance of a balanced, diverse occupancy.

IMPLEMENTATION PLAN

5. Develop and support a campaign designed and aimed at small business owners, entrepreneurs, and start-up businesses to attract them to Olde Town.
6. Research small and start-up businesses to target.
7. Utilize social media, personalized one-on-one contact phone and email to target businesses.
8. Celebrate successes and new businesses with social media, press releases, and coordinate ribbon cuttings with Chamber and other downtown business owners.

Obstacles: Lack of participation among stakeholders, funding, follow-up with business recruitment, property owners mindset (manage perceptions)

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OLDE TOWN: LONG TERM **ACTION ITEM: Olde Town Pavilion**

Goal: Make the Olde Town Pavilion a central feature and community asset

Lead: Olde Town Event Coordinator

Partners: Public Works and Transportation, Olde Town merchants

Timeline: June 2016 – June 2018

Funding: Greenspace fund, General fund

- Steps:**
1. Determine how pavilion could be used for concerts, screen on the green, and other community events.
 2. Identify other amenities that would enhance that central space (splash pad, etc.).
 3. Develop plan to improve pavilion.

Obstacles: Funding, existing events/uses of the Pavilion (i.e. weddings, ice skating, etc.)

32

OLDE TOWN: LONG TERM **ACTION ITEM: Gateway, Center at Green Street**

Goal: Enhance entrance into Olde Town at Railroad Crossing from the south side. This would also connect the Dinky landscaped area

Lead: Director of Public Works and Transportation

Partners: Public Works and Transportation, Olde Town merchants

Timeline: Begin February 2017, end July 2017

Funding: SPLOST, General fund

- Steps:**
1. Determine where funds will come from if project is approved.
 2. Request approval.
 3. Design gateway.
 4. Get approval from CSX.
 5. Construct gateway.

Obstacles: Funding, CSX approval

33

TRANSPORTATION AND INFRASTRUCTURE: SHORT TERM ACTION ITEM: Olde Town Conyers Trail, from Nancy Guinn Library to Pine Log Park

Goal: Trail for walkers, runners, and bicyclists to use as a mode of transportation. It will promote exercise and improve their quality of life.

Lead: Director of Public Works and Transportation

Partners: City, Chief Operating Officer and City Manager, Mayor and Council, Rockdale County (Jackie Lunsford and Sue Roberts), Path Foundation (Ed McBrayer), and Rockdale County Public Schools (Bruce Stuart). There are stakeholders and the SPLOST Committee that is also involved

Timeline: FY 2014-2015 engineering and design, FY 2016-2017 complete trail

Funding: SPLOST, Path Foundation and Rockdale County Public Schools

Steps:

1. Approval of Master Plan between the Path Foundation and the City of Conyers.
2. Identify projects.
3. Proceed with engineering and design.
4. Purchase right-of-way and/or create MOU for other government entities.
5. Create bid documents.
6. Bid out project.
7. Move to construction.

Obstacles: None



The PATH Foundation has partnered with the City of Conyers and the Rockdale Board of Education to build a trail from downtown Conyers through Wheeler Park and the Rockdale Career Academy to Johnson Park. Future segments will go north and east to Pine Park.

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TRANSPORTATION AND INFRASTRUCTURE: SHORT TERM **ACTION ITEM: Conyers Trail Phase D, Nancy Guinn Library to Rockdale Career Academy**

Goal: Trail for walkers, runners, and bicyclists to use as a mode of transportation. It will promote exercise and improve their quality of life.

Lead: Director of Public Works and Transportation

Partners: City, Chief Operating Officer and City Manager, Mayor and Council, Rockdale County (Jackie Lunsford and Sue Roberts), Path Foundation (Ed McBrayer), and Rockdale County Public Schools (Bruce Stuart). There are stakeholders and the SPLOST Committee that is involved also.

Timeline: Completed in 2011

Funding: SPLOST, Path Foundation, Rockdale County and Rockdale County Public Schools

Steps:

1. Approval of Master Plan between the Path Foundation and the City of Conyers
2. Identify projects.
3. Identify funding sources.
4. Proceed with engineering and design, hold public meeting.
5. Purchase right-of-way and/or create MOU for other government entities.
6. Obtain permit from GDOT.
7. Create bid documents.
8. Bid out project.
9. Move to construction.

Obstacles: GDOT, Right of way and funding.

35

TRANSPORTATION AND INFRASTRUCTURE: SHORT TERM **ACTION ITEM: Railroad Street Improvements**

Goal: Widen street so it would be safer for motorists. Existing street was 17 feet wide in areas. Also installed sidewalks for pedestrian safety.

Lead: Director of Public Works and Transportation

Partners: Stakeholders, CSX, Georgia Power, Rockdale Water, AT&T

Timeline: Begin March 2009, end March 2016

Funding: SPLOST

Steps:

1. Approval from City Manager and Mayor and Council to do project.
2. Begin engineering and design, coordination with CSX.
3. Coordination with all utility companies involved.
4. Environmental study.

5. Purchase any required right of way and continued coordination with CSX.
6. Set up Force Account with CSX for plan review and construction oversight.
7. Complete engineering and continue coordination with CSX and submit plans the second time to utility companies.
8. Bid out for construction and continue coordination with CSX.
9. Begin construction and continue coordination with CSX for the duration of the project.
Completed project in 2015, still waiting on reimbursement from CSX.

Obstacles: CSX, utility locations, disruption of businesses, traffic control



Improvements to Railroad Street benefit drivers and pedestrians.

36

TRANSPORTATION AND INFRASTRUCTURE: LONG TERM ACTION ITEM: Passenger Shuttle

Goal: If the south side of Conyers is developed this service could be introduced to move people from Olde Town to the south side. This would reduce traffic and enhance the area for new development.

Lead: Director of Public Works and Transportation

Partners: Chief Operating Officer, City Manager, Mayor and Council, CSX, Atlanta Regional Commission, DCA

Timeline: Begin FY 2020, end FY 2022

Funding: SPLOST, Federal, State, Private Sector

- Steps:**
1. Research feasibility.
 2. Determine environmental issues and obstacles that could stall project.
 3. Generate preliminary cost estimate.
 4. Presentation to City Manager and senior staff for approval.
 5. Presentation to Mayor and Council for approval, public meeting.
 6. Solicit various funding mechanisms.
 7. Write RFQ for design as required.
 8. Select consultant.
 9. Begin construction and/or service.

Obstacles: CSX, Funding, Right of way, stakeholders

37

TRANSPORTATION AND INFRASTRUCTURE: LONG TERM ACTION ITEM: *Traffic circulation study for Olde Town and south side of tracks, to include area from West Avenue to Scott Street and from Dogwood to Pine Street.*

Goal: Improve mobility through these areas so traffic can move throughout the city in a safe manner. Staff would look at the intersections and determine if some streets should be one way.

Lead: Director of Public Works and Transportation

Partners: SPLOST Committee, Stakeholders, City Manager, Chief Operating Officer, Chief of Police, Fire Department, Rockdale County, Mayor and Council

Timeline: FY 2018 to FY 2020

Funding: SPLOST, General Fund, Atlanta Regional Commission

- Steps:**
1. Evaluate feasibility of study.
 2. Define areas that should be in the study area.
 3. Define scope of work.
 4. Research funding sources.
 5. Develop an RFQ for the study if required. Award contract.
 6. Develop a technical team and a stakeholders group for input.
 7. Hold public meeting.
 8. Do preliminary draft.
 9. Present to City Manager and Mayor and Council. Upon approval, finish study for final document.

Obstacles: Funding, existing system is not a grid system that promotes one way streets if they are needed to improve circulation. Opposition that does not like change.



TRANSPORTATION AND INFRASTRUCTURE: LONG TERM ACTION ITEM: East View Road Improvements

Goal: Upgrade existing road with new pavement drainage and sidewalks. Road is deteriorated and sidewalks do not meet ADA requirements.

Lead: Director of Public Works and Transportation

Partners: Rockdale County, Rockdale County Water Resources

Timeline: FY 2014 – FY 2017

Funding: SPLOST

- Steps:**
1. Engineering and design (complete).
 2. Get Right to Enters from all residents (complete).
 3. Repair area with natural springs (complete).
 4. Put project out for bid.
 5. Award contract.
 6. Begin construction.

Obstacles: Funding, water lines and inconvenience to citizens during construction.

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TRANSPORTATION AND INFRASTRUCTURE: LONG TERM

ACTION ITEM: Sigman Road Widening

Goal: Create a by-pass for city of Conyers and Rockdale County residents. This would be a by-pass for residents to move from I-20 at Sigman Road on the west side of Conyers to north Conyers and north Rockdale. It is also a main route to the Conyers industrial areas while connecting to Salem Road on the east side of Conyers.

Lead: Director of Public Works and Transportation

Partners: City Manager, Chief Operating Officer, Rockdale SPLOST Committee, Rockdale County Board of Commissioners, Mayor and Council, Atlanta Regional Commission, FHWA and GDOT

Timeline: FY 2014 to FY 2030. Project will be completed in 3 phases because of funding.

Funding: SPLOST, Federal Funds

Steps: 1. Apply for federal funds (Rockdale County).

2. Get approval from City Manager and Mayor and Council to allocate funds towards project.

3. Generate MOU between city and county detailing funding and responsibilities of each.

4. Begin engineering and design.

5. Conduct a public meeting.

6. Complete environmental public meeting.

7. Purchase right-of-way.

8. Complete engineering.

9. Move to construction.

Obstacles: Right-of-way acquisition, funding, utilities, coordination between city and county concerning funding

40

TRANSPORTATION AND INFRASTRUCTURE: LONG TERM

ACTION ITEM: O'Kelly-Hardin Street Complete Streets Project

Goal: Create an improved east-west corridor other than just Green Street. This street runs from Dogwood at West Ave. This will be an option for motorists other than Green Street to get to the east side of town. There will be bike lanes and new sidewalks for pedestrians and bicyclists.

Lead: Director of Public Works and Transportation

Partners: Atlanta Regional Commission, FHWA, GDOT, Rockdale County, Nancy Guinn Library, Conyers Housing Authority, Georgia Power, AT&T, Rockdale Water Resources, AGL, City Attorney and Corps of Engineers

Timeline: FY 2012 Scoping, FY 2012 Engineering/Design, FY 2015 Right-of-way, FY 2017–2018 Construction

Funding: Federal and SPLOST funds

Steps: 1. Complete scoping phase and apply for federal funds

2. Hold public meeting.
3. Begin engineering and design.
4. Approval of nvironmental Document.
5. Right-of-way plans and approval.
6. RFP for right-of-way consultant.
7. Hold public meeting for right-of-way.
8. Begin purchasing right-of-way.
9. Complete final plans.
10. Begin construction in FY 2017. Construction will take 12 to 18 months.

Obstacles: Additional right-of-way funding, utility relocations, inconvenience for residents during construction, purchasing right of way and Corps of Engineers pertaining to streams.

41

RECREATION: SHORT TERM ACTION ITEM: Teaching Center

Goal: To establish Cherokee Run Golf Club as one of the best and up-to-date teaching centers in the metro area. By upgrading our teaching center/outdoor event pavilion with restrooms and becoming a Certified Titleist Performance Institute (TPI) Teaching Center, this will set Cherokee Run apart.

Lead: Cherokee Run Personnel

Partners: Titleist Performance Institute, Dr. Ryan Tomlin – he is an orthopedic doctor and is organizing our TPI team.

Timeline: 3 months

Funding: Federal and SPLOST funds

- Steps:**
1. Start bidding process for drilling for water and installation of septic system.
 2. Secure financing and contract with contractor/contractors for construction of restrooms.
 3. Have our PGA Teaching Professional certified with the Titleist Performance Institute.
 4. Purchase TracMan Video System and K-Vest System
 5. List Cherokee Run Golf Club on the TPI website

Obstacles: Drilling for water in north Rockdale can be problematic with the golf course and teacher center sitting on granite.

42

RECREATION: SHORT TERM

ACTION ITEM: Identify New Asset Needs for GIHP

Goal: Determine improvements needed throughout to meet and exceed client needs and requests.

Lead: GIHP Director

Partners: GIHP Staff

Timeline: FY 2016

Funding: General funds

- Steps:**
1. Audit existing facilities.
 2. Research other facilities.
 3. Communicate with existing and potential customers.
 4. Compile the results.

Obstacles: Time restraints



43

RECREATION: SHORT TERM

ACTION ITEM: Inventory and Audit of Existing Facilities and Infrastructure

Goal: Determine immediate repair/replacement needs of existing facilities.

Lead: GIHP Director

Partners: GIHP staff and outside vendors specializing in certain infrastructure

Timeline: February 2016 through June 2016

Funding: General Fund

Steps: 1. List existing facilities/infrastructure.

2. Determine who would be best to audit the quality of functionality of facilities.

3. Audit the functionality of what our staff can do.

4. Compile the results of the audit.

Obstacles: Location of infrastructure, funding for items needing repair/replacement



44

RECREATION: LONG TERM

ACTION ITEM: Construction of New Covered Arena at the Georgia International Horse Park

Goal: To remain competitive and meet the needs of existing and potential customers.

Lead: GIHP Director

Partners: Architectural firms, construction firms, existing staff

Timeline: FY 2018

Funding: Sponsorship opportunities and bank loans

Steps:

1. Identify location.
2. Obtain design.
3. Determine cost.
4. Select contractors.
5. Build arena.

Obstacles: Funding



45

RECREATION: LONG TERM

ACTION ITEM: Implement Comprehensive Signage Package for GIHP Trails

Goal: Enhance existing trails for safety, beautification, and client and public accessibility.

Lead: GIHP Director

Partners: GIHP Staff, GIS department, Trailblazers and Bike Trail volunteers, professional sign company

Timeline: Beginning FY 2016, ending FY 2017

Funding: Nature center funds

- Steps:**
1. Survey trail system.
 2. Assess existing trail signage.
 3. Coordinate with trail volunteers.
 4. Solicit design firm and design trail signage package.
 5. Bid printing and installation of package.
 6. Install package.

Obstacles: Funds, accessibility, weather

46

RECREATION: LONG TERM

ACTION ITEM: Implement Comprehensive Directional Signage Package for GIHP

Goal: Create a more user-friendly experience at the park.

Lead: GIHP Director

Partners: GIHP Staff, professional sign company

Timeline: Beginning FY 2016, ending FY 2018

Funding: Capital budget funding

- Steps:**
1. Survey signage needs throughout GIHP and surrounding areas.
 2. Assess existing trail signage.
 3. Research appropriate firms to design program.
 4. Obtain bids from firms.
 5. Install signage.

Obstacles: Funding, identifying ideal sign locations

47

RECREATION: LONG TERM

ACTION ITEM: Refurbish Arenas at GIHP

Goal: Continue to provide a quality venue to remain safe, competitive, and a world class facility.

Lead: GIHP Director

Partners: GIHP Staff, Grading companies, Quarries

Timeline: Project began in FY 2015 and will be completed in FY 2016. Project ongoing; anticipating 5 year intervals but evaluated annually.

Funding: TBD

- Steps:**
1. Evaluate individual arenas for soundness and drainage.
 2. Evaluate available materials.
 3. Schedule contractor and grading with event schedule.
 4. Bid projects.
 5. Complete projects.

Obstacles: Funding, weather, time

48

RECREATION: LONG TERM

ACTION ITEM: *Retrofit and replace lighting at GIHP*

Goal: Create a more energy-efficient and aesthetically pleasing environment.

Lead: GIHP Director

Partners: Energy-consulting firms, lighting contractors

Timeline: To be completed in FY 2017

Funding: Capital budget

- Steps:**
1. Determine areas of improvement needed.
 2. Hire energy consultant.
 3. Evaluate lighting needs and energy savings.
 4. Obtain bids.
 5. Install lighting.

Obstacles: Funding, scheduling

49

RECREATION: LONG TERM

ACTION ITEM: Promote Usage of Natural Areas of the GIHP

Goal: Increase business and public awareness.

Lead: GIHP Director

Partners: GIHP Sales Staff

Timeline: Ongoing

Funding: Sponsorship opportunities and bank loans

- Steps:**
1. Determine market and demographics.
 2. Utilize website and social media as marketing tools.
 3. Make contact with potential users.

Obstacles: Competing facilities, GIHP event schedule

50

RECREATION: LONG TERM

ACTION ITEM: Update and Maintain State of the Art Technology for GIHP Facility

Goal: Remain competitive and meet the needs of existing and potential customers.

Lead: GIHP Director

Partners: GIHP Staff, Technology department

Timeline: Ongoing

Funding: Capital budget funding

- Steps:**
1. Assess current inventory.
 2. Determine current technology availability.
 3. Determine technology shortfalls.
 4. Work with IT Dept. to upgrade our technology infrastructure.

Obstacles: Funding, wireless service due to location

51

RECREATION: LONG TERM

ACTION ITEM: Identify future expansion opportunities for the Big Haynes Creek Nature Center

Goal: Increase educational, passive entertainment for the public.

Lead: GIHP Director

Partners: Potential education community

Timeline: To be completed FY 2017

Funding: General funds

Steps: 1. Research similar nature centers.

2. Communicate with educational community about potential needs.

3. Determine areas of improvement and growth.

Obstacles: Time, locating proper contacts



RECREATION: LONG TERM

52

ACTION ITEM: *Addition of business offices and enlargement of locker rooms to Cherokee Run Golf Club*

Goal: To accommodate large weddings and events, our restrooms/locker rooms need to be updated and enlarged. To make room for the larger restrooms/locker rooms we will be losing our offices. We need to add new business offices.

Lead: City Manager

Partners: TBD

Timeline: Six months

Funding: TBD

- Steps:**
1. Hire an architect to design the updated/enlarged restrooms/locker rooms and the addition of business offices.
 2. Secure funding.
 3. Start bidding process for construction.
 4. Obtain signed contract with contractor.
 5. Begin construction of business offices.
 6. Begin construction of restrooms/locker rooms.

Obstacles: None

INTERNAL OPERATIONS: SHORT TERM

53

ACTION ITEM: *Develop disaster recovery policies and plans*

Goal: In the event of a natural or human-produced disaster we need to have the necessary policies and procedures in place to ensure minimal downtime.

Lead: IT Director

Partners: Technology Department, City Hall Staff

Timeline: February 2016 – December 2016

Funding: General fund

- Steps:**
1. Inventory all hardware and software applications.
 2. Identify mission critical systems that would need priority.
 3. Research methods currently in use by other companies regarding disaster recovery.
 4. Develop strategies to ensure backup, replication, and reimaging are possible.
 5. Prioritize and document the restoration process.
 6. Periodically test the disaster recovery plan.

Obstacles: Cost

54

INTERNAL OPERATIONS: SHORT TERM

ACTION ITEM: Assemble focus group to determine if mobile workforce model feasible

Goal: This will allow us to determine if it is possible to implement the mobile workforce model developed earlier without rolling it out on a large scale.

Lead: IT Director

Partners: Technology Department, City Hall Staff, Focus Group

Timeline: January 2017 – June 2017

Funding: General fund

- Steps:**
1. Identify users who will provide constructive feedback on the model.
 2. Obtain buy-in from said users and ensure they understand the purpose of the pilot.
 3. Procure and deploy necessary hardware for user testing.
 4. Regularly speak with users during 6 month testing phase to gain knowledge on the model.
 5. At the end of 6 months, assess the results of the test.

Obstacles: Cost, change, user buy-in

55

INTERNAL OPERATIONS: SHORT TERM

ACTION ITEM: Develop a mobile workforce model

Goal: Allowing users to become mobile in regards to their daily duties will increase productivity and collaboration among colleagues, while allowing the employees to reclaim time lost by mundane daily tasks.

Lead: IT Director

Partners: Technology Department

Timeline: February 2016 to December 2016

Funding: General fund

- Steps:**
1. Identify current metrics for implementing a mobile workforce.
 2. Identify other agencies with a mobile workforce model.
 3. Gather information from said agencies on successes and failures.
 4. Develop a City of Conyers mobile workforce model using gathered research.

Obstacles: Cost, Management buy-in

56

INTERNAL OPERATIONS: LONG TERM

ACTION ITEM: Implement or adjust Mobile workforce model based on results of focus group

Goal: Based on the results, we would adjust the model to fit our needs and requirements, or use the original model and begin implementation on a large scale.

Lead: IT Director

Partners: Technology Department, City Hall Staff

Timeline: July 2016 until...

Funding: General fund

- Steps:**
1. Based on successes and failures from the focus group, make any necessary changes.
 2. Implement the model using known successes.
 3. Educate end users on the new model to ensure they understand all limits.
 4. Transition remaining users to the new model as the hardware lifecycle permits.
 5. Maintain the new infrastructure.

Obstacles: Cost, change

57

INTERNAL OPERATIONS: SHORT TERM

ACTION ITEM: Research technology improvements that allow Conyers Security Alert to better serve and grow their customer base

Goal: Updated technology now exists that will allow the CSA technicians to become paperless and allow for the ability to perform standard desk duties in the field. This will increase overall productivity and efficiency.

Lead: IT Director

Partners: Technology Department, Conyers Security Alert

Timeline: March 2016 – December 2016

Funding: General fund

- Steps:**
1. Identify if the current software suite will support a paperless model.
 2. Research and identify any necessary infrastructure upgrades.
 3. Gather info from CSA to see if they know of other security companies using a paperless system.
 4. Contact these companies to learn more about how they operate.
 5. Compile research for review by all parties involved.

Obstacles: Cost, Change

IMPLEMENTATION PLAN checklist

CITY HALL MASTER PLAN SHORT TERM:

- Determine location of City Hall
- Amend zoning districts within the zoning regulations to be Transect-Based zoning as opposed to Euclidean (conventional) zoning.

CITY HALL MASTER PLAN LONG TERM:

- Determine funding of City Hall Complex
- City Hall Complex
- Streetscapes and Plantings
- More Gathering Places
- Mixed Use Infill
- Improve Connectivity

COMMUNITY IDENTITY SHORT TERM:

- Engage Firm to Create a Plan
- Olde Town Parking Signage
- Gateways to City of Conyers (West Ave., Northside Drive, Main Street at Pine Log)
- Gateway developments from 138 on the north and south sides of Conyers
- Install equestrian style fence from city limit to city limit

COMMUNITY IDENTITY LONG TERM:

- Create a Wayfinding/Comprehensive Signage Program for Olde Town Conyers
- Rebrand the City of Conyers

QUALITY OF LIFE SHORT TERM:

- Eliminate Visual Blight
- Create a Land Bank Authority
- Develop and determine tools to address out of state landlords
- Partner with Rockdale County to Standardize Codes on Specific Issues

QUALITY OF LIFE LONG TERM:

- Conyers Police Department Facility and Campus Upgrade or Repurpose
- Community Outreach – Conyers Police Department
- Reducing Crime and Fear of Crime
- Acquiring and Retaining Quality Staff – Conyers Police Department
- Technology – Conyers Police Department
- Maintaining Departmental CALEA Accreditation and State Certification for the Conyers Police Department
- Leadership and Personnel Development – Conyers Police Department
- Improve Appearance

OLDE TOWN LONG TERM:

- Parking Area for Olde Town (surface parking, Phase I)
- Parking deck (Phase I short term, Phase II long term)
- Create a Retail Attraction Strategy for Olde Town Conyers
- Olde Town Pavilion
- Gateway, Center at Green Street

**TRANSPORTATION AND INFRASTRUCTURE
SHORT TERM:**

- Olde Town Conyers Trail, from Nancy Guinn Library to Pine Log Park
- Conyers Trail Phase D, Nancy Guinn Library to Rockdale Career Academy
- Railroad Street Improvements

**TRANSPORTATION AND INFRASTRUCTURE
LONG TERM:**

- Passenger Shuttle
- Traffic circulation Study for Olde Town and south side of tracks. Should include area from West Ave. to Scott Street and from Dogwood to Pine Street.
- East View Road Improvements
- Sigman Road Widening
- O’Kelly-Hardin Street Complete Streets Project

RECREATION SHORT TERM:

- Inventory and Audit of Existing Facilities and Infrastructure at GIHP
- Teaching Center at Cherokee Run Golf Club
- Identify New Asset Needs for GIHP

RECREATION LONG TERM:

- Addition of business offices and enlargement of locker rooms to Cherokee Run Golf Club
- Construction of New Covered Arena at the Georgia International Horse Park
- Implement Comprehensive Signage Package for GIHP Trails
- Implement Comprehensive Directional Signage Package for GIHP
- Refurbish Arenas at GIHP
- Retrofit and replace lighting at GIHP
- Promote Usage of Natural Areas of the GIHP
- Update and Maintain State of the Art Technology for GIHP Facility
- Identify future expansion opportunities for the Big Haynes Creek Nature Center

INTERNAL OPERATIONS SHORT TERM:

- Assemble focus group to determine if mobile workforce model feasible
- Develop a mobile workforce model
- Develop disaster recovery policies and plans
- Research technology improvements that allow Conyers Security Alert to better serve and grow their customer base

INTERNAL OPERATIONS LONG TERM:

- Implement or adjust Mobile workforce model based on results of focus group



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