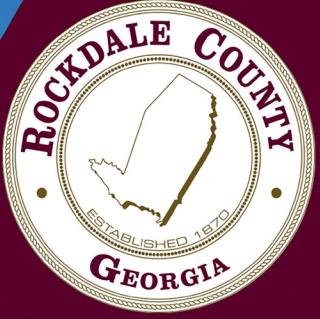


EQUITY
ACCESS
INNOVATION



REIMAGINE ROCKDALE



2024 - 2029

STRATEGIC PLAN



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Reimagine Rockdale

**MAKING OUR BEST,
EVEN BETTER**

A Message from Rockdale County Leadership

To our Constituents, Stakeholders, and Partners of Rockdale County:

As a key community within the Greater Atlanta Metropolitan Area, we recognize the need to embrace innovation, inclusivity, and sustainability to ensure a vibrant and resilient future for all. The *Reimagine Rockdale* strategic plan is more than a roadmap for the next five years; it is a shared vision that will guide us in harnessing our community's potential, foster growth, and enhance the quality of life for every resident into the next decade.

Aligned with the United Nations' sustainable development goals and regional plans into 2040, Rockdale County's current and projected infrastructure developments will fully support future transportation needs; clean, accessible community water; environmentally sustainable land use; efficient and effective stormwater management; and more.

The *Reimagine Rockdale* strategic plan is grounded in the values of collaboration, transparency, and community engagement. It has been critically important that we communicate with, listen to, and proactively engage our great citizens, state and federal policymakers, and friends of Rockdale County. We believe that the best solutions emerge when diverse voices come together to contribute their insights and aspirations. In the spirit of inclusivity, we have encouraged active participation from residents, businesses, nonprofits, and other government agencies in the *Reimagine Rockdale Together* planning effort.

As we reimagine Rockdale together, let us remain steadfast in our commitment to shaping a county that thrives on smart growth, innovation, sustainability, and social equity to benefit the whole community. Together, we can create a future that reflects the rich tapestry of Rockdale County.

Thank you for your unwavering support, and we look forward to reimagining the future of Rockdale County together.

Sincerely, Rockdale County Board of Commissioners

Chairman,
Oz Nesbitt, Sr.



Commissioner
Sherri L. Washington,
Post I



Commissioner
Dr. Doreen Williams,
Post II



STATEMENT OF PURPOSE

Reimagine Rockdale ensures a future for Rockdale County that is strong, safe, healthy, and vibrant; it creates conditions that support a modernized, viable ecosystem, and is considerate of the evolving needs of the community and its members.



Our Gold Standard and Commitment to Equity (DEI), Access, and Innovation

Gold Standard

Through visionary leadership, responsible stewardship, transparent, high-performing governance, and unwavering community engagement, we aspire to create a vibrant and forward-looking county where people are proud to live, work, and play.



Commitment to DEI

Diversity, equity, and inclusion are three closely linked values held by many organizations that are working to be supportive of different groups of individuals, including people of different races, ethnicities, religions, abilities, genders, and sexual orientations. Rockdale County is dedicated to fostering a community that champions diversity, equity, and inclusion. We are committed to implementing and promoting equitable practices across County operations and community development to create an environment where everyone is welcome to live, work, and play.

Equitable Practices for County Operations:

Inclusive Decision-Making: We pledge to promote inclusive decision-making processes within County operations, ensuring representation from all racial, gender, and demographic groups. We will actively seek input from various demographic groups to shape policies and programs that reflect the diverse needs of our community.

Diverse Workforce: Our commitment to equity includes efforts to build a diverse and inclusive workforce, fostering an environment where talent and skills are valued irrespective of race, gender, or educational level. This will involve targeted recruitment strategies and the creation of an inclusive workplace culture.

Equitable Services: We will assess and address disparities in service delivery, recognizing that policies and regulations, language, cultural norms, demographics, health conditions, technology, and transportation can be determinants of access. Our aim is to eliminate barriers and ensure that all community members, regardless of their background, have equitable access to the resources and services provided by Rockdale County.

Community Development for Opportunity and Accessibility:

Empowering Youth and Senior Citizens: Acknowledging that youth and senior citizens are significant segments of our population, we commit to creating opportunities that empower them. This includes investing in educational programs for youth and ensuring that our senior citizens have access to services that enhance their well-being and quality of life.

Barrier Reduction Across Demographics: We will proactively identify and dismantle barriers that disproportionately affect individuals. This includes working to eliminate disparities in employment, education, housing, and other key areas to ensure that everyone has equal opportunities to succeed.

Ongoing Learning and Improvement:

Cultural Competency Training: We will invest in cultural competency training for our employees and partners to deepen their understanding of diverse perspectives and experiences, fostering an environment where they can engage effectively in both the workplace and community. The training will enhance their ability to navigate cultural nuances, ensuring interactions that are both sensitive and responsive to the unique needs of the individuals which we serve.

Community Partnerships: We commit to building strong partnerships with community organizations that focus on promoting diversity, equity, and inclusion.

By collaborating with these groups, we aim to leverage collective knowledge and resources to address challenges and create positive change in Rockdale County.

Compromiso con DEI

La diversidad, la equidad y la inclusión son tres valores estrechamente relacionados entre sí y mantenidos por muchas organizaciones que trabajan para apoyar a diferentes grupos de individuos, incluidas personas de diferentes razas, etnias, religiones, capacidades, géneros y orientaciones sexuales. El condado de Rockdale se dedica a fomentar una comunidad que defiende la diversidad, la equidad y la inclusión. Nos comprometemos a aplicar y promover prácticas equitativas en todas las operaciones del condado y en el desarrollo de la comunidad para crear un entorno en el que todo el mundo sea bienvenido a vivir, trabajar y jugar.

Prácticas equitativas para las operaciones del condado:

Toma de decisiones inclusiva: Nos comprometemos a promover procesos de toma de decisiones inclusivos dentro de las operaciones del Condado, garantizando la representación de todos los grupos raciales, de género y demográficos. Buscaremos activamente la opinión de diversos grupos demográficos para dar forma a políticas y programas que reflejen las diversas necesidades de nuestra comunidad.

Personal diverso: Nuestro compromiso con la equidad incluye esfuerzos para crear una plantilla diversa e integradora, fomentando un entorno en el que se valoren el talento y las capacidades independientemente de la raza, el sexo o el nivel educativo. Esto implicará estrategias de contratación específicas y la creación de una cultura de inclusión en el lugar de trabajo.

Servicios equitativos: Evaluaremos y abordaremos las disparidades en la prestación de servicios, reconociendo que las políticas y normativas, el idioma, las normas culturales, la demografía, las condiciones sanitarias, la tecnología y el transporte pueden ser factores determinantes del acceso. Nuestro objetivo es eliminar las barreras y garantizar que todos los miembros de la comunidad, independientemente de su origen, tengan un acceso equitativo a los recursos y servicios proporcionados por el condado de Rockdale.

Desarrollo comunitario para la oportunidad y la accesibilidad:

Capacitar a los jóvenes y a las personas mayores: Reconociendo que los jóvenes y las personas mayores son segmentos significativos de nuestra población, nos comprometemos a crear oportunidades que les capaciten. Esto incluye invertir en programas educativos para los jóvenes y garantizar que nuestros mayores tengan acceso a servicios que mejoren su bienestar y calidad de vida.

Reducción de barreras en todos los grupos demográficos: Identificaremos de forma proactiva y desmantelaremos las barreras que afectan de forma desproporcionada a las personas. Esto incluye trabajar para eliminar las disparidades en el empleo, la educación, la vivienda y otras áreas clave para garantizar que todos tengan las mismas oportunidades de éxito.

Aprendizaje y mejora continuos:

Formación en competencia cultural: Invertiremos en formación sobre competencia cultural para que nuestros empleados y socios profundicen en su comprensión de las diversas perspectivas y experiencias, fomentando un entorno en el que puedan participar eficazmente tanto en el lugar de trabajo como en la comunidad. La formación mejorará su capacidad para navegar por los matices culturales, garantizando interacciones que sean sensibles y respondan a las necesidades únicas de las personas a las que servimos.

Asociaciones comunitarias: Nos comprometemos a crear asociaciones sólidas con organizaciones comunitarias que se centren en promover la diversidad, la equidad y la inclusión. Mediante la colaboración con estos grupos, pretendemos aprovechar los conocimientos y recursos colectivos para hacer frente a los retos de la globalización.

Al colaborar con estos grupos, nuestro objetivo es aprovechar los conocimientos y recursos colectivos para hacer frente a los retos y crear un cambio positivo en el condado de Rockdale.



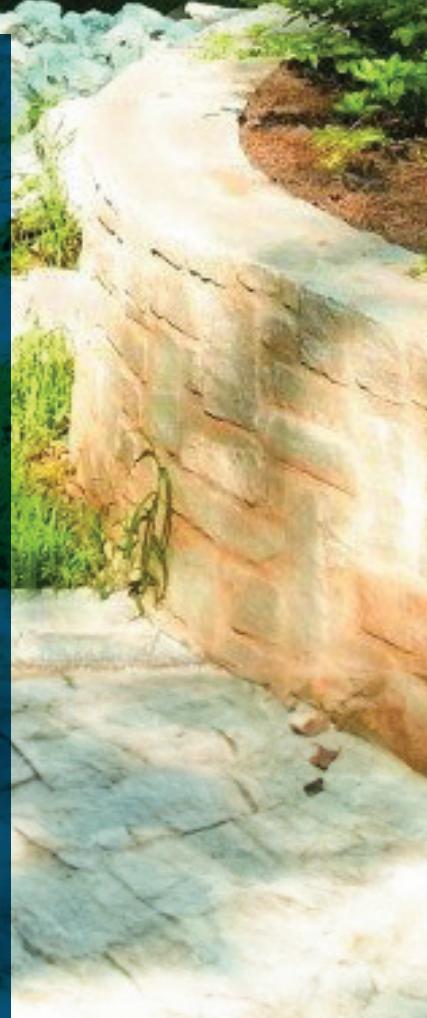
ROCKDALE COUNTY MISSION AND VISION

Mission Statement

To enhance the quality of life for all residents by fostering a safe, inclusive, and innovative community that embraces sustainable growth, preserves our legacy, and provides exceptional public services.

Vision Statement

Rockdale County envisions a future where every resident thrives in a dynamic, connected, and resilient community. We strive to be a leading model of innovation, sustainability, and diversity, where generations collaborate, learn, and grow together.



Making Our Best, Even Better:

Haciendo lo Mejor que Podemos, Aún Major

A commitment to continuous improvement with a proactive and forward-looking approach and excellence in all aspects of county governance and service provision.

Values (*El Morales*)

Integrity (*Integridad*)

Upholding the highest standards of honesty and accountability, we commit to making our best even better by fostering a culture of integrity that permeates every aspect of our county's operations. Through transparent and ethical practices, we aim to build trust within our community and demonstrate an unwavering commitment to doing what is right.

Empathy (*Empatía*)

In our pursuit of making our best even better, we recognize the power of empathy to strengthen the bonds within our community. By understanding and valuing the perspectives of all community members, we aim to create a county that is not only efficient and effective but also compassionate. Our commitment to empathy ensures that the diverse needs and concerns of our community are heard and addressed with care.

Listening (*Escucha*)

Making our best even better begins with active and attentive listening. We are dedicated to creating an environment where every voice is not only heard but genuinely listened to. By valuing the insights and feedback of our residents and other stakeholders, we can continuously improve our strategies, services, and overall community experience. Through open and responsive communication, we ensure that the aspirations and concerns of our community guide our actions.

Leadership (*Liderazgo*)

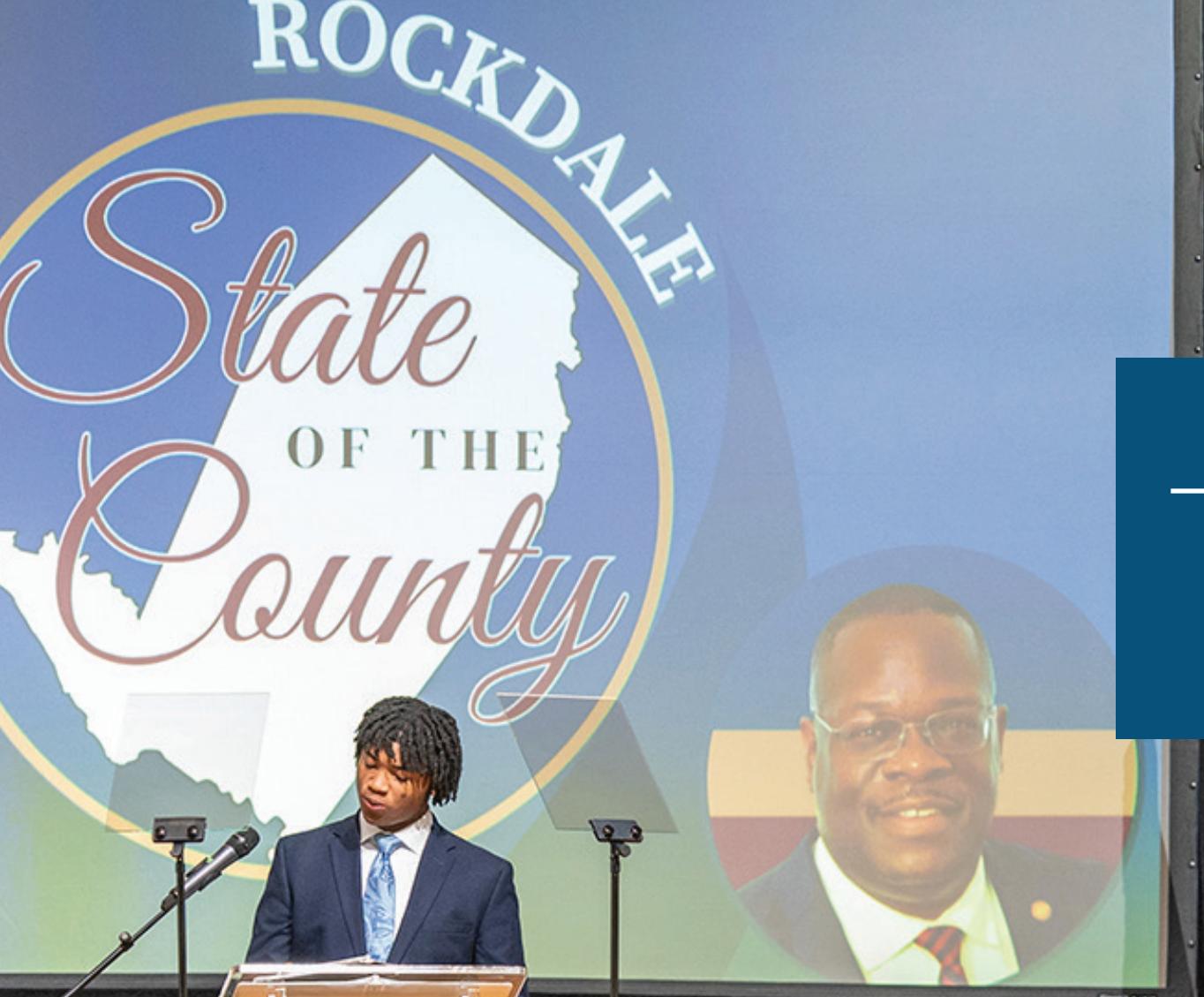
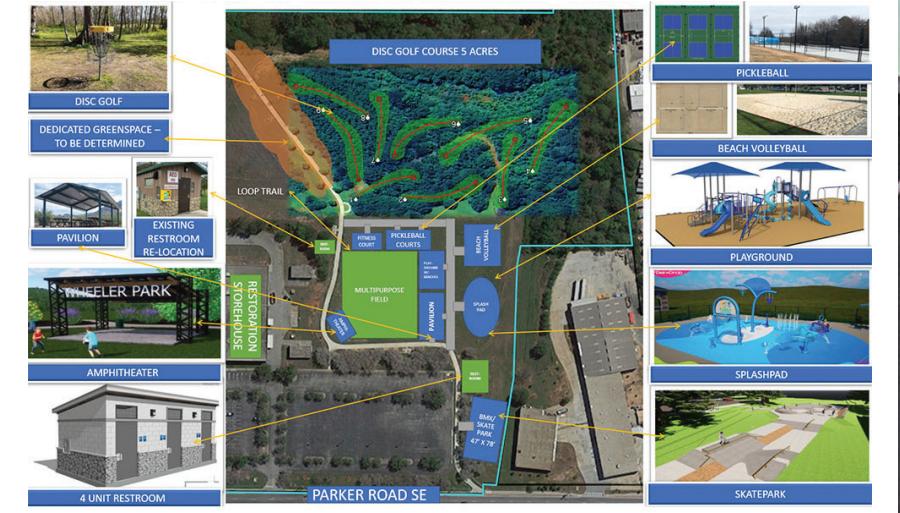
As leaders, our commitment to making our best even better involves setting a high standard for excellence and innovation. We embrace a forward-thinking approach that inspires progress and positive change. Through visionary leadership, we aim to guide Rockdale County towards a brighter future, implementing strategic initiatives that address current challenges while proactively preparing for the opportunities and demands of tomorrow.

Collaboration (*Colaboración*)

Recognizing that our collective strength surpasses individual efforts, we are committed to making our best even better through collaboration. By fostering a culture of teamwork, continuous dialogue, and partnership, we can break down silos and leverage the diverse skills, knowledge, and resources within our community. Together, we strive to achieve common goals, address shared challenges, and create a county where collaboration is not just encouraged but ingrained in our approach to problem-solving.

Inclusivity (*Inclusividad*)

To make our best even better, inclusivity is paramount in Rockdale County. We are dedicated to ensuring that in Rockdale County everyone feels welcome, valued, and represented. Through inclusive policies, programs, and community engagement, we will celebrate diversity and ensure that every voice is heard and considered in shaping the future of our county.



Reimagine Rockdale
A GLIMPSE OF OUR FUTURE

Executive Summary

Nestled near the vibrant city of Atlanta, Georgia, the quaint community of Rockdale County (Conyers, GA) has maintained a legacy that is rooted in progress and quality of life.

This 5-year strategic plan, *Reimagine Rockdale*, honors the County's history and acknowledges the significance of community voice, smart growth, sustainable development, partnerships, and governmental policy. Rockdale County is committed to policies and programs that support the well-being of residents, enhance the natural habitat, and encourage business sustainability and expansion to foster a sense of belonging, enjoyment, and shared prosperity.

Rockdale County will moderately be affected by regional transformation over the coming decades as metro Atlanta will experience an influx of residents.

Through thoughtful planning and community development initiatives, community leaders aim to create a balance between development, population growth reaching over 100,000 residents, and preservation of the unique character and natural resources of Rockdale County.

We will establish a more successful ecosystem by fostering collaboration between the City of Conyers, regional partners, local law enforcement, businesses, places of worship, educational institutions, nonprofit organizations, citizens, and other stakeholders focusing on key factors that will redefine and strengthen the community.

Recognizing the importance of robust infrastructure, *Reimagine Rockdale* outlines vital plans and projects to improve roads, expand transportation options, upgrade and strengthen technology, stormwater systems, water resources, facilities, and other critical assets to ensure safety and the County's ability to thrive in the 21st century. The coronavirus global pandemic of 2020 expedited much needed advancements within Rockdale County Government which helped set the tone for future-forward operational efficiencies.

Beyond infrastructure, the strategic plan advances social investments to ensure that benefits of growth and development are equitably distributed. These initiatives are proactive; geared towards not only meeting current needs of the business community, seniors, and families but also our youth and young adult population to ensure a resilient and solid foundation for those that live, work, and play in Rockdale. We strive to eliminate barriers and create a county where everyone can participate fully.

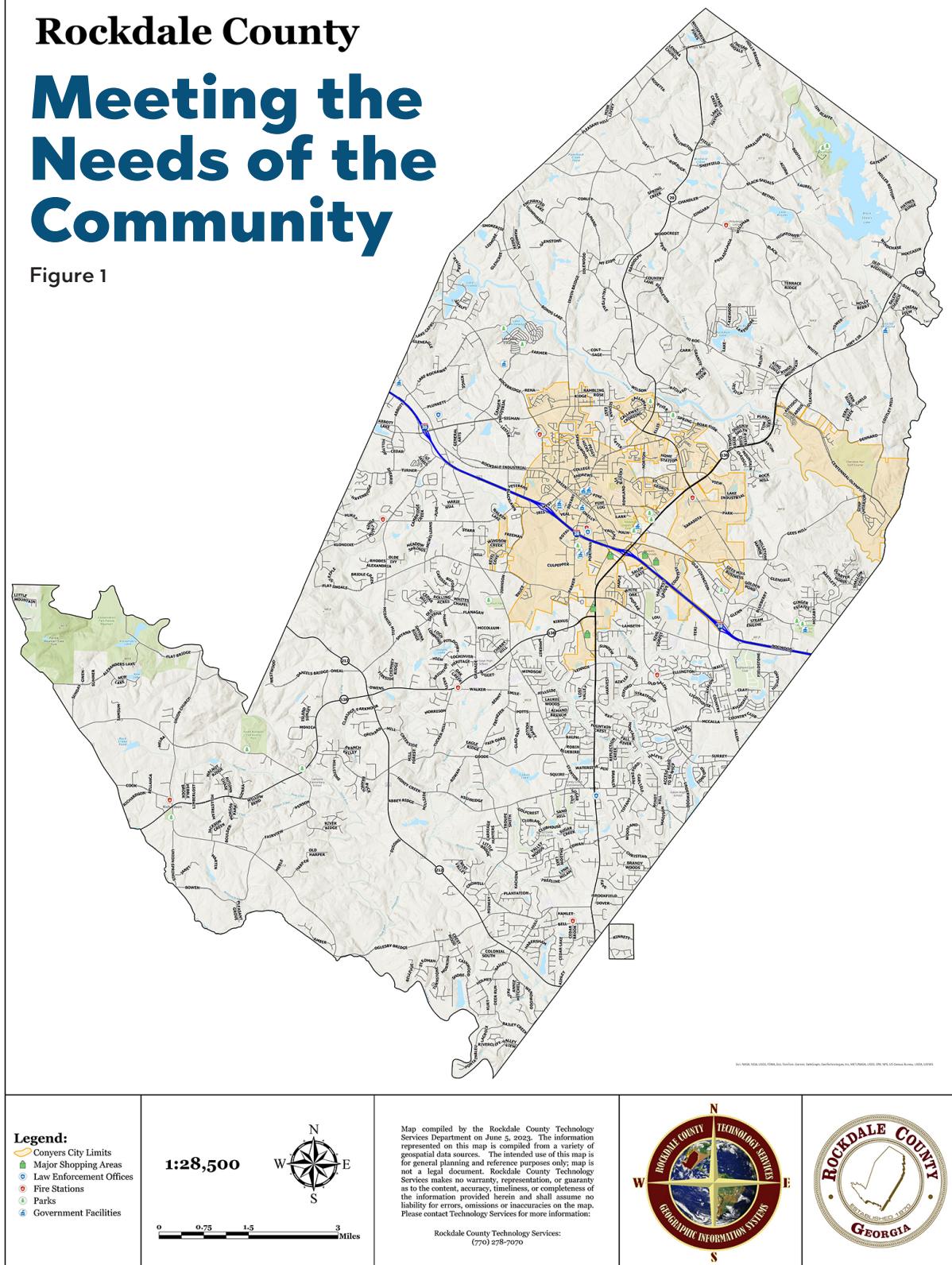
Reimagine Rockdale charts a course towards a county that is not only responsible and prepared for the challenges of tomorrow but is actively shaping its outlook as a first mover. By embracing change, we are establishing a more vibrant and safer community; setting the stage for Rockdale County to become a go-to destination in the Atlanta metropolitan area and a place to call home for generations to come.



Rockdale County

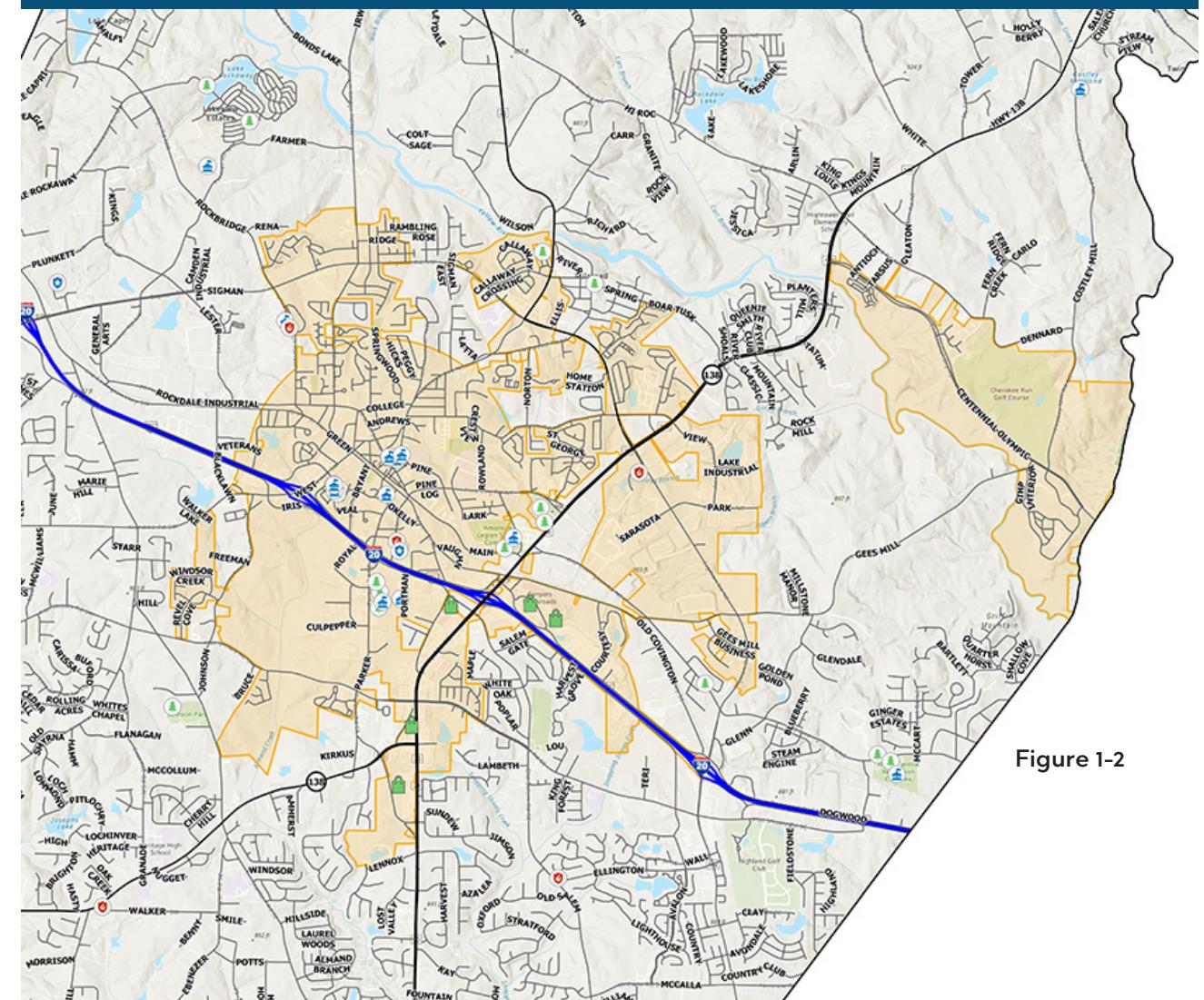
Meeting the Needs of the Community

Figure 1



Rockdale County, Georgia is located approximately 25 miles east of Atlanta and has 129.8 square miles of land area. It is the 158th largest county in Georgia making it the second smallest; providing the option for residents to enjoy a peaceful community or access big city living within 30 minutes.

Reimagine Rockdale lives at the intersection of people, connectivity, and strategic growth to promote a unified and sustainable countywide vision for years to come.



*Orange shading indicates Conyers City Limits. Conyers is the only city within Rockdale County.

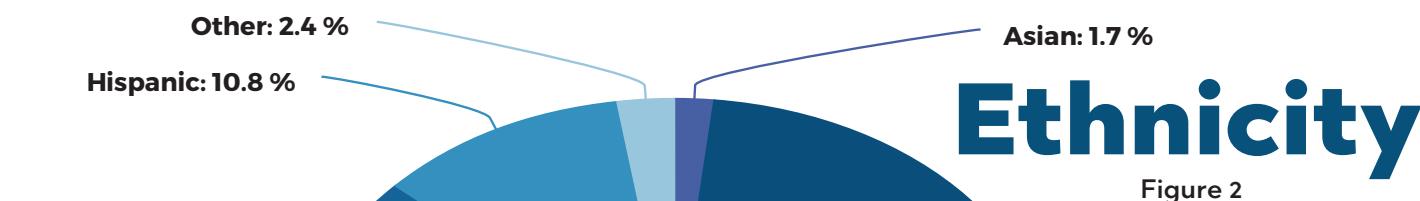
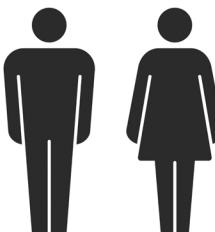
The **Reimagine Rockdale** strategic plan is shaped by community demographics, smart growth strategies, and a commitment to access, equity, and innovation which establishes a strong path towards a dynamic and inclusive future.

Rockdale County Population Data

94,984 Rockdale County Residents (2022)
Population Change (since 2010) +11.5%
17,926 City of Conyers Population Size

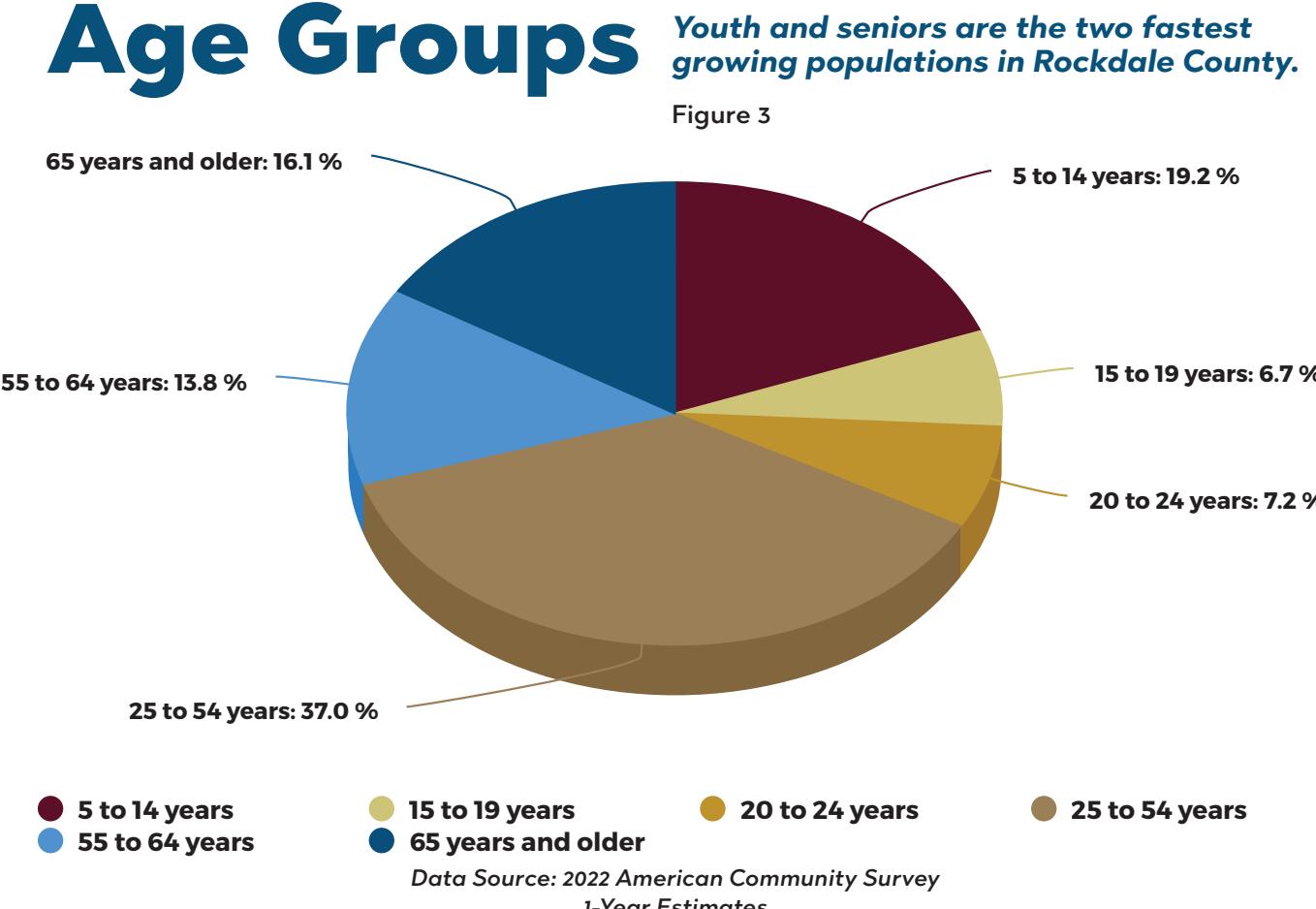
Demographics

47.25% (Male), 52.75% (Female)
\$73,998 Median Household Income
Average Age (County): 38.5
Source: Atlanta Regional Commission, 2022 and 2023



Source: Atlanta Regional Commission, 2023

Age Groups

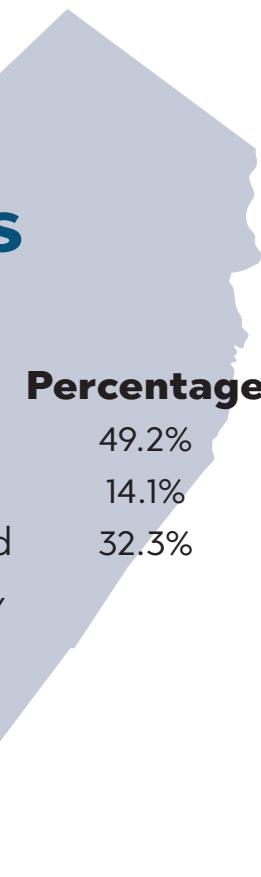


Total Types of Households in Rockdale County

Household Description

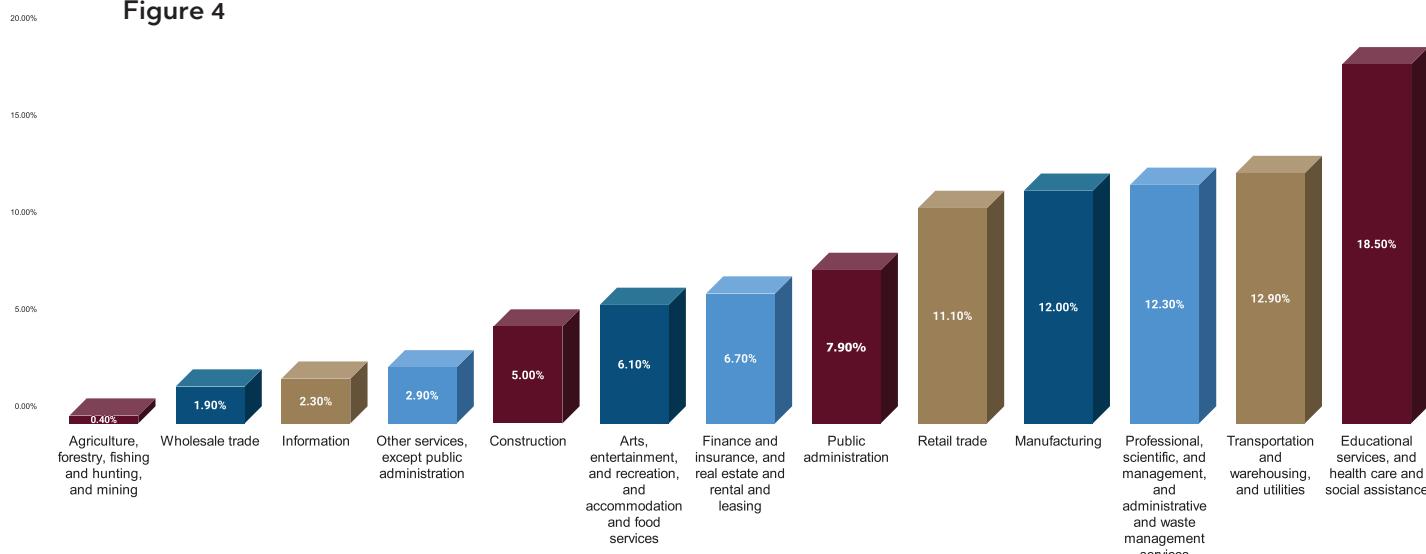
Married-couple family household
Male householder, no spouse present, family household
Female householder, no spouse present, family household

Data Source: 2022 American Community Survey 1-Year Estimates, www.data.census.gov



Industry for the Civilian Employed Population 16 Years and Over in Rockdale County, Georgia

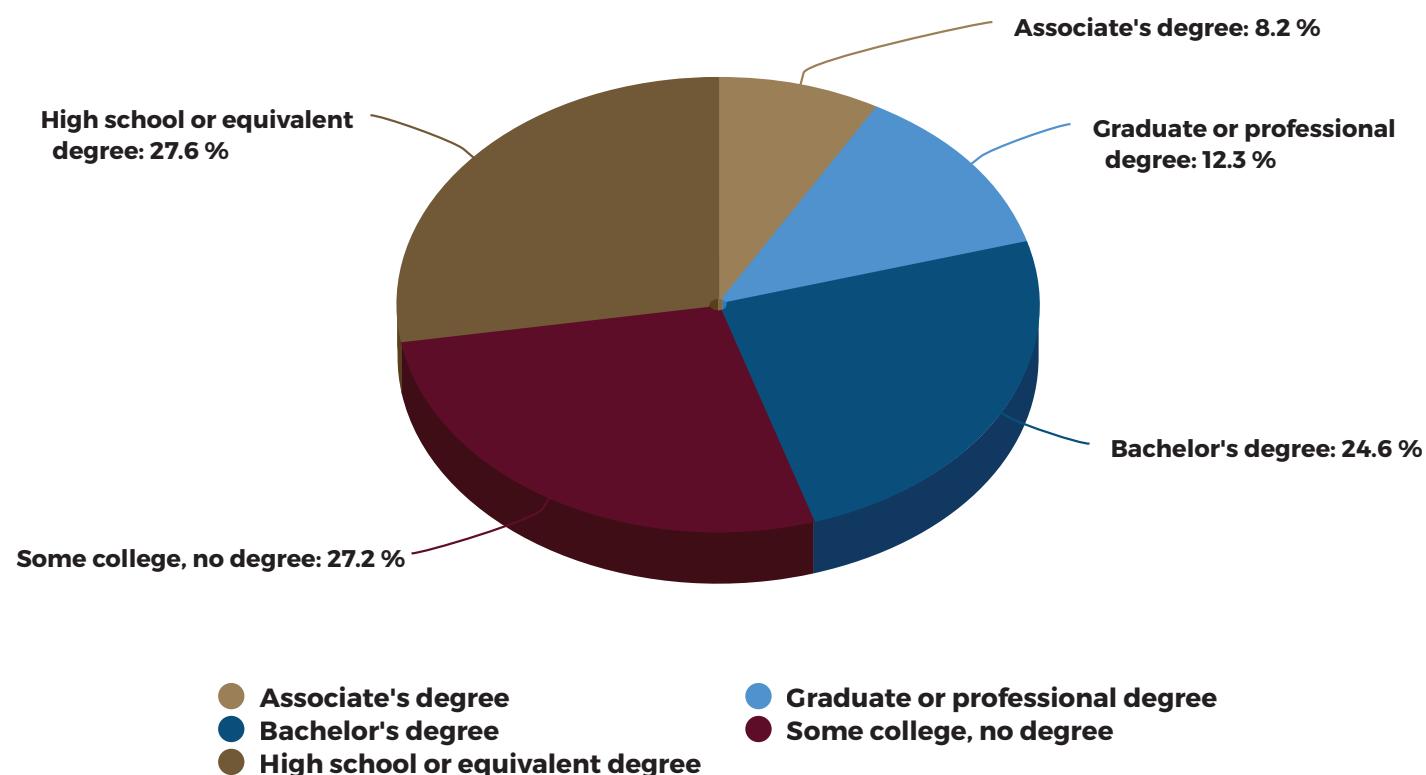
Figure 4



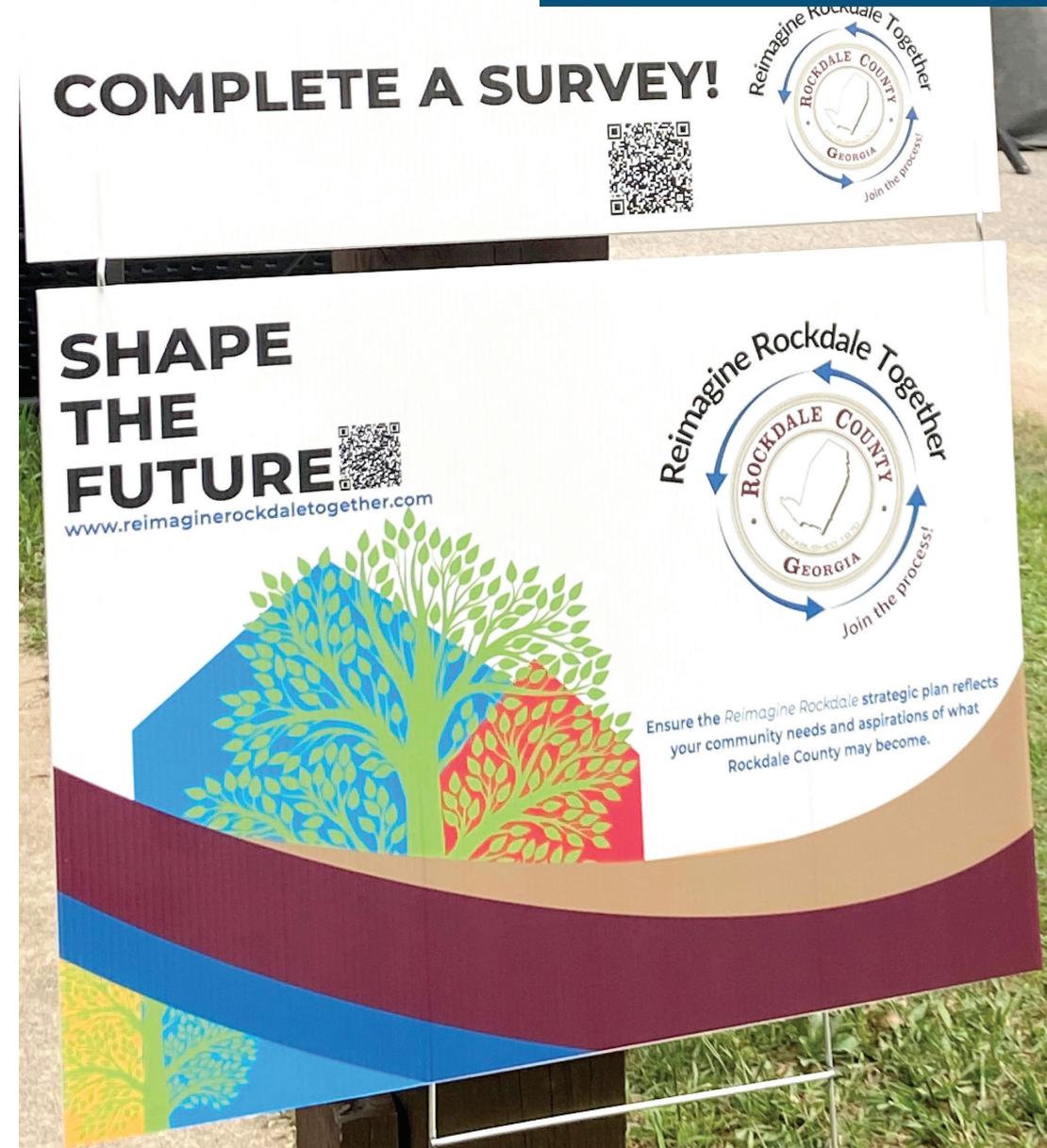
Data Source: 2022 American Community Survey 1-Year Estimates, www.data.census.gov

Education Attainment (Population 25 Years and Older)

Figure 4-1



Data Source: 2022 American Community Survey 1-Year Estimates, www.data.census.gov



Reimagine Rockdale Together

- Intentionality and Community Perspective -

Reimagine Rockdale Together was a transformative strategic planning effort aimed at shaping the future of Rockdale County with the community throughout the entire process. This initiative was created as a data-focused and citizen-informed process; which encompassed all County functions and aligned with all current and ongoing comprehensive and master plans.

County leaders are also committed to listening and incorporating received feedback into the implementation phase for this strategic plan.

Engaging Our Community

Reimagine Rockdale Together stands as a testament to the power of community engagement. Our citizens matter. The visions that our residents have for their futures make a profound impact in the direction of the County. The strategic planning process was designed as a collaborative and inclusive endeavor.

It reflects the belief that the people who make up a community are its greatest asset. The journey of engaging the community was not just a process; it was a celebration of the spirit that defines Rockdale County. As the strategic plan is activated, it does so with the collective voice of a community that has truly reimagined its future together.

The Strategic Planning Process

Reimagine Rockdale Together began with the 90-Day Infrastructure Planning Task Force in collaboration with the Atlanta Regional Commission, the City of Conyers, Rockdale County Public Schools, Rockdale County Department experts, community leaders, and citizens which served as key participants.

In conjunction with this, a Request for Proposals for consultants was issued in December 2022 to support the development of the strategic plan. The consultants supported community engagement and market analysis efforts alongside Rockdale County's Chief Strategy Officer to advance research and development.

Analysis of Envision Rockdale Strategic Plan

A performance analysis of the **Envision Rockdale** strategic plan (2020-2024) was conducted throughout 2023. The key focus of **Envision Rockdale** was countywide economic development to attract and sustain businesses across Rockdale County. In addition, six critical target areas were prioritized and detailed within the plan with guiding principles of "Forward Momentum, Focus, and Trust." The established targets were 1) Infrastructure and Transportation, 2) Economic Development, 3) Quality of Life, 4) Education and Workforce Development, 5) Employee-Driven Efficiency Measures, and 6) Social Investment.

The **Envision Rockdale** strategic plan was released in January of 2020. By March 2020, all nations were impacted by the coronavirus (COVID-19) global pandemic. Hence, a thorough assessment was completed in 2023 by meeting with all Rockdale County departments post-COVID to determine the progress that was made despite the major health catastrophe and future needs. In addition, this allowed for areas of the plan where low to moderate progress was made to be incorporated into the *Reimagine Rockdale* strategic plan, where applicable.

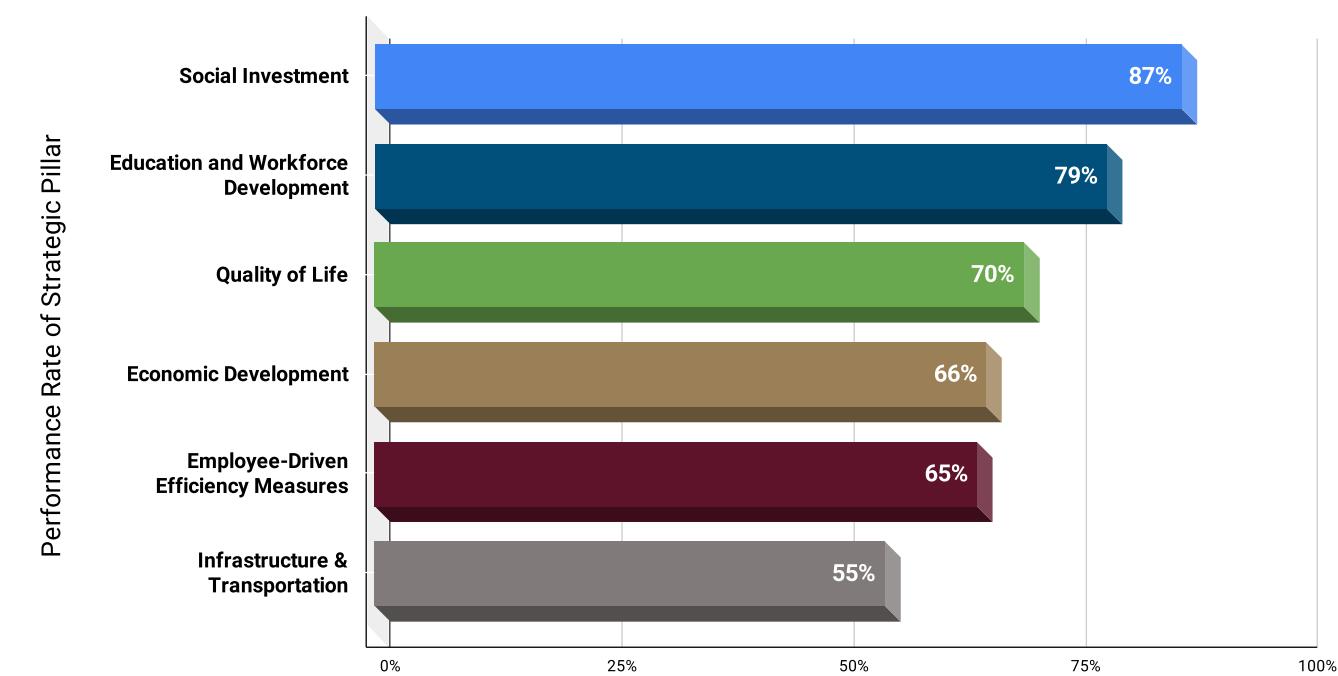
The 2020 – 2024 Strategic Plan Established the Following Strategic Goals:

- Grow jobs through attracting company relocations and expansions;
- Invest in infrastructure, efficiencies, and public safety to improve the quality of life for Rockdale County citizens;
- Focus on improvements in workforce development;
- Convene teams and alliances to address the needs of the disadvantaged.

The six strategic pillars were developed to align the County's activities and ensure all departments advance the objectives.

The diagram below exhibits the performance rate as of June 2023 for each strategic pillar (social investment, quality of life, infrastructure and transportation, employee-driven efficiency measures, education and workforce development and economic development).

Envision Rockdale Strategic Plan Performance (as of June 2023)



Data Collection and Engagement Initiatives



Ensuring that we met residents where they were, the community engagement process utilized in-person engagement and the digital space. An online destination, www.reimaginerockdaletogether.com was established providing a virtual space for residents to attain information and remain updated on the strategic planning progress for Reimagine Rockdale.

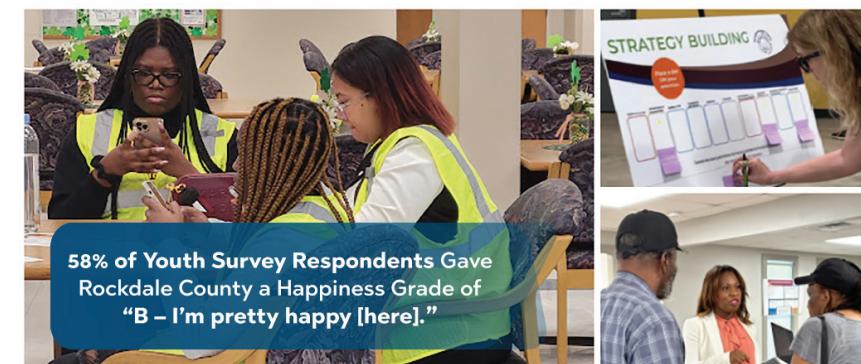
Residents and stakeholders participated in collaborative in-person community strategic planning workshops: 1) Visioning and 2) Building the Strategy, Town Hall, surveys, and presentations throughout 2023 to develop the future of Rockdale County together. Social media campaigns and local newspaper mentions also amplified the reach of the awareness and engagement process, ensuring that even those unable to attend physical sessions could actively participate in shaping the future of the County.



Community Feedback and Listening Sessions

- 90-Day Infrastructure Planning Task Force, Q4 2022 – Q1 2023
- Rockdale County Drop-In #1: Community/Staff Visioning Kickoff Event, August 2023
- Conyers-Rockdale Rotary Club Meeting Presentation, August 2023
- Rockdale County Drop-In #2: Community Event, “Building the Strategy,” September 2023
- Local Homeowner Association (HOA) Meeting, November 2023
- Strategic Planning Town Hall, November 2023

The collaborative workshops hosted residents, Rockdale County leaders, and professionals from various fields to delve deeper into the uniqueness and aspirations of Rockdale County. Participants rolled up their sleeves and actively contributed to shaping the strategic priorities through whiteboarding and other data collection activities. These workshops became incubators for ideas to craft a blueprint for Rockdale's future and are projected to continue.



Additional marketing and outreach efforts included:

- Community Signage Placements
- Two (2) Surveys Released Electronically (Youth and Adult)
- Digital and Print Direct Mail Campaigns
- Promotion and Solicitation Rockdale Water Resources Water Bill Insert (*Estimated Reach 22,000*)
- Survey Distribution, Summer Concert Series, Hoops After Dark, August 2023
- Survey Locations: Rockdale County Senior Services Center, Johnson Park
- Pickleball Tournament in partnership with Mercy Heart, September 2023
- Judicial and Administrative Complex Community Session, January 2024

Community Survey Results

ESTIMATED COMPLETION RATE

71% Completed

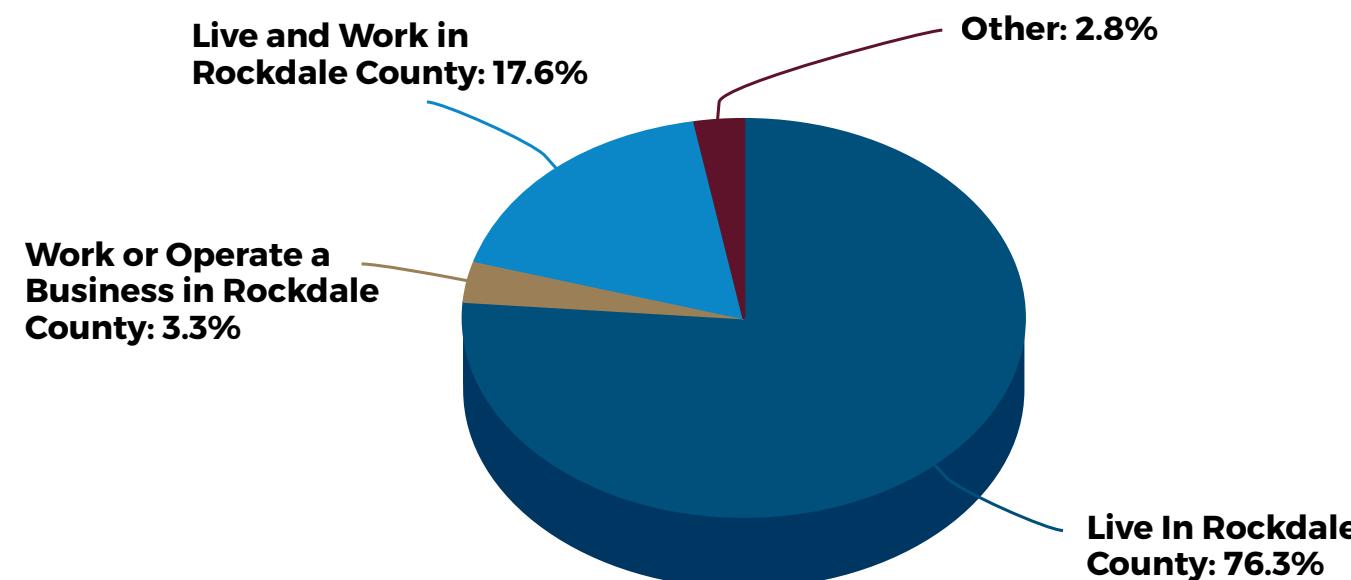
ESTIMATED TIME TO COMPLETE

6 Minutes

Survey Data Utilized (2023)

	Number of Participants
Reimagine Rockdale Strategic Plan	372
Rockdale County Comprehensive Plan	381
Rockdale County Transit Development Plan Survey #1	369
Rockdale County Transit Development Plan Survey #2	1000+

What is your connection to Rockdale County?



Gender

Woman	67.32%
Man	27.65%
Prefer not to answer	5.03%

Ethnicity

American Indian or Alaskan Native	0.57%
Asian / Pacific Islander	0.57%
Black or African American	56.57%
Hispanic	2.86%
White / Caucasian	32.86%
Multiple ethnicity / Other (please specify)	6.57%

What is your total household income?

Less than \$20,000	0.92%
\$20,000 to \$34,999	7.83%
\$35,000 to \$49,999	9.68%
\$50,000 to \$74,999	18.43%
\$75,000 to \$99,999	18.43%
\$100,000 to \$149,999	23.04%
\$150,000 or More	21.66%

What is your current age (Adult Survey)?

Under 18	0.56%
18-29	1.12%
30-39	11.45%
40-49	17.04%
50-59	27.37%
60-69	24.86%
70+	17.60%

Do you have children over the age of 18 that live in your household?

Yes	32.58%
No	67.42%

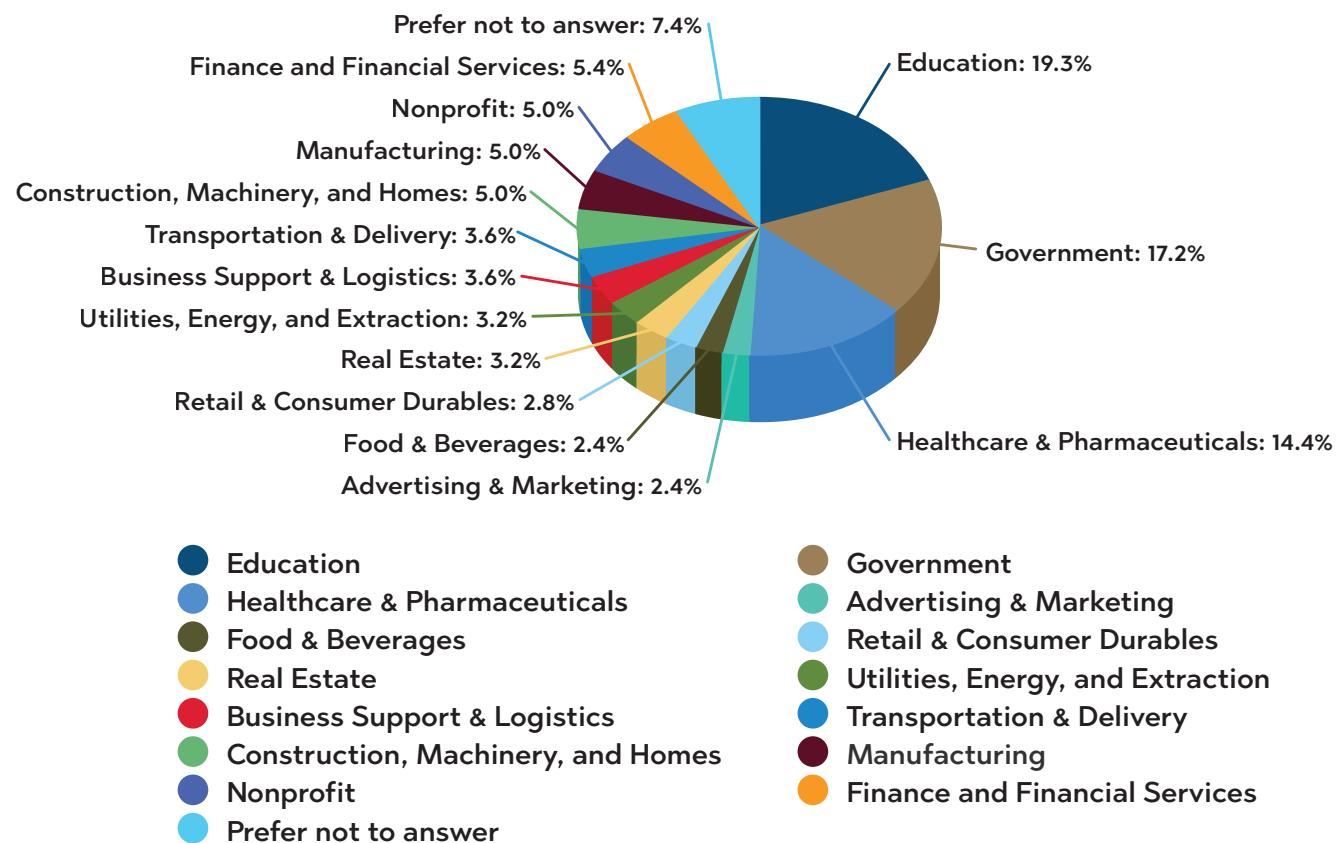
How many children are you a parent or guardian for and live in your household (aged 17 or younger only)?

None	64.97%
1	12.43%
2	13.56%
3	5.65%
4	1.41%
More than 4	1.98%

Are you caring for adult children or adult dependents including seniors (due to mental or physical disability)?

Yes	16.71%
No	83.29%

Which of the following best describes the principal industry of your employment?



What is the highest level of education that you have completed?

Primary school	0.84%
Some high school, but no diploma	0.28%
High school diploma (or GED)	8.10%
Certification	2.79%
Some college	13.97%
2-year college degree	13.13%
4-year college degree	29.33%
Graduate-level degree (Master's or higher)	31.56%

On a scale of 1 (Not safe) to 5 (Extremely Safe), how safe do you feel in Rockdale County?

3.4 ★

Average Rating

Would you like Rockdale County to explore diverse housing options (e.g., Mixed-use buildings-condos on upper floors with retail on street level, duplexes, triplex, quadruplexes, micro-home communities, or other)?

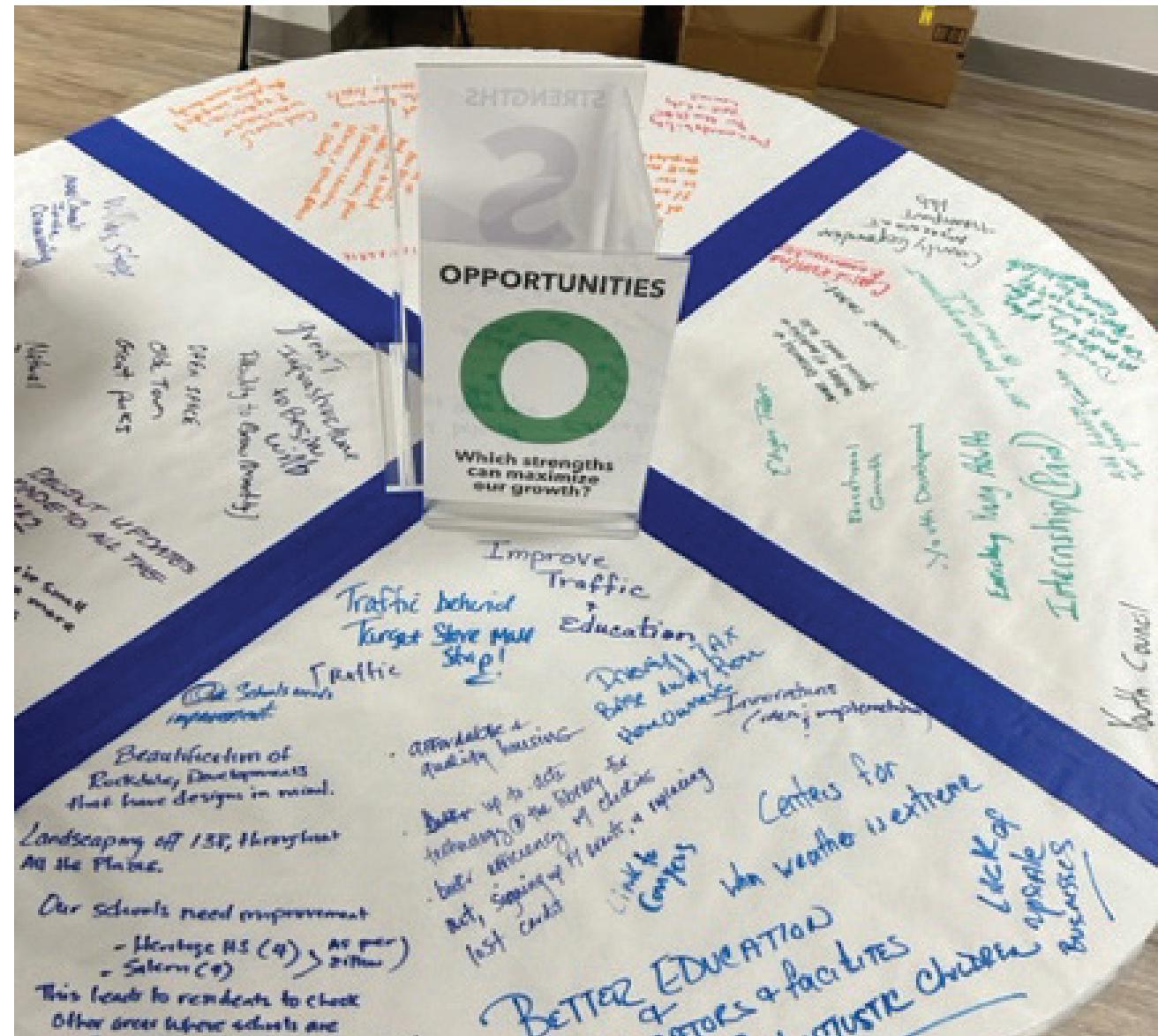
Yes 35.78%
No 64.22%

How important is it to you for the County to develop a sustainability plan to address areas like solar energy, land conservation, etc.?

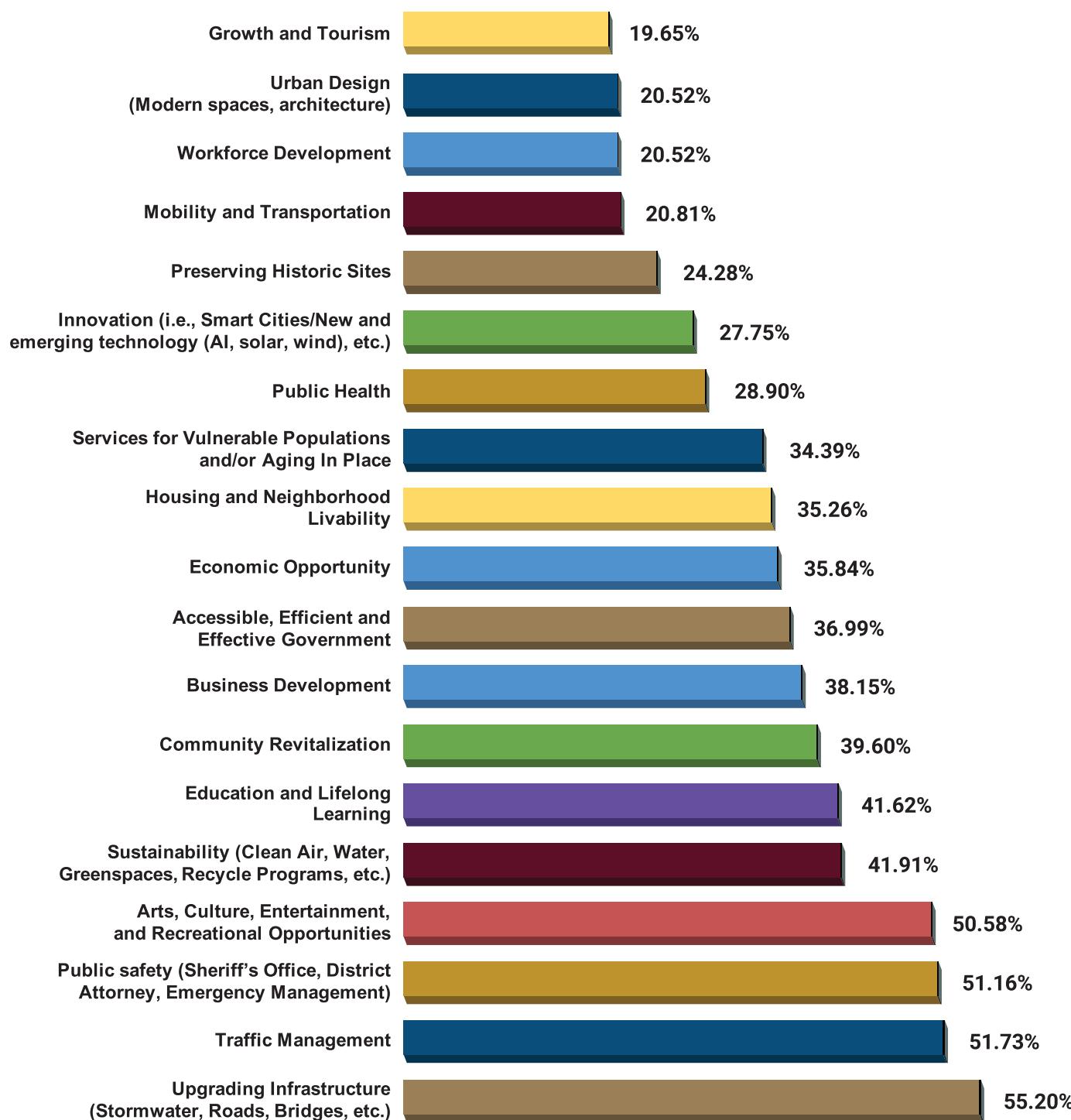
Very Important	37.69%
Important	25.84%
Neutral	26.44%
Not Important	6.08%
Very Unimportant	3.95%

Which technology areas can Rockdale County immediately improve within the next 2 years?

Community Alerts/Communication	40.38%
Electric Vehicle Charging Stations	15.14%
Online Payments	14.20%
Service Requests	17.03%
Other	13.25%



Select the following areas that are most important to you in the development of Rockdale County's next strategic plan.

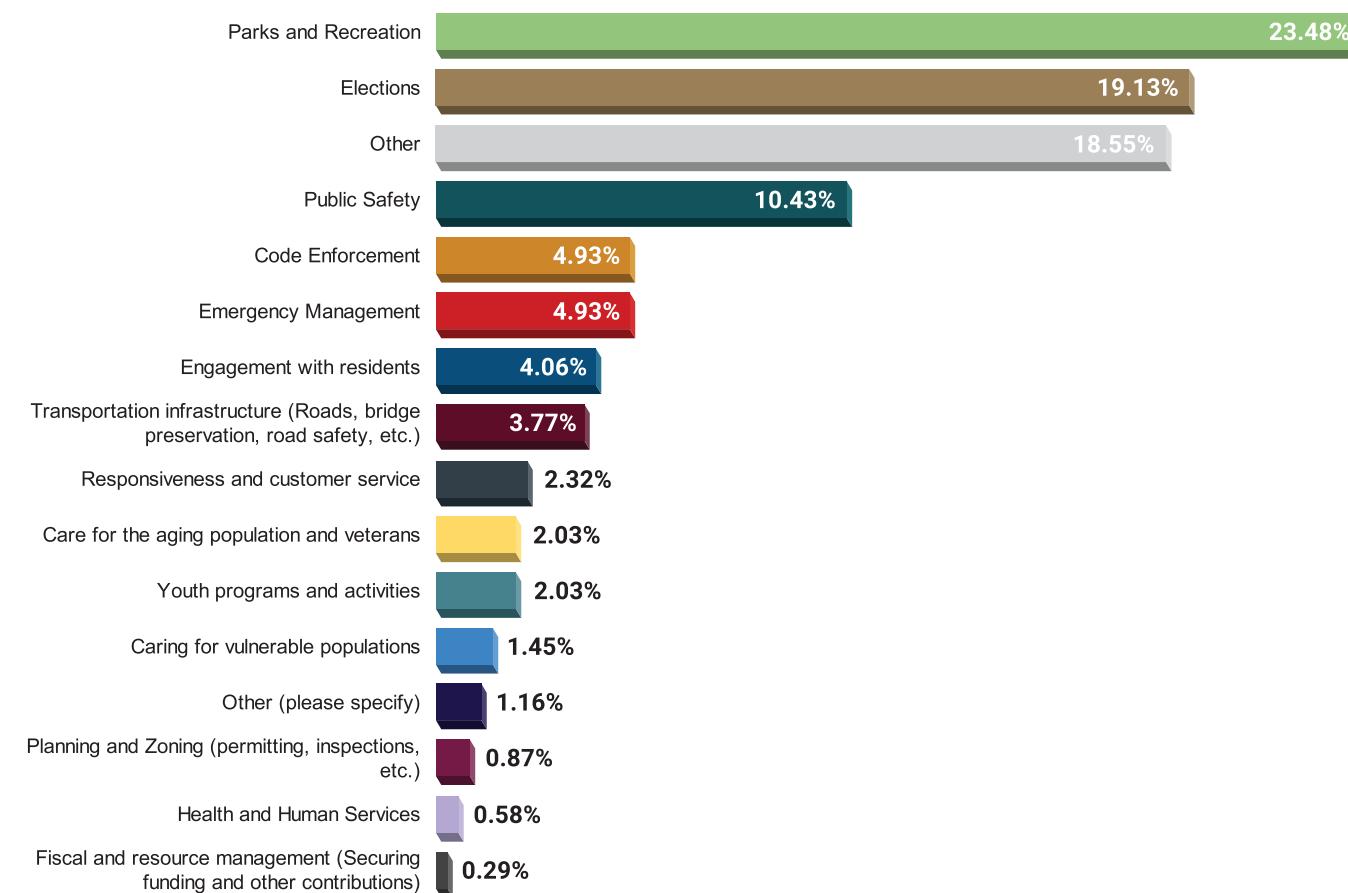


*Note: <0.9% of people surveyed responded, "None of the above."

How affordable does Rockdale County appear to be?

Extremely affordable	3.67%
Very affordable	13.46%
Moderately	56.88%
Less affordable	20.80%
Not at all affordable	5.20%

In which area does the Rockdale County government perform well?



Other [Responses]:

- "There is room for improvement in all areas."
- "I like the fireworks on the 4th."
- "I'll tell you what I want to see I want to see more trees being planted and not cut down I want to see less people here I want to see less buildings being built this place is overcrowded."
- "Water resources"
- "Diversity"
- "Law Enforcement"
- "Emergency management, engagement with residents, parks and rec"
- "None"
- "I believe that [Rockdale] has a lot of work to do! Outside of elections I don't receive a lot of information regarding what's going on"

Stakeholder Input

The **Reimagine Rockdale Together** strategic planning effort considered the voices, perspectives, and ideas of our stakeholders to amplify a shared leadership and community vision.

In the development of this plan, Rockdale County utilized feedback from constituents, a steering committee, visitors, and other key stakeholders: Mayor Vince Evans, City of Conyers, Councilman Eric Fears, City of Conyers, Superintendent Dr. Terry Oatts, Rockdale County Public School System, Sheriff Eric Levett, Rockdale County Sheriff's Office, Kevin Hanna, President & CEO, Conyers-Rockdale Economic Development Council, District Attorney Alisha Johnson, the Rockdale County Court System, University of Georgia Extension Center (Rockdale), area nonprofits, civic organizations, and Rockdale County department leaders to prioritize new community needs, develop and deliver improved services, and ensure that future initiatives are in alignment locally and regionally.

Reimagine Rockdale has also been informed by insights from Georgia Power, the U.S. Census Bureau, and the Atlanta Regional Commission.

Steering Committee

The Strategic Planning Steering Committee served as an advisory body for four (4) months to support the development and implementation of the strategic plan that guides the county's growth, resource allocation, and service delivery over the next five years. The responsibilities of the committee members included:

- Collaborating with county employees, consulting firm, and other stakeholders to identify and discuss key priorities and goals.
- Reviewing existing data and informing research to understand current challenges and opportunities.
- Participating in regular meetings to discuss progress and proposed strategies.
- Informing the creation of an actionable plan and performance indicators. The committee convened monthly to inform and finalize the strategic plan.

Strategic Planning Steering Committee Members

Councilman Eric Fears, City of Conyers

Candice Mays, University of Georgia Small Business Development Center

Dr. Robert Hughes, Restoration Storehouse

Shelli Siebert, Conyers-Rockdale Arts Council

Margaret Moore-Jackson, Rockdale County

Steering Committee meetings were guided by Lisa Chester, Rockdale County Chief Strategy Officer.

The community engagement process for **Reimagine Rockdale** was a celebration of community spirit, legacy, and imagination. As the strategic plan took shape, community members advocated for the shared goals and aspirations that emerged from this collaborative journey. Residents felt a sense of ownership and pride, knowing that their voices had not only been heard but had become an integral part of the roadmap for Rockdale's future.



Reimagine Rockdale

OUR JOURNEY

Our History

The first settlers came to the area in the early 1700s and populated the area along Hightower Trail. In 1816, the area officially opened to settlers, and a railroad was built to connect Augusta to Marthasville (current day Atlanta).

The settlement's first inhabitant was a blacksmith by the name of Holcombe. He owned a substantial amount of land and opposed the railroad coming through his property. Dr. W.D. Conyers, a Covington banker and railroad director, offered to buy the land from Holcombe. The two agreed on a price of \$700. Holcombe sold the land to Dr. Conyers, and the land was donated to the railroad.

The construction of the railroad remains an important element to the beginning of Conyers. First known as Conyers Station, the railroad authority named the City after Dr. Conyers because he easily negotiated the land transaction and played an integral role in its construction. By 1854, Conyers' population reached 400, and the citizens advocated for the town's incorporation. The Legislature introduced and passed a bill, and on Feb. 16, 1854, Conyers became a town.

The quick growth of Conyers continued during the Reconstruction Period (1867 – 1877), with the town's population soaring from 300 to 2,000 citizens. The rapid growth and rising independence created a desire for separation from what was known as the "Upper End", from Newton County. This spur in growth led to the creation of Rockdale County.

Citizens elected John F. Hardin and John Harris of Newton County to the Legislature. In 1870 the state legislature created Rockdale County, naming it for the granite strata that produced the rocky hills and dales in the area. The bill to create a new county from Newton and Henry Counties was approved on Oct. 18, 1870. Rockdale became Georgia's 133rd county and is the second smallest in size of Georgia's 159 counties. Covering 128 square miles, Rockdale borders Gwinnett and Walton Counties on the north, Newton on the south, and Henry and DeKalb Counties on the west.

Source: www.rockdalecountyga.gov, www.georgiaencyclopedia.org

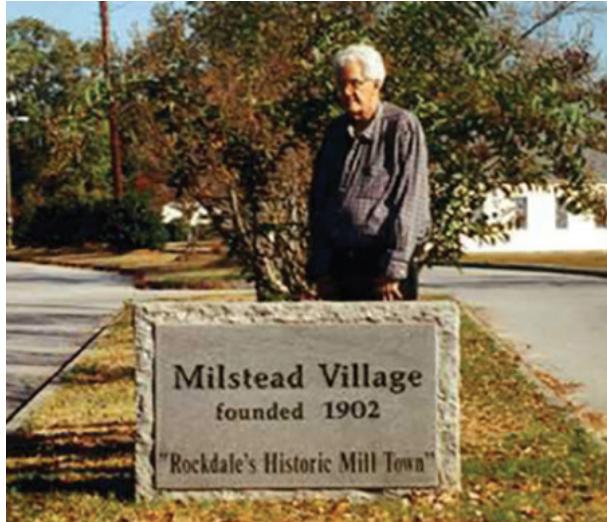


April 26, 1915. The Rockdale County Courthouse Confederate Monument was unveiled.

Historic Milstead Village (Mill Town)

This village community (Mill Town, est. 1902) was developed around an independently founded cotton mill and eventually featured nearly 200 houses and many families, a general store, a recreation center, a pharmacy, and a regionally-famous baseball team; all just a short distance north of Conyers on the south bank of the Yellow River. The mill was purchased and operated by Callaway Mills throughout the early 20th century.

The Georgia Conservancy has performed a housing inventory and assessment of each one of Milstead's many original houses as part of a report for the community. Rockdale County now plans to establish Milstead Village as a historic district.



Source: <https://www.georgiaconservancy.org/blueprints/milstead>

Rockdale (Conyers) Notable Mentions:

- Hosted the 1996 Olympic Equestrian events at the Georgia International Horse Park (Conyers, GA)
- Birthplace of actress Dakota Fanning
- Birthplace of Academy Award-winning actress Holly Hunter
- Birthplace of Pulitzer Prize winning journalist and columnist E.R. Shipp
- Home to Grady Jarrett, Football Defensive End, National Football League's Atlanta Falcons
- St. Jude's 2023 "Inspire" Series, *The Ripple Effect of Courage* featured Rockdale County Firefighter and Childhood Cancer Survivor, Sgt. Archie Collins
- Hometown of singer-songwriter Teddy Swims, Billboard Hot 100-charting artist (2024)
- Heritage High School graduate and former Mercer All-American wide receiver and return specialist Devron Harper signed with NFL's Minnesota Vikings (post NFL 2024 Draft)

Rockdale County Flag



The flag represents Rockdale County as thus:

- THE STARS:** Represent the pioneers that paved the way in the community;
THE GOLD: Represents the shining opportunities and possibilities that lie ahead;
THE BLUE: Represents the unity and the sense of pride we have for Rockdale County;
THE BURGUNDY: Represents the rich heritage of all who call Rockdale County home.

The Rockdale County flag was created and approved by the Board of Commissioners in 2018.

The Present: Current Landscape (Envision Rockdale)

Code Enforcement

5,660 lbs. of litter and debris picked up in 2023; over 100 tons of trash and debris has been collected overall
119 ARPA Assistance Program projects completed in 2023

Fire Rescue

Over 10,000 people engaged Home Safety Surveys
53 Smoke alarms installed
162 Radon tests
29 Station tours & engine demonstrations
18 FSE with Adults
7 Large Community Events
31 Trainings
28 Engine Appearances

General Services (Fleet Replacement Program)

52 Vehicles acquired in 2023 · 12 Departments outfitted with new vehicles

General Services (Geotab)

10,000 less gallons of fuel used in 2023 than compared to 2022 · Estimated savings of more than \$20,000
Seatbelt usage by departments increased 37%

Parks and Recreation

Averaged 2,000 patrons at large events in 2023

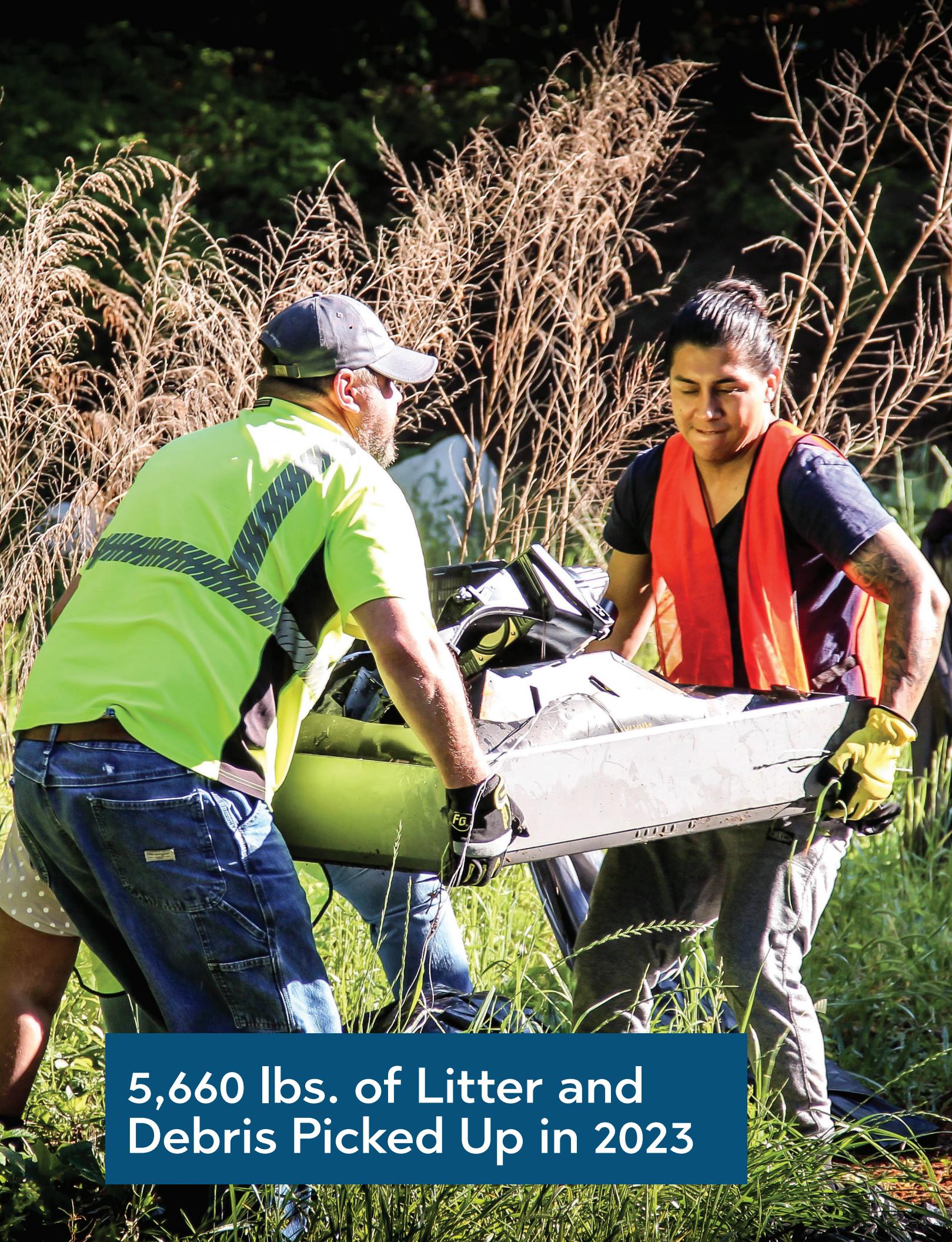
Stormwater Management

210 projects completed by Q4 2023
125 capital improvement and maintenance projects (replacements, ditch cleaning, and infrastructure rehabilitation completed)



70% Plan Completion Rate

*as of June 2023



5,660 lbs. of Litter and Debris Picked Up in 2023

Environmental Assessment

SWOT (*Strengths, Weaknesses, Opportunities, and Threats*)

EXTERNAL ASSESSMENT (Community Responses)

Strengths	Weaknesses
<p>"Great infrastructure to begin with"</p> <p>"Ability to grow smartly"</p> <p>"Open space...Old Town...great parks"</p> <p>"Natural resources...Haynes Watershed Protection Area"</p> <p>"Willing staff"</p> <p>"Parks...neighborhoods"</p> <p>"Recent updates made to all the parks"</p> <p>"Because we're small we can move more efficiently, less bureaucracy"</p> <p>"Nice parks and events by Rockdale"</p> <p>"Great infrastructure"</p> <p>"Recreation centers...restaurants...quality food markets...more surveys...community newspaper"</p> <p>"Clean nature preserves...tree canopy"</p> <p>"Trust...accountability...diversity"</p> <p>"Own water source"</p> <p>"Diversity of people lead to different cultural restaurants"</p>	<p>"Improve traffic and education"</p> <p>"Traffic behind Target store mall strip"</p> <p>"Schools needs improvement"</p> <p>"Beautification...development with design in mind"</p> <p>"Landscaping off I38 throughout all the plazas"</p> <p>"Up to date technology at the library for better efficiency with checking out, signing up for events, and replacing lost cards"</p> <p>"Needs [shelter] centers for extreme weather"</p> <p>"Lack of upscale businesses"</p> <p>"Diversify tax base away from homeowners"</p> <p>"Too many liquor stores"</p>
Opportunities	Threats
<p>"Citizen talent"</p> <p>"More resources and outlets for autistic and special needs kids"</p> <p>"Animal control"</p> <p>"Conservation communities"</p> <p>"County Cooperation Agreement...Transport Hub"</p> <p>"Develop marketing plan...do not wait for businesses to come to Rockdale"</p> <p>"Youth Council"</p> <p>"Stir up parental engagement at school level"</p> <p>"Educational growth...youth development"</p> <p>"Paid internships"</p> <p>Enriching young adults"</p> <p>"More trails in the Honeycreek Road area both side of GA I20"</p> <p>"Better traffic flow...no more lanes...micro-transit options"</p> <p>"Employment opportunities"</p> <p>"Inspectors to fine businesses that don't keep our community clean"</p> <p>"More lighting on dark roads"</p> <p>"Better quality sit-down restaurants"</p> <p>"Better landscaping for commercial locations"</p> <p>"More sidewalks instead of having to drive everywhere"</p>	<p>"Affordable housing"</p> <p>"Uncontrolled population increase"</p> <p>"We're getting the dregs of neighboring counties... if we do not make improvements in our schools, the low ratings will not attract a certain population"</p> <p>"Influx of new residents, need plan to control traffic congestion, plan for classroom and educations resources; estimate effect on schools"</p> <p>"Lack of available housing for all income levels"</p> <p>"Continued warehouse expansion is having negative impact on community"</p> <p>"DeKalb and Gwinnett dumping homeless people into our community"</p> <p>"Accountability for the BOC, BOE, and City Council"</p>

Environmental Assessment

SWOT (*Strengths, Weaknesses, Opportunities, and Threats*)

INTERNAL ASSESSMENT (Rockdale County Departments and Divisions)

Strengths	Weaknesses
<p>"Open to change"</p> <p>"Progressive leaders"</p> <p>"Project management"</p> <p>"Staff willingness"</p> <p>"Community members"</p> <p>"Local Businesses"</p> <p>"Intergovernmental relationships"</p> <p>"Cost-savings"</p> <p>"Covid-recovery"</p> <p>"Ability to pivot"</p> <p>"Technology Advancements"</p> <p>"Remote capabilities"</p> <p>"Local organizations"</p>	<p>"Rockdale County Government lacks a media outlet (other than Channel 23 to get the messages out) - Viewership may be low due to streaming services"</p> <p>"Staff shortages"</p> <p>"Silos"</p> <p>"Funding"</p> <p>"Local Issuing Authority"</p> <p>"Codes need to be updated"</p> <p>"Processes are not aligned"</p> <p>"Not working with the health department"</p> <p>"Community perceptions"</p> <p>"Low citizen engagement"</p> <p>"Process, workflows and software are blind spots, staff expertise"</p> <p>"Responsive environment"</p> <p>"Economic Development"</p>
Opportunities	Threats
<p>"Clear communication"</p> <p>"Wants learn more about AI and where the world is going"</p> <p>"Improvements on processes and procedures"</p> <p>"Connect plans to community benefit"</p> <p>"Ongoing training and education for staff"</p> <p>"More storytelling (Public Relations)"</p> <p>"Strengthen the workforce (community)"</p> <p>"Grants"</p> <p>"Being more engrained in the community"</p> <p>"Technology should best serve all"</p> <p>"Brand overhaul"</p> <p>"Ambassadors needed"</p> <p>"Translators"</p> <p>"The long-term vision of CREDC"</p> <p>"Keeping the youth"</p> <p>"Tax incentives to businesses"</p> <p>"Adjusting court hours to benefit those in need of flexibility."</p> <p>"Court to community engagement"</p> <p>"Teleworking for court employees"</p> <p>"Senior relief programs"</p>	<p>"Community misinformation"</p> <p>"Lack of community buy-in"</p> <p>"Only one EMA in the County"</p> <p>"Lack of resources will stagnate Rockdale County"</p> <p>"Cyber"</p> <p>"Outdated materials"</p> <p>"Staff turnover"</p> <p>"Lack of space and storage"</p> <p>"Compliance"</p> <p>"Competitors"</p> <p>"Natural disasters"</p>

STRATEGIC PILLAR

ENVISION ROCKDALE PROGRESS HIGHLIGHTS

Economic Development

Improved county beautification of I-20 with upgraded fencing (**Rockdale Department of Transportation**).
Fire Rescue is also a driver for economic development with review for rating system from the insurance service office. Rockdale County Fire Rescue also improved training and has new facilities in development.
Talent Management's initiatives included to grow annual partnerships to improve the county's existing Career Fair. Currently Talent Management is only utilizing Rockdale departments; they are actively participating.
In 2018, it was held at Heritage High School with outside companies. When at Johnson Park, the fair included the Sheriff's Office and Court Systems (Constitutional Office).
In 2020, the career fair was virtual and included outside companies. Hiring is still a challenge due to lack of competitive compensation and lack of employment interest. It is necessary to establish clear economic development job goals and create a reporting system to measure and track the number of jobs/employer opportunities versus secured jobs and making specific to Rockdale County which is a change; Creating KPIs for open positions is new (established a goal of 45 days to fill positions).
Water Resources supported industrial growth and improved responsiveness to fire emergencies with acquisition of a new four-million-gallon water tank.

Quality of Life

Emergency Management Agency (EMA) partnered with maintenance to improve Animal Services by expanding the existing animal shelter.
A robust investment has been made for improvements to facilities.
Increased and improved marketing of community events, arts, and cultural opportunities (**Parks & Recreation**).
(**Fire Rescue**) New Fire Station Established

Social Investment

The **Board of Commissioners** and **EMA** successfully combatted the COVID-19 global pandemic (public health emergency).
Rockdale County acquired a physical location for a jail diversion center, a sobering unit, and a recovery center.

STRATEGIC PILLAR

ENVISION ROCKDALE PROGRESS HIGHLIGHTS

Employee Driven Efficiency Measures

Technology Services Department launched a countywide online document repository for quicker access by citizens and staff and improved workflow tools for improved efficiency.

Stormwater Management improved speed and efficiency of completing projects by hiring additional engineering and compliance personnel.

Talent Management documented a compensation philosophy and approach to pay grades to ensure that Rockdale County attracts top talent.

Infrastructure & Transportation

Stormwater Management hired additional field crew, engineering, and compliance personnel; Secured revenue bond for urgent infrastructure needs.

Rockdale Water Resources managed construction of the Snapping Shoals Wastewater Treatment Plant (3 million gallons per day).

EMA is renovating a new 911 Center.



Success Stories from Our Community *Key highlights are reflected.*

National News Coverage

Rockdale County was featured in the U.S. News & World Report Article, "In Georgia, a Black County Bucks a Deadly Coronavirus Trend," September 22, 2020

"Rockdale County was one of 23 communities with a majority-Black population and a COVID-19 death rate below the national average."

Awards

2022

- **"No-Kill" Award from Best Friends (Animal Services)**
- **Recognition from Georgia Recreation and Park Association for Most Outstanding Event, "Rec Day in the Park/Fit for Life"**
- **Recognition from Georgia Recreation and Park Association for Most Outstanding Event, "Rec Day in the Park/Fit for Life"**

2023

- 1 - Telly Award
- 6 - NACo Achievement Awards
- 5 - NAICO Awards of Excellence
- **16th Consecutive Platinum Award (Gees Mill WTP) and Gold Awards for the 5 Wastewater Treatment Facilities**
- **Achieved Best Tasting Drinking Water for District 3 from Georgia Association of Water Professionals**
- **Recognition from Georgia Recreation and Park Association, Aquatics and Athletics Network, for Most Outstanding Program, "Hoops After Dark"**

Rockdale County Code Enforcement received a \$5,000 BRACE Grant Award from the Keep Georgia Beautiful Foundation, a statewide organization that leads more than 70 city and county affiliates in their efforts to end litter, reduce waste, promote recycling, and beautify communities.

Community Initiatives

The Grady Jarrett Teen Center at Johnson Park is named after Grady Jarrett, a Conyers native and Rockdale County High School graduate, as well as a Defensive Lineman for the Atlanta Falcons. The Resource Opportunity Center features technology and e-sports equipment; also used to assist teenagers as they register for college, apply for employment opportunities and host e-sports tournaments and leagues.



Grady Jarrett and the Grady Jarrett Foundation give back to the community during the holiday season and hosts an annual football camp for local youth.

Rockdale County Public Schools Was Featured in No Kid Hungry Video Campaign, "How Atlanta is Feeding Kids During COVID"



Legislative Affairs

April 2022 – Passed Georgia Assembly SB 638 - Rockdale County Public Facilities Authority A BILL to be entitled an Act to create the Rockdale County Public Facilities Authority; to provide for severability; to provide for related matters; to repeal conflicting laws; and for other purposes

March 2024 – Rockdale County celebrated a significant milestone as Congressman Hank Johnson delivered over \$15 million in Community Project Funding to Georgia's 4th District, which included Rockdale County. Signed into law by President Joe Biden, this funding represented a crucial investment in addressing our community's pressing needs and advancing key infrastructure projects. The allocated funding encompassed diverse projects to bolster Rockdale County's infrastructure and improve essential services for its residents.

Some highlights include:

- . Almand Branch Wastewater Treatment Project: \$959,752 to enhance wastewater treatment capabilities, ensuring a cleaner and healthier environment for Rockdale County.

- Honey and Scott Creek Pump Stations and Force Mains Project: \$959,752 dedicated to upgrading pump stations and force mains, enhancing the efficiency and reliability of the county's water infrastructure.
- River Street Water and Sewer Improvements: \$959,752 has been allocated for essential water and sewer system upgrades, which will improve public health and safety.
- Salem Lake Pump Station Replacement Project: \$959,752 was designated to replace the Salem Lake Pump Station, bolstering the resilience and reliability of the county's water infrastructure.

These projects, among others, play a vital role in addressing critical infrastructure needs, promoting economic growth, and enhancing the overall well-being of Rockdale County residents.

Entertainment

13 - Productions and Filming in 2022 - 2023 Included:

Teen Wolf (Costley Mill Park)
 The Waltons -Thanksgiving (Costley Mill Park)
 Doom Patrol 2022 S4 (Johnson Park)
 Judgement - Pilot (Costley Mill Park)
 Hyundai Commercial (Costley Mill Park)

The Future: Our Aspirations

Embracing change is imperative for Rockdale County.

With regional projections indicating a population increase to exceed 100,000 residents, we recognize the importance of proactive measures to sustainably manage growth, safety, and enhance the quality of life for all residents by 2030. We are embarking on a phased approach to provide excellence in public service in alignment with our County's strategic plan.

Our focus on optimizing operational efficiency, long-range planning, housing, transportation, infrastructure projects, and local economic development are integral to this plan. Moreover, we emphasize a people-centered and forward-looking approach, recognizing that collaboration and partnerships are essential for addressing the diverse needs of our community.

Ensuring accessibility for all residents is a cornerstone of our strategy. This involves enhancing connectivity, and fostering an environment that is physically and socially inclusive. Through targeted initiatives, we will address disparities and promote equitable opportunities.

The Spirit of Diversity in Rockdale County



A photograph showing a park area with a chain-link fence in the foreground. A man is bending over near the fence, interacting with a black dog. In the background, there's a grassy field with several people: one woman in a green shirt and dark pants is pushing a blue stroller with two dogs; another woman in a grey hoodie and white shorts is standing nearby; a young girl in a grey tank top and blue shorts is walking away; and a man in a grey shirt and cap is partially visible on the left. A red and blue playground structure is on the far left. A black metal picnic table is in the middle ground. The background is a dense forest of green trees.

Reimagine Rockdale

STRATEGIC THEMES

Equity. Access. Innovation.

Equidad. Acceso. Innovación.

DIVERSITY,
EQUITY, AND
INCLUSION (DEI)

DEI IN ROCKDALE COUNTY

Diversity, equity, and inclusion (DEI) within Rockdale County has progressed significantly over the last decade including historic elections, bold policy advancements to further DEI objectives and efforts that encompass a range of initiatives targeting various demographics and areas of need. Prioritizing access to opportunities and basic needs is central to these endeavors.

The County has implemented various DEI efforts across different sectors such as veterans' services and mobility, senior services, youth programs and recreation, mental health, behavioral health, substance abuse recovery, and minority business participation. These initiatives aim to eliminate stigma, implement appropriate programs, and ensure access to opportunities and essential services for all residents.

Additionally, the County promotes gender diversity in the workforce, particularly in roles like firefighting. Fire Rescue Chief Marian McDaniel and Deputy Chief Sharon Webb actively engage in speaking engagements to address the nationwide gender disparity in firefighting roles and encourage participation among women and girls.

Theme nights celebrating cultural heritage, such as Hispanic Heritage, have been activities organized by Parks and Recreation, fostering inclusivity and community engagement.

Rockdale County ensures transparency and accountability through the biannual publication of the Equal Employment Opportunity Commission (EEOC) Utilization Report on its website.

As Rockdale County looks ahead, operations, constituent services, justice, public safety, sustainability, environmental health, housing, public health, and workforce development will be further explored through an equity lens. These efforts collectively underscore the significance of DEI in promoting a more equitably served and inclusive community.



DEI MILESTONES AND ACHIEVEMENTS (Highlights)

2012

- **The first African-American leaders were elected to offices in Rockdale County Government. The historic “Slate of 8,” elected in 2012 include:**

Phinia Aten, Chief Magistrate Judge

RJ Hadley, former Tax Commissioner

Sheriff Eric J. Levett

George Levett, Coroner

Charles Mays, former Probate Judge

Osborn “Oz” Nesbitt, Sr., Post 1 Commissioner (current Chairman)

Richard A. Oden, former Chairman, Rockdale Board of Commissioners

Ruth Wilson, former Clerk of Superior Courts

2017

- **Alisha Adams Johnson was appointed district attorney of Rockdale County by Governor Nathan Deal; Making her the first African American woman to serve in the role.**

2020

- **Rockdale County celebrated 150 years.**

The removal of a 107-year-old Confederate monument located at the historic Courthouse in the heart of Olde Town Conyers, an executive decision made by Chairman Nesbitt on June 30, 2020 to symbolize “equal justice for all.”

The Rockdale County Board of Commissioners voted unanimously at its meeting on September 22, 2020, to add Juneteenth (June 19) as an official county holiday beginning in 2021 (a year before the U.S. President announced it as a federal holiday).

Annual EEOC Training Class 2020 launched live and cataloged on LocalGovU (Internal training site).

The Rockdale County Board of Commissioners made history at its December 8, 2020 meeting by appointing Marian McDaniel as the new Rockdale County Fire Chief, making her the first female and African-American fire chief in the department's history and the 12th African-American female fire chief in the nation.

- 2021** • **Celebrated the Juneteenth Holiday for the first time.**
- 2022** • **Launched multilingual website.**
- 2023** • Indigenous People's Day (formerly Columbus Day) recognized for the first time as an official county holiday.
Received a National Association of County Information Officers (NACIO) award for the specialized Rockdale County website.
Judge Maureen Wood of the Rockdale County Juvenile Court was honored with the Innovative Leadership Award at the 2023 Georgia Conference on Children and Families (GCCF).
Rockdale Board of Commissioners established the Equal Business Opportunity Policy – Policy # 2023-1-27, an ordinance authorizing an Equal Opportunity Program for Rockdale County.
- 2024** • **The Honorable Maureen E. Wood Elected as the First African-American Female Superior Court Judge in Rockdale County.**



ACCESS

ACCESS AND INCLUSIVITY



Rockdale County champions access and inclusivity across all sectors, fostering an environment where every individual, regardless of background or ability, has equal opportunities and experiences to provide a sense of belonging and safety.

EXPANDING ACCESS TO COUNTY SERVICES

Rockdale County continues to actively implement new strategies which promote access and inclusiveness in service delivery, public spaces, government policies, judicial system, technology, transportation, communications, and more to ensure that all members of the community can easily utilize and benefit from various programs, resources, and assistance available.

One key aspect of expanding access to County services is improving physical accessibility. This includes ensuring that County facilities, buildings, and public spaces are equipped with adequate infrastructure and accommodations to cater to individuals with disabilities in compliance with the Americans with Disabilities Act (ADA) standards, allowing people with mobility impairments or other disabilities to navigate these spaces comfortably and independently.

Digital platforms and websites are designed with accessibility in mind. Thus, Rockdale County continues to address language barriers to ensure that language-diverse populations can easily understand and access the services available to them. This involves providing language interpretation services, translating essential documents and materials into different languages, and offering bilingual staff or assistance to support individuals who speak languages other than English.

Furthermore, expanding access to County services requires outreach and engagement efforts to reach marginalized or underserved communities. By actively engaging with our residents, the County can better understand community needs and challenges, as well as develop tailored solutions and initiatives to address them.

By prioritizing inclusivity and actively working to remove barriers to access, Rockdale County may ensure that all members of the community have equitable opportunities to benefit from the services and resources provided.

Rockdale County Animal Services offers mobile pet adoptions, bringing adoptable pets directly to the community.

Rockdale County Board of Assessors began offering extended hours at their offices in 2023, to help meet the annual deadline for filing for homestead exemptions.

Will Barkley, Board of Assessors chairman said to the Rockdale Citizen, “We owe it to the citizens of Rockdale County to be as accessible as possible to ensure they are able to ask questions regarding their property assessments and exemptions.

We realize the need to sometimes do things outside of the scope of our daily operations to assist those who cannot get to our office during normal business hours. Our goal is to put citizens first with an emphasis on our seniors.”

The Rockdale County Parks & Recreation department acknowledges the distinctive requirements of individuals living with autism and other special needs. Through their Adaptive Inclusive Recreation of Rockdale (AIRR) initiative, the department provides specialized therapeutic recreational programs tailored to support the development and well-being of individuals of all ages.

These programs provide a safe and supportive environment where individuals with autism can engage in recreational activities, socialize with peers, and build essential life skills, promoting holistic growth and inclusion within the community. In conjunction with this, Rockdale County Parks & Recreation has added two additional adaptive kayak launches that are ADA accessible at Lorraine Park and Black Shoals Park.

Additionally, Congressional support was provided in Rockdale County in November 2023 after U.S. Senator Jon Ossoff announced his “Constituent Services in Your Community” statewide initiative. This is a new way Senator Ossoff’s office is working to deliver constituent services to anyone needing assistance navigating the often confusing and complex Federal system.

Senator Ossoff’s constituent services team was available to help families cut through red tape to access the benefits they deserve, from resolving issues with Social Security and Medicare, to helping families obtain passports, to ensuring servicemembers, veterans, and their families receive their TRICARE and VA benefits, and more.

Transportation services are also provided to ensure that veterans within the local community can have access to medical services.

Overall, expanding access to county services is a multifaceted endeavor that requires a holistic approach encompassing physical, digital, linguistic, and outreach dimensions.



TOGETHER WE BUILD UP OUR COMMUNITY

"WE REALIZE THE NEEDS ARE GREAT. BUT THE OPPORTUNITIES FOR HELP, HEALING & HOPE ARE GREATER"

Contact Us (678) 509-2021 More Information www.restorationstorehouse.org

RESTORATION STOREHOUSE

Since 2017, the Rockdale County Board of Commissioners has provided a low-cost lease of the government complex located at 1400 Parker Road to Restoration Storehouse Center Association, a registered 501(c)3 non-profit organization to establish a central location for non-profits to deliver wrap-around services within Rockdale.

Collectively, over \$13 million of direct services have been provided to Rockdale County residents as well as over \$5 million of capital improvements to 1400 Parker Road through 2022.

Restoration Storehouse Center partners include:



Women's Health

The Refuge Center offers pregnancy tests, obstetric ultrasounds for the purpose of pregnancy verification and gestational age of the baby. Other services offered include motherhood/fatherhood classes, material assistance for children from birth to 3 years old. Refuge also offers options counseling for unplanned pregnancy and post abortion healing programs.



Housing Solutions

- Phoenix Pass serves the needs of women and their children experiencing temporary homelessness by giving them an opportunity to reestablish selfsufficiency in a residential setting. The program at Phoenix Pass provides participants with supportive services and the resources to recover and rebuild a productive, stable lifestyle for themselves and their children.



Healthcare

- Mercy Heart Clinic offers Medical and Dental care to Rockdale Residents who are 18 or older, uninsured or under insured and 200% below the Federal Poverty Level. From medical aid to dental care, the Mercy Heart Clinic provides free services to citizens that need it most. The organization in Conyers, Georgia provides medical treatment for these specific conditions only: Diabetes, Hypertension, Chronic Heart Disease and COPD. Dental care is primarily Prophylaxis, Extraction and Fillings.



Food and Clothing

- One Heart Ministries through the Xtra Mile Food Ministry serves food and resources to over 500 people each week. One Heart Ministries also provides services and programs such as the Special Needs Prom, Christmas Hope for the Holidays, Business and School Devotionals, as well as Prison and Homeless ministries.



Job Readiness

- Atlanta Regional Commission WorkSource Georgia, maintains a career resource center that serves Rockdale County. Professionals at this center assist jobseekers with career assessment testing, job readiness training in areas such as effective communication and problem solving, job search training assistance and help locating approved training and education providers and registering for programs.



Emergency Assistance

- Partnership for Community Action, through The Family Support Program, provides emergency assistance services to individuals and families in crisis. Other programs under the umbrella of family support include transportation services, a variety of employment and career services, Youth Empowerment Services (YES), energy assistance, and other supportive services. The energy services offered include LIHEAP (Low-Income Home Energy Assistance Program).
- Rockdale Emergency Relief provides Rockdale County residents experiencing financial crisis and hardship with a variety of services. We focus on helping our community prevent homelessness and maintain home stability.



Children Services

- Clayton County CSA administers a Head Start program at RSh. Head Start programs promote school readiness of children ages birth to five from low-income families by supporting the development of the whole child.



Family Assistance

- Partnership for Community Action, Inc. is the designated community action agency for DeKalb, Gwinnett, and Rockdale counties. The organization works to create opportunities leading to family self-sufficiency by providing services to low-income individuals and families in its service community. The agency serves more than 23,000 families per year using grant funding from county/local/state/federal government. The Family Support Program provides emergency assistance services to individuals and families in crisis.



Community Support

- Rockdale Coalition for Children and Families strives to promote a spirit of collaboration and cooperation among community entities providing social & human services by sharing information and resources to better serve and promote the well-being of children and families in our community.

Other community service providers located at 1400 Parker Rd:



Mental Health/Substance Use

- Stepping Up Initiative (SUI), a National Initiative, adopted by Rockdale County, is intended to Reduce the Number of People in Jails with Mental Health and Substance Use Challenges. SUI includes participation from Grit & Grace Recovery Community Organization (RCO) a nonprofit organization 501(c)(3) committed to making transformations through recovery, counseling, education, peer support and providing resources to individuals of the recovery community so they can be returned back as valuable members of the community, walking in their purpose and divine destiny.

SERVING OUR COMMUNITY



www.restorationstorehouse.org

Snapshot of Access to K-12 Education, Food, and Healthcare in Rockdale County and the City of Conyers

An examination of access to education, food, and healthcare is vital to promote health, equity, overall development, and the long-term sustainability of the community. Doing so aligns with the responsibilities of local authorities and other agencies to provide essential services and create an environment that supports the well-being and success of residents.

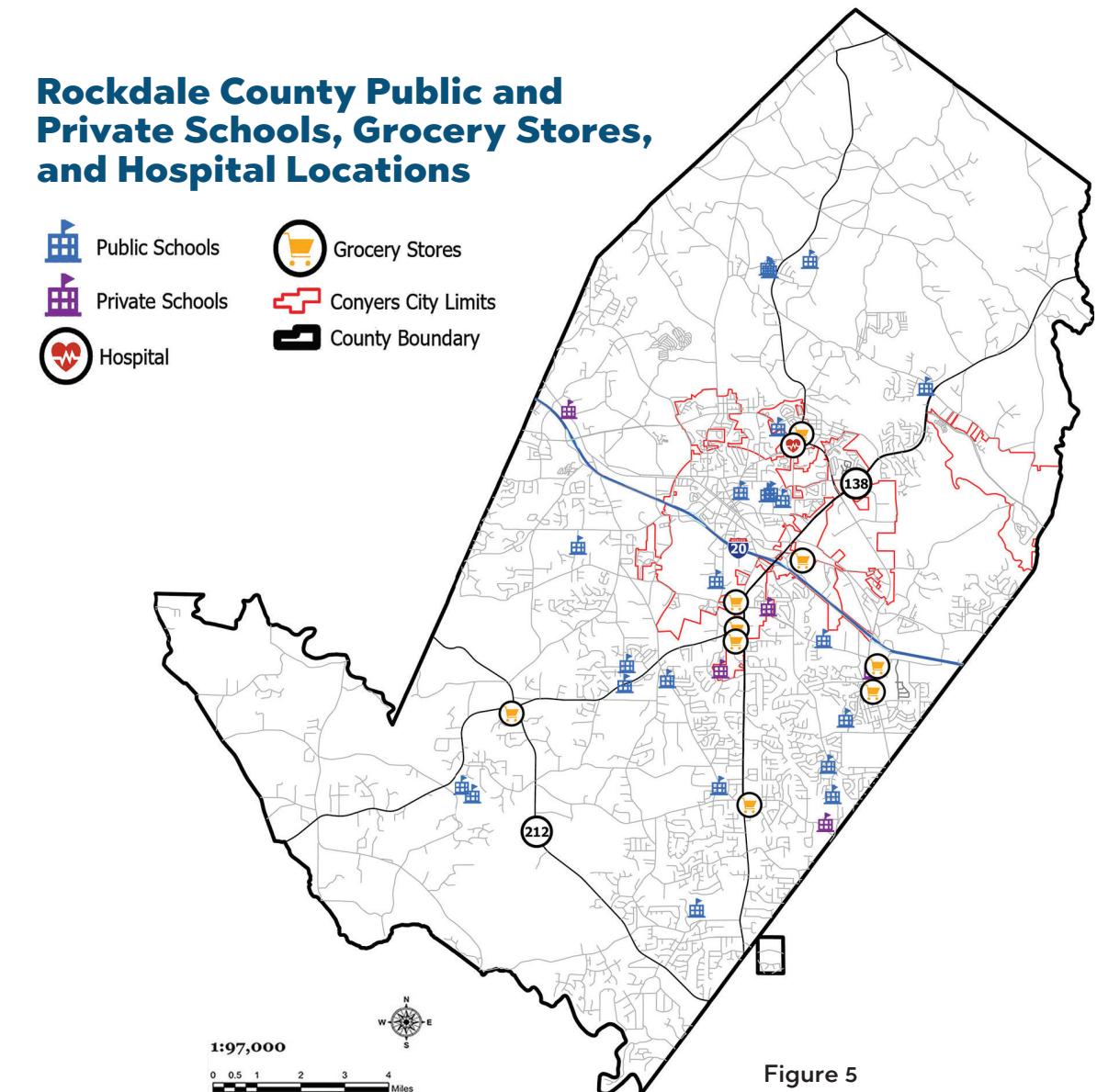
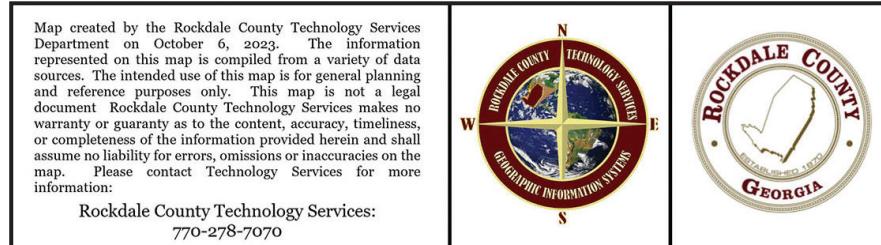


Figure 5

Map created by the Rockdale County Technology Services Department on October 6, 2023. The information represented on this map is compiled from a variety of data sources. The intended use of this map is for general planning and reference purposes only. This map is not a legal document. Rockdale County Technology Services makes no warranty or guarantee as to the content, accuracy, timeliness, or completeness of the information provided herein and shall assume no liability for errors, omissions or inaccuracies on the map. Please contact Technology Services for more information:

Rockdale County Technology Services:
770-278-7070



BRIDGING GAPS AND BREAKING BARRIERS

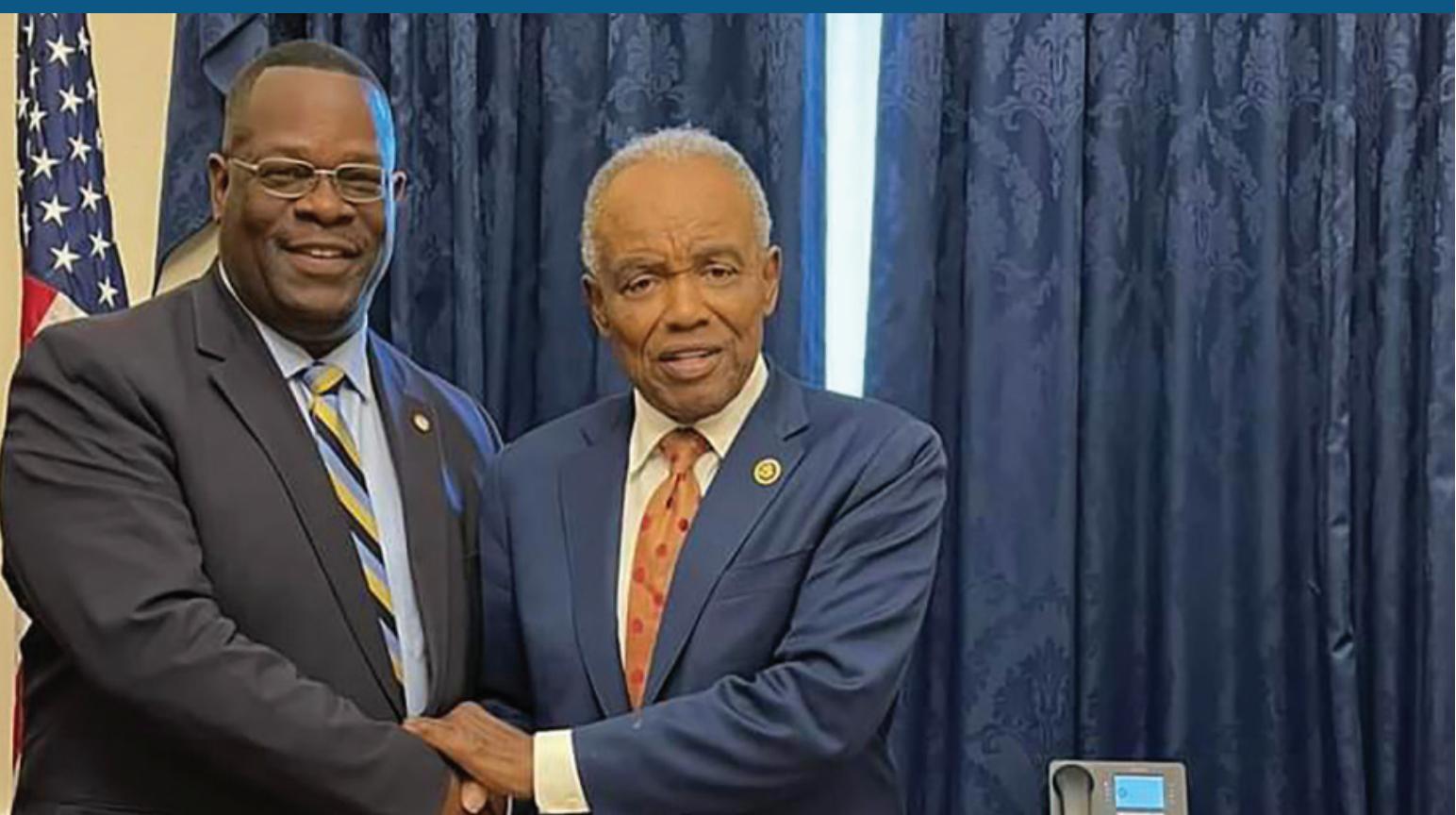
The expansion of access aims to bridge gaps and remove barriers that may hinder certain individuals or groups from fully participating in or accessing essential services. Breaking structural barriers will involve reforming policies and practices that perpetuate exclusion. Consequently, alternative approaches to traditional systems focus on accountability, empathy, and community restoration and development.

Rockdale County, Stepping Up Initiative, and local law enforcement are collaborating on mental and behavioral health response and programming aimed at addressing underlying issues and promoting healing and rehabilitation within the community via the “Holistic Approach to Mental Health and Public Safety.”

In conjunction with this, Senator Raphael Warnock announced the Congressionally Directed Spending of \$1.9 million in 2023 for the completion of the renovations for the County’s Restorative Justice Complex. The Restorative Justice Complex will address substance abuse recovery, diversion, and offer transitional beds.

Expanding the conversation on homelessness in the community, Rockdale County has also partnered with officials from the City of Conyers and Rockdale County Schools to develop a task force that will investigate and provide officials with a plan to address growing concerns in the community.

Ensuring access to opportunity within the workforce, Congressman Hank Johnson directed \$300,000 in federal funding for a comprehensive EV training and workforce development program in 2023. The program will promote sustainable transportation practices and foster a skilled workforce capable of driving economic growth in the region.



SUPPORTING OUR SENIORS & EMPOWERING THE NEXT GENERATION

Rockdale County has a crucial role in supporting our seniors and empowering the next generation. By implementing policies and initiatives that prioritize the needs of the County’s fastest-growing demographics, we can foster a more inclusive and thriving community.

Reported by the Atlanta Regional Commission for the year 2023, \$698,427 in federal and state funds were invested in Rockdale Senior Services for direct services exclusively provided to Rockdale residents, including congregate and home-delivered meals, in-home support services, transportation and case management.

Rockdale County will continue to prioritize access to social services, nutrition assistance, senior centers, transportation options and solutions to affordable housing and health services. As the population ages, the government will explore investments tailored to their needs and aging in place.

Additionally, empowering the next generation requires investments in early learning, childcare, youth services, foster care programs, and workforce development. Education, job training, mentorship, juvenile justice, mental health, and parental support programs are key to support their success.

The Rockdale County Court System initiated the Project GLOW girls’ group, a program designed to address the increasing number of girls in the juvenile justice system. This program focuses on self-esteem, community engagement, goal setting, and self-care through a strength-based curriculum.

The Rockdale County Juvenile Court (RCJC) expanded program offerings by implementing two additional Accountability Courts: The Family Treatment Court and Mental Health Resource Court.

Additionally, the RCJC established the Youth IMPACT Center Day program, which provides daily supervision and educational instruction to suspended and expelled youth.

Hoops After Dark implemented by District Attorney Alisha Johnson in conjunction with Rockdale County’s Parks & Recreation department is a violence prevention mechanism for both girls and boys ages 13-years-old to 17-years-old.

Rockdale County will work closely with primary schools through post-secondary institutions, businesses, and community organizations to provide resources and opportunities for the next generation. This involves expanding internship programs, creating job readiness workshops, and supporting entrepreneurship initiatives.

Furthermore, Rockdale County may boost intergenerational initiatives that bring seniors and youth together, fostering mutual respect, understanding, and collaboration.

ROCKDALE COUNTY JUDICIAL AND ADMINISTRATIVE COMPLEX



"The new [Rockdale County Judicial and Administrative] complex is more than a solution to our aging judicial and administrative facilities, it's the beginning of the realization of our vision for Rockdale County," said Chairman Oz Nesbitt, Sr. "It will feature transformative improvements that will modernize our facilities and increase public safety, connectivity, and access."

Located in Olde Town Conyers, the new Judicial and Administrative complex will address both court and administrative facility needs. Highlights of the new judicial and administrative complex and surrounding improvements include:

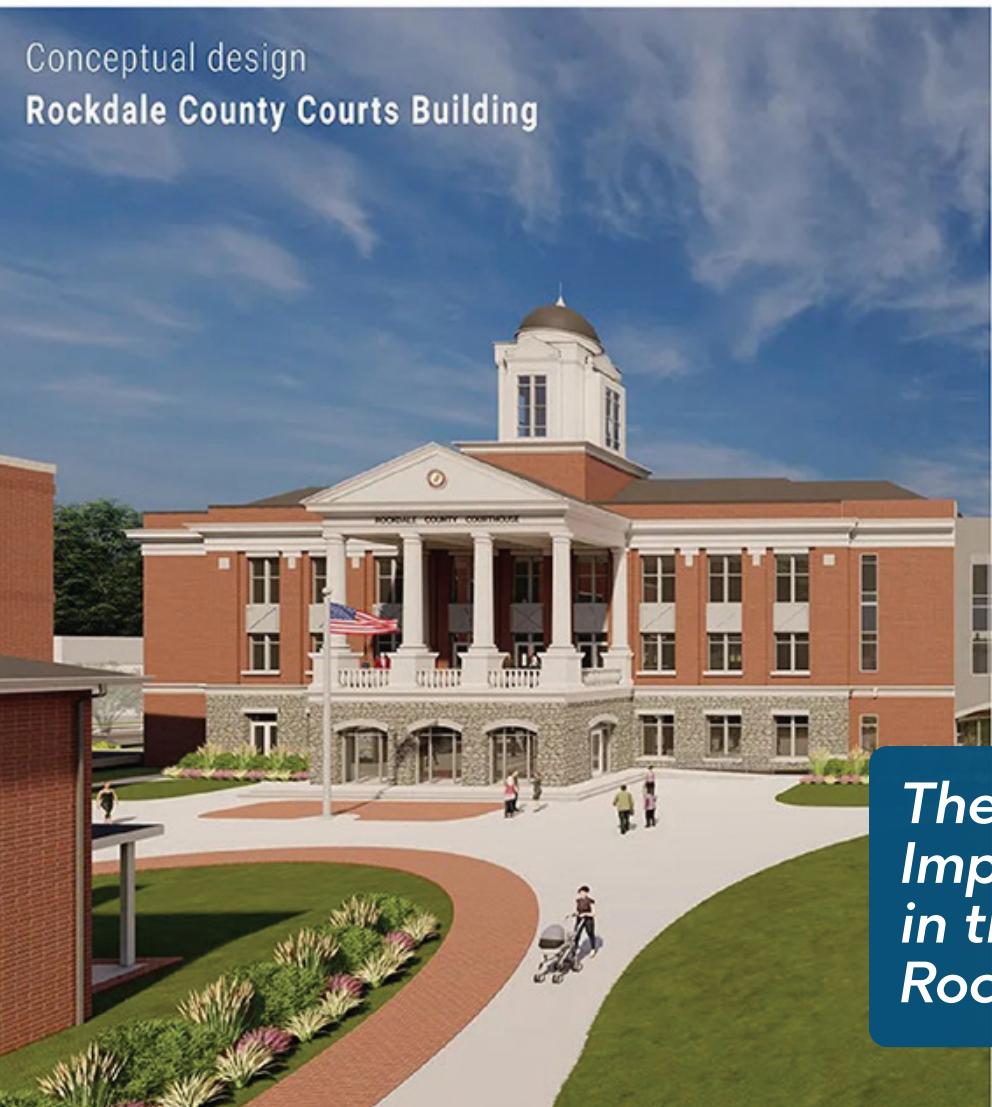
- Expanded and modernized space for the Courts and other County services;
- Additional and upgraded parking and improved accessibility;
- Increased safety and security;
- A public plaza and other outdoor common areas for events and entertainment; and
- A more pedestrian-friendly area.

In 2022, Jericho Design Group led the development of the Master Plan Recommendation Report in collaboration with the Judicial and Administrative Task Force. Jericho reviewed studies of comparable facilities, updated needs assessments from all County departments and Court offices, and designed layout options with cost estimates for consideration by the task force. In January 2023, Jericho presented the final recommendations to the Rockdale County Board of Commissioners which included preserving and renovating the original courthouse on Main St. in Conyers (GA). \$19.6 million in the upcoming SPLOST is allocated to the courthouse.

Conceptual design
Rockdale County Overall Complex



Conceptual design
Rockdale County Courts Building



The Largest Capital Improvement Project in the History of Rockdale County.



INNOVATION

FOSTERING A CULTURE OF INNOVATION

Rockdale County's approach to fostering a more innovative government will encompass methods that are pivotal to advance sustainability and smart growth, crucially aiding in risk mitigation and community preservation.

Our foundation will be rooted in tools, processes, and resources for our leaders and constituents to drive social, environmental, and technological innovation. The County will support the sharing of ideas, collaborating across departments, training, and learning from one another to encourage diverse perspectives, foster creative thinking and problem solving to improve our community and daily operations.

Innovation drives positive change which is achieved through:

- Advanced Technology Education and Application: Utilizing technology to support and inform initiatives and targeted interventions;
- Efficient Resource Management: Implementing innovative strategies to optimize resource usage, mitigating scarcity and environmental risks;
- Public Engagement and Collaboration: Employing activities and tools to engage residents, gather feedback, and mobilize support, encouraging community ownership;
- Partnerships and Networks: Collaborating with stakeholders to pool resources and expertise;
- Regulatory and Policy Innovation: Implementing policies and regulations that incentivize sustainable practices and discourage harmful behaviors;
- Sustainable Practices and Development: Activating environmental-friendly programs and developing green infrastructure to reduce emissions and enhance community resilience.

Rockdale County will encourage our departments and divisions to think outside the box, question conventional methods, and value risk-taking, for excellence in public service and a better community for all.

REIMAGINE ROCKDALE STRATEGIC GOALS

People.
Purpose.
Partners.

STRATEGIC GOALS

5-Year Strategy

People-Driven, Purpose-Driven, and Partnership-Driven.

Reinforcing our Gold Standard with readiness for the future to best benefit our constituents and the longevity of the community through a commitment to access, equity, and innovation.

Goal 1



Demonstrate Rockdale County's Gold Standard

Goal 2



Improve Access to Services & Delivery

Goal 3



Energize Strategic Growth

Goal 4



Enhance Investments to Improve Quality of Life: Public Safety, Public Health, and Parks and Recreation

Goal 5



Strengthen Infrastructure & Transportation

Goal 6



Integrate Innovation

GOAL 1: DEMONSTRATE ROCKDALE COUNTY'S GOLD STANDARD

GOAL 1: DEMONSTRATE ROCKDALE COUNTY'S GOLD STANDARD

Through visionary leadership, responsible stewardship, transparent, high-performing governance, and unwavering community engagement, we aspire to create a vibrant, forward-looking county where people are proud to live, work, and play.

Objective: Commit to a newfound Rockdale with preparation for the future; representative of our values, informed by data, goal setting, communications, accountability, and a whole community approach.

Areas of Focus



Initiatives

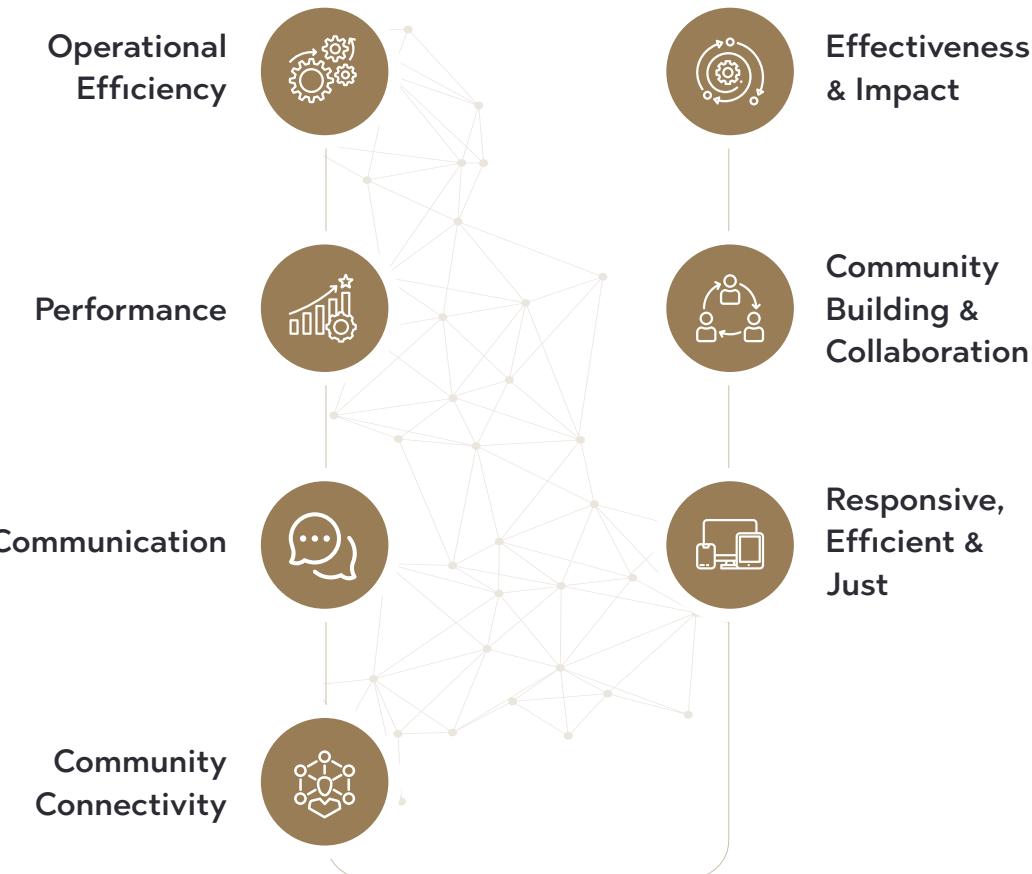
- ⑤ Establish and activate Rockdale 100, a shared vision and smart growth strategy for anticipated population increase to 100,000+ with projections up to the year 2040 (inclusive of departmental/division strategic plans and goals aligned with *Reimagine Rockdale*).
- ⑥ Conduct a countywide 360-degree Risk & Compliance Assessment.
- ⑦ Integrate agility and organizational culture through assessments and mapping, training, and strategic alignment (i.e., Cultural Agility Workshops).
- ⑧ Initialize & drive engagement and collaboration amongst intergovernmental entities, county staff and divisions.
- ⑨ Exercise business intelligence methodologies via continuous county and departmental research, data collection and information sharing (Internal/External).
- ⑩ *Reimagine Rockdale* Roadshow and reporting for adaptability, marketplace awareness, strategic partnerships, feedback, policy, and process improvements.

GOAL 2: IMPROVE ACCESS TO SERVICES & DELIVERY

GOAL 2: IMPROVE ACCESS TO SERVICES & DELIVERY

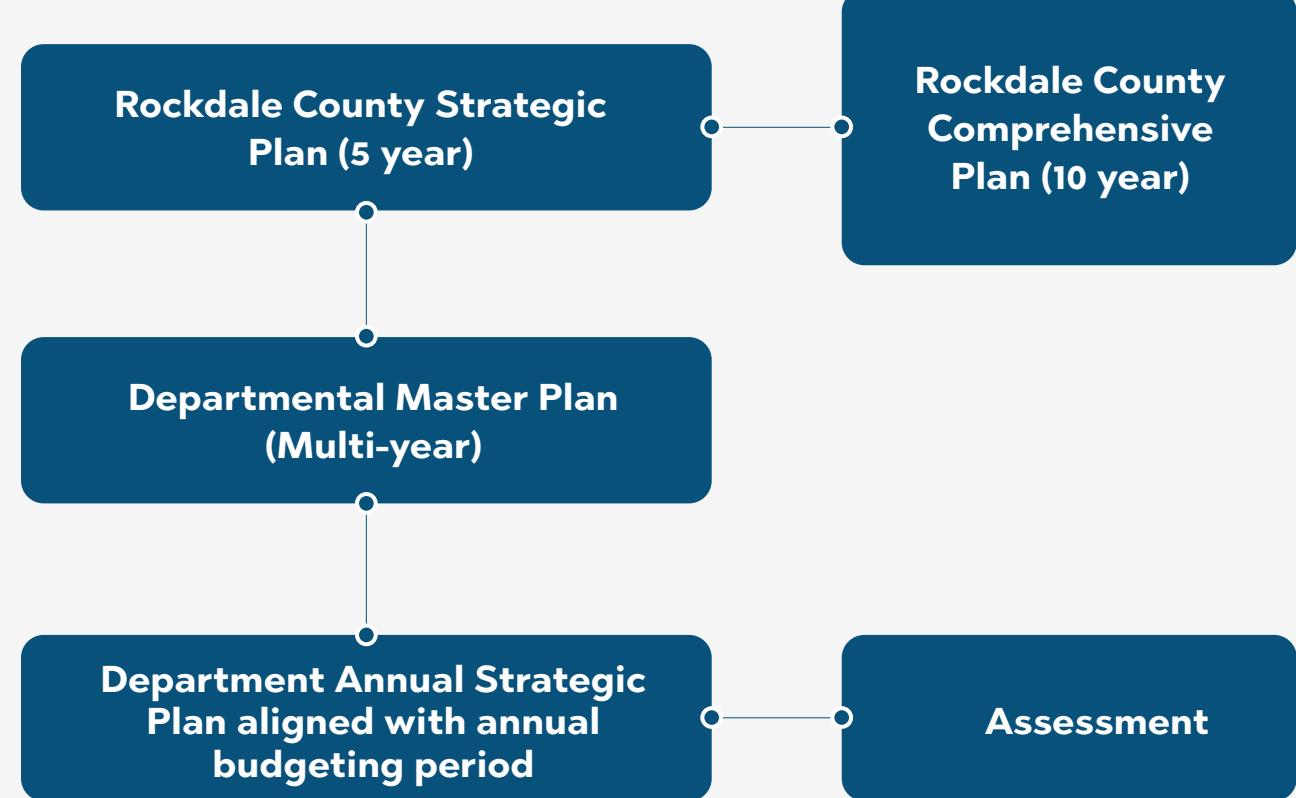
Objective: Advance service delivery and accessibility via interconnected planning, strategies, staffing, tools, and methods at the intersection of an innovation, diversity, equity, and inclusion lens to reduce barriers, blind spots, and adequately meet the needs of the community.

Areas of Focus



Initiatives

- ◎ **Integrated Planning and Business Optimization Program**, a comprehensive strategy, comprised of interconnected annual to multi-year plans to enhance goal-setting and organizational efficiency:



- ◎ Advancements in facilities, utilities, systems, and equipment essential to drive modern governance, aiding efficient service delivery, infrastructure development, and community well-being.
- ◎ Enhance cross-cutting department solutions to ensure optimal performance through inclusive access initiatives, resource management, supplier relationship management, workforce attraction, development, and retention.
- ◎ Ensure accessibility with supportive communication programs such as a Bilingual Incentive Program and text alert system.



The Rock App

A digital application to operate as a community connectivity tool for County information and departmental updates.



Reimagine Rockdale Together

A transformative initiative underlining effectiveness and the impact of ongoing strategic plan efforts to ensure civic engagement with proportional representation across feedback channels of the County's demographic groups, application of data analysis and reporting to measure adoption, trends, outcomes, and performance indicators aimed at shaping the future.



Partnerships for a Stronger Rockdale County

A community building and collaborative initiative to address complex community issues through intergovernmental activations and public and private partnerships (e.g., private sector, nonprofits, government, educational institutions, and justice system) including support for Pre-K through Grade 8 literacy and math skills.



Access to Justice Initiative

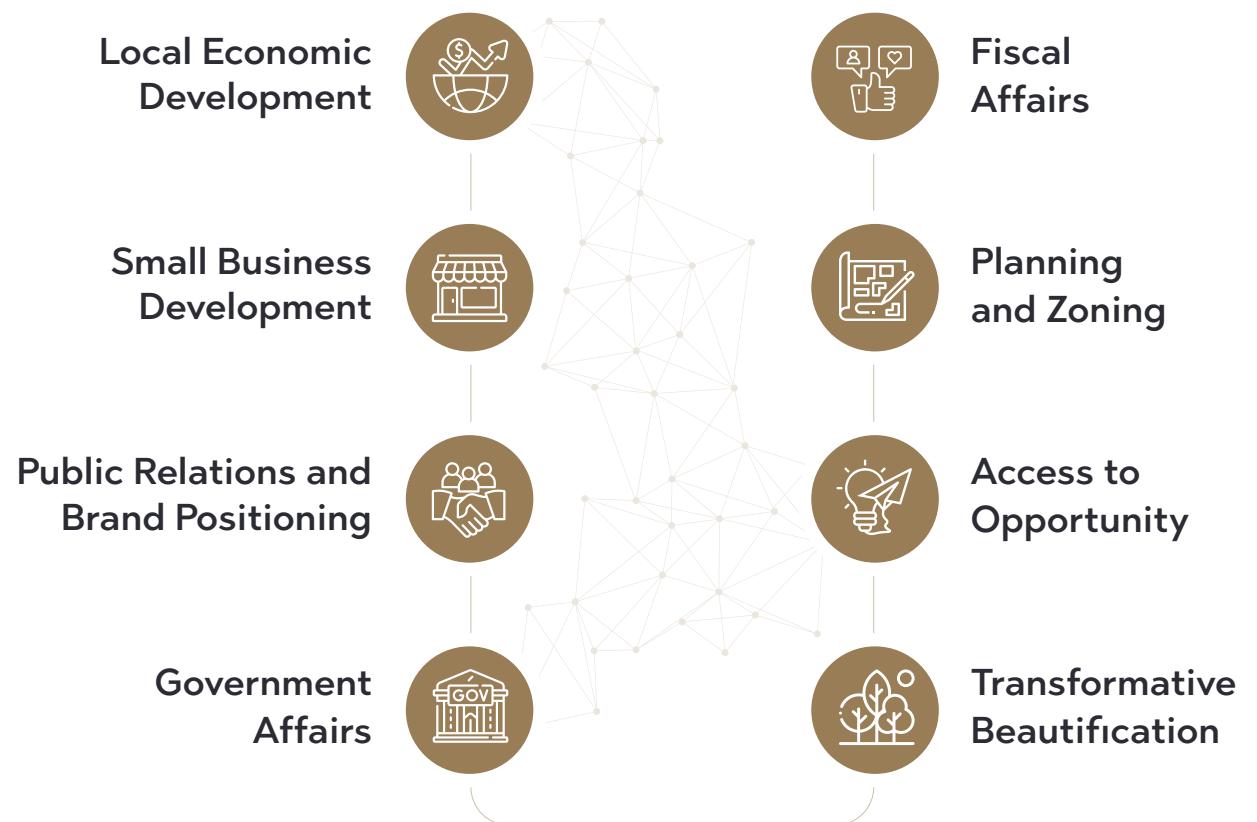
An initiative led by the Rockdale County Judicial System promoting a responsive, efficient, and just legal system dedicated to breaking down barriers and safeguarding fairness and equitable access to justice for all members of the community regardless of their age, socio-economic status, or background. Through collaborative action, strategic planning, policy support, and a commitment to systemic change, this initiative aims to ensure due process of the law and shape a structure where tools and resources remain accessible to everyone.

GOAL 3: ENERGIZE STRATEGIC GROWTH

GOAL 3: ENERGIZE STRATEGIC GROWTH

Objective: Promote community development and shared prosperity by fostering robust collaborations, providing access to opportunity for small businesses, improving public perception, strengthening intergovernmental and foreign relations, cultivating a diverse skilled workforce, advancing housing solutions, ensuring funding and fiscal management, encouraging next-generation inclusion, and implementing future-ready policies and initiatives.

Areas of Focus



Initiatives

① Rockdale 100: Housing

This housing study will inform the Rockdale 100 shared vision and smart growth strategy for anticipated population increase to 100,000+ by addressing housing needs and infrastructure requirements. The initiative explores density, standards, and affordability to answer probing questions about the future housing needs of the County, such as: What is the best housing for current & future residents (e.g., Conservation Communities, Senior Living, Family Homes, Mixed-Use, Workforce Housing, Cottages, and Tiny Homes)?

② Building a Better Rockdale Initiative

This initiative expansively aims to create a thriving and inclusive community that offers opportunities for economic growth, access to opportunity, and a high-quality of life using intergovernmental relations, civic organizations, and community engagement.

Several key areas are aimed at fostering strategic growth and prosperity:



Local Economic Development

Define a path for economic development via parallels with Conyers-Rockdale Economic Development Council, the City of Conyers, and the Atlanta Regional Commission to attract diverse businesses and Foreign Direct Investment (FDI) Inflow to stimulate job creation, increase tax revenue, and contribute to overall economic growth.



Small Business Development

Monitor the health of local small businesses, ensuring that support is provided for sustainability and growth; bolstering the economic resilience of the community and promoting entrepreneurship.



Marketing, Public Relations, and Brand Positioning

Increase confidence in the County's vitality and attractiveness via a new brand identity, increased awareness and community education, and semi-annual reports in collaboration with local media outlets.



Government Affairs

Enhance collaboration toward common goals amongst government institutions by involving various stakeholders, including elected officials, the Delegation (state representatives), lobbyists, and community leaders to establish or strengthen policies and initiatives in line with the County's overall strategic objectives.

Evaluate outcomes and deliverables of meetings against the *Reimagine Rockdale* strategic plan; level of alignment in implemented policies and community needs which establish equity, and/or improve access, and progress special funding options for community improvement.



Financial Sustainability

Promote fiscal responsibility, optimize resources, strengthen funding development and grants administration to maintain financial sustainability. Through transparent budget reporting, residents and other stakeholders are provided assurance that resources are utilized efficiently and effectively to fund essential services, operations, and infrastructure projects.



Planning and Zoning

Activate a diversified tax base; regulate sustainable development and efficient land use by updating the Unified Development Ordinance (UDO); identify policies or strategies for diversification of industry, conducting infrastructure planning, and addressing long-term housing needs to support growth while preserving the community's character and quality of life.



Improved Affordability and Equity

Reduce socioeconomic disparities and enhance access to opportunities such as government contracts to under-utilized businesses, housing initiatives for senior-friendly and supportive housing; ensure workforce development considers wrap-around services and includes next generation participation via apprenticeships, fellowships, internships, and summer jobs, in partnership with local technical colleges. Engage policymakers to advance tax exemptions for seniors and vulnerable populations through legislation.



Transformative Beautification

Elevate community appearance and preserve the heritage of Rockdale County by enhancing vibrancy, beautification, and cleanliness to improve overall quality of life and contribute to economic development efforts. Improvements in operations and maintenance of the County's Code Enforcement and Community Improvement Teams will ensure a more positive appearance by improving Community Beautification. Investments in neighborhood stabilization, restoring historic places such as Milstead Village and activating a Rockdale County Beautification Week fosters a clean, vibrant, and sustainable environment. Citizen engagement will be pivotal in community design planning, public art, and beautification projects to create a sense of pride and belonging among residents.

GOAL 4:

ENHANCE INVESTMENTS TO IMPROVE QUALITY OF LIFE: PUBLIC SAFETY, PUBLIC HEALTH, AND PARKS AND RECREATION



GOAL 4: ENHANCE INVESTMENTS TO IMPROVE QUALITY OF LIFE: PUBLIC SAFETY, PUBLIC HEALTH, AND PARKS AND RECREATION

Objective: Direct resources, funding allocations, and programs to ensure public safety and preparedness, promote arts and recreation, and address health equity and associated social determinants of health for overall community well-being and cohesion.

Areas of Focus



Initiatives



Public Safety

Public safety within Rockdale County will be advanced via comprehensive emergency response, and robust preparedness measures, including staffing, updating facilities and expanding service lines of Fire Rescue, EMA (Emergency Management Agency), and 911; focusing on accessibility and responsiveness; increasing Community Emergency Response Teams; enhancing 911 operations; and advancing Animal Services through staff training, operations, community education and engagement, and implementation of 21st Century crime-fighting methods within the Rockdale County Sheriff's Office, all geared towards ensuring a safer and more secure community.



Rockdale County Public Safety Targets:

Rockdale County Emergency Management Agency

- Automated External Defibrillators for All County Facilities and Parks

Rockdale County Fire Rescue

- Fire Rescue Carbon Monoxide Poisoning Prevention Program
- Opening of Fire Station #10
- Renovation of Fire Station #5 completed by Q3 2025
- Fire Training Complex construction completed by Q4 2025
- Advance Emergency Medical Technician and Paramedic Class for Internal and External Stakeholders
- Deployment of Medical First Responder Units with Transport Capabilities

Rockdale County Sheriff's Office

- Increase Community Policing
- Crime Lab (SPLOST Funded) Established by 2029
- Expand Flock Camera Program
- Mental Health Ward Utilization
- Amplify Youth Safety Initiatives

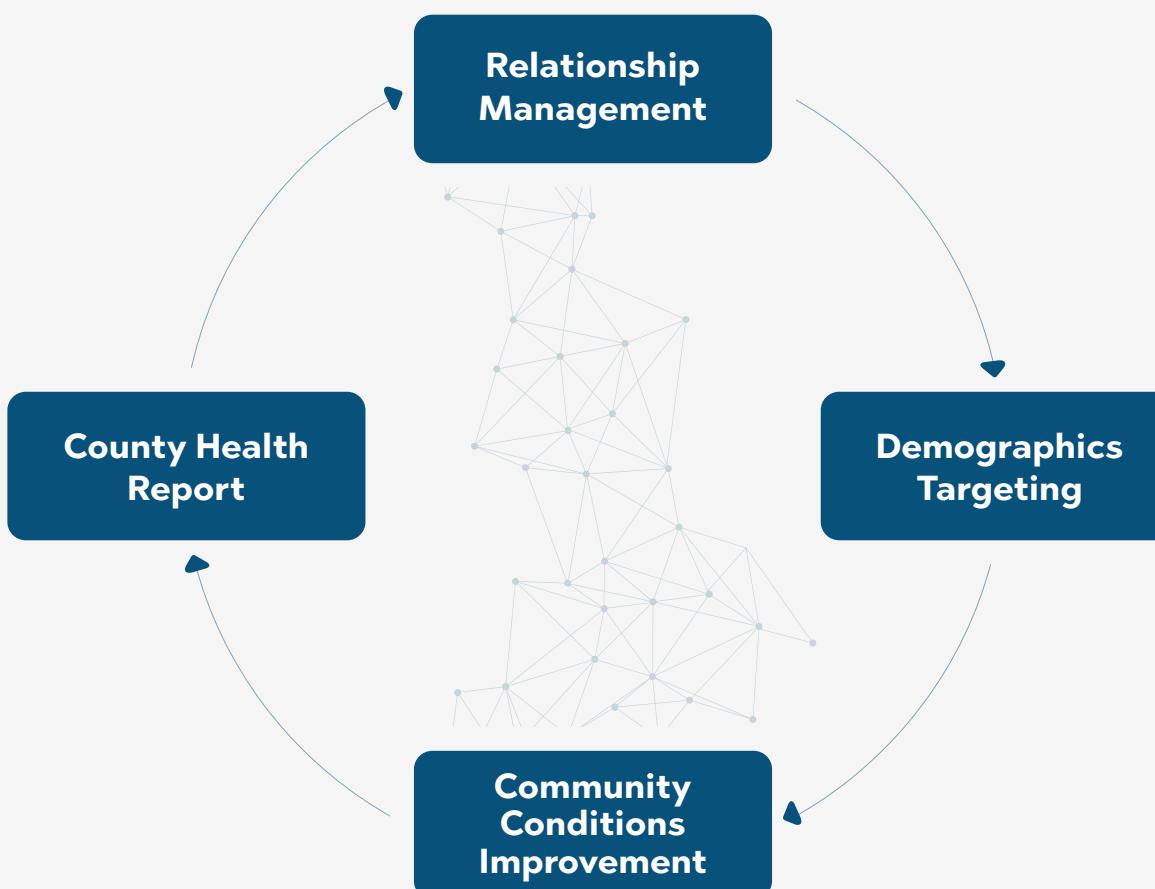


Public Health

Comprehensive Public Health Strategy (including Aging in Place & Environmental Health)

Rockdale County's comprehensive public health strategy aims to establish a resilient public health infrastructure and to create a supportive environment for health and longevity by addressing both individual and community-level determinants of health and targets, fostering partnerships, and leveraging data-driven approaches for effective interventions. By focusing on prevention, accessibility, and equity, the strategy is essential for promoting the health and overall well-being of Rockdale County by protecting diverse populations from diseases and emergencies, and fostering social, economic, and environmental sustainability.

Comprehensive Public Health Strategy Objectives:



Holistic Approach to Mental Health and Public Safety

This initiative is an interdepartmental, cross-agency strategic planning alliance that will utilize a comprehensive plan to implement collaborative programs that target individuals living with mental illness (MI), co-occurring mental illness and substance abuse (CMISA). The Holistic Approach to Mental Health and Public Safety promotes public health and public safety for people with MI and CMISA entering or involved in the justice system.

Rockdale County Restorative Justice Complex (RJC)

Location: 2800 Hwy 138, Conyers, Ga

RJC will provide a triad of behavioral health, crisis intervention, and wraparound services. The Crisis Service Center (CSC) will have 24/7/365 walk-in availability for psychiatric/counseling assessment, support/referral services by licensed professional and trained paraprofessional support staff for persons in crisis. Grit & Grace, a peer-led nonprofit organization, will offer non-clinical community-based services that promote recovery, well-being, and independence. Activities range from family support, transportation, recovery support (individual and group), prosocial involvement, food/clothing resources, vocational training, etc. Transitional Housing is a temporary accommodation that aims to bridge the gap from homelessness to permanent housing by offering structure, supervision, support, life skills, education, and training.

Opioid Settlement Council, Programming and Prevention

County agencies and local law enforcement address the opioid crisis with resources provided through the Georgia Opioid Crisis Abatement Trust; increasing the number of professional treatment providers for opioid addiction; educating medical professionals regarding the safe and effective prescribing of, and then tapering off opioids; and treatment and prevention of opioid use disorder in incarcerated populations. The use of funds will be directed by an Opioid Settlement Council guided by *Principles for the Use of Funds from the Opioid Litigation* established by John Hopkins Bloomberg School of Public Health and National Association of Counties (NACo), Opioid Solutions Center.



Parks & Recreation (Cultural Arts, Open Spaces and Public Spaces)

Parks and Recreation are vital components of community development, fostering social cohesion to diverse demographics, enhancing inclusivity and well-being. Continuous expansions provide more recreational opportunities but also preserve natural habitats and green spaces, crucial for environmental sustainability and connectivity. Collaborative strategies involving local governments, arts councils, and community stakeholders ensure the effective management and utilization of these resources.

Rockdale County Parks and Recreation Targets:

Accreditation

- Commission for Accreditation of Park and Recreation Agencies (CAPRA)

Accreditation: “CAPRA is the only national accreditation of parks and recreation departments and is a valuable measure of a department’s overall quality of operation, management, and service to the community.”

Programs

- Veterans Transportation Program
- Teen Programs & Activities (Esports Gaming, Hoops After Dark, Teen Club)
- Intergenerational programs

Expanding Arts, Culture, and Entertainment (ACE)

The expansion of Arts, Culture and Entertainment will be driven by leveraging a newly established division within Parks & Recreation. The strategic initiative to amplify arts, culture, and entertainment (ACE) promises to instill the community with a sense of enrichment, fostering creativity and vibrant engagement. This multifaceted endeavor not only serves to invigorate residents but also acts as a catalyst for tourism and economic growth, fueling synergy between cultural vibrancy and socio-economic prosperity.

Historic Sites, Enhancements and Development

DeCastro Trailhead Nature Center & Pavilion

Supported by the Georgia Department of Natural Resources, Rockdale County will conduct the rehabilitation of the Center and Pavilion, preserving the heritage of the 100-acre area and enhancing community identity.

Recreational Enhancements

- South River Kayak and Takeout

Kayaking and canoeing corridor is made possible by a multi-county collaboration to provide a Blueway River Trail on the South River. The Oglesby Bridge kayak takeout provides off-road parking for patrons of the River Trail.

- PATH Connector

From Monastery to Johnson Park for Lithonia to Downtown Conyers connectivity.

- Rockdale River Trail Extension to Conyers

Providing 20 miles of continuous trails connecting towns and cultural resources along the way.

- Enhance parks with \$4.4 million of SPLOST

Trails, Parker Rd., and Costley Mill Park; Enhancements also include Tennis Pro Shop Expansion and Black Shoals Guard Shack Replacement

Facility Development

Southside Senior Citizen Annex

The development of a Southside Senior Citizen Annex will improve access to services for the increasing senior population.

GOAL 5:

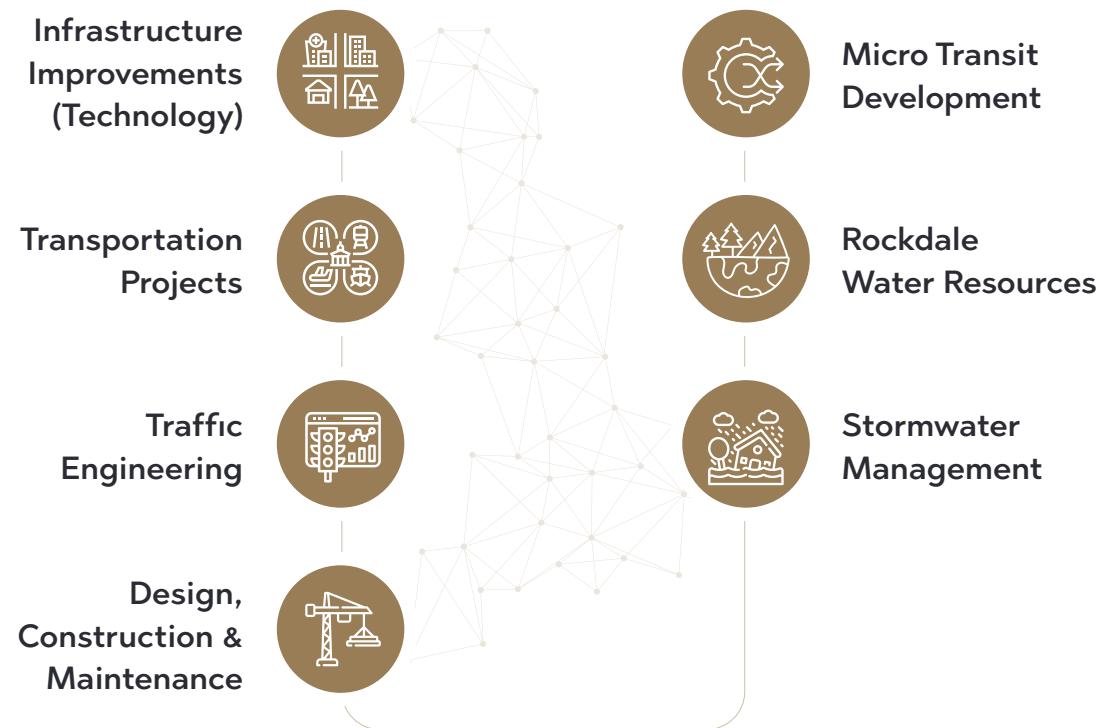
STRENGTHEN INFRASTRUCTURE AND TRANSPORTATION



GOAL 5: STRENGTHEN INFRASTRUCTURE AND TRANSPORTATION

Objective: Build, reconstruct, and maintain comprehensive transportation infrastructure, the public works system, and the technology services network to achieve County and regional requirements and ensure effective operations, safety, accessibility, and connectivity.

Areas of Focus



Initiatives



Technology Upgrades

Ensuring security and sustainability of County operations by implementing tools for improved continuity, deploying management solutions, maintaining devices, and managing asset inventory, establishing a public portal, providing IT infrastructure support for new facilities, enhancing Rockdale's GIS program, and promoting technology education and application.



Rockdale County Transportation Advancements

Rockdale County Department of Transportation (RDOT) aims to address the critical aspects of road infrastructure by focusing on road rehabilitation improvements, encompassing design, construction, and maintenance updates. Through strategic sourcing and allocation of funding for capital projects, enhancements will promote overall safety of our road networks; thereby, reducing traffic-affiliated incidents. By prioritizing efficiency, project targets will decrease travel times, ensure smoother commutes, and facilitate economic growth. This comprehensive approach underscores our commitment to creating sustainable, safe, and efficient transportation systems that benefit both communities and businesses alike.

Rockdale County Department of Transportation Projects:

- ⦿ Comprehensive Transportation Plan (Infrastructure Master Plan)
- ⦿ Courtesy Parkway Extension
- ⦿ Frontier Connector - Lakeview Estates
- ⦿ Haralson Mill Covered Bridge Rehab
- ⦿ Micro Transit Pilot Program
- ⦿ Old Covington Highway Widening (Sigman to Lake Capri Road) – “Preliminary Engineering”
- ⦿ River Street – Roadway Rehabilitation (Emergency Repairs)
- ⦿ Sigman Road Phase III-A & III-B – Road Widening and Multi-use trail – Preliminary Engineering
- ⦿ Sigman Road Phase IV – Concept
- ⦿ **SPLOST Road Rehabilitation Improvements:**
 - ⦿ SPLOST 5 - Arterial & Collector Rehab 5A is Full Depth Reclamation
 - ⦿ SPLOST 5 - Arterial & Collector Rehab 5B & C Road Rehabilitation
 - ⦿ Upgrade SR 138/I-20 (GDOT Sponsored)

Traffic Safety and Engineering

- ⦿ ATMS (Advanced Traffic Management Systems) – Utilizing real-time data from a variety of sources, including traffic sensors and cameras, to monitor and manage traffic flow. This information is then used to optimize the flow of traffic, reduce congestion, and minimize delays.
- ⦿ Continue safety signage and operations improvements in roadways through better striping, signage, reflective materials, and raised markers.
- ⦿ Road Widening to accommodate the projected growth expected in Rockdale within the next 10 to 15 years.
- ⦿ Safe Streets for All (SS4A) Study - Community Safety Action Plan to address common collision factors.

Micro Transit Pilot Program Development

- ⦿ Launch and expand micro transit service either as a zone-based service or countywide within 2 to 7 years dependent upon utilization and community need.

Utility Improvement Objectives

Rockdale Water Resources

- ⦿ Update the Rockdale Water Resources Master Plan through the year 2040 to align with regional growth projections, evolving environmental standards, and community needs.
- ⦿ Completion and implementation of the Water & Sewer Rate Study to ensure a fair and equitable distribution of utility maintenance costs among citizens. Maintain affordability and fairness in utility billing; ensure that regulatory requirements are met, and the effectiveness of our initiatives is continually evaluated.
- ⦿ Wastewater Plant upgrade
- ⦿ Line and Main replacement and upsizing
- ⦿ Sewers rehabbed
- ⦿ Design and Construction of Water Main

Stormwater Management

- ⦿ Stormwater Management Master Plan update
- ⦿ Stormwater Management utility rate system improvements using property specific impervious surface calculations

Pipe Rehabilitation Projects and Upgrades:

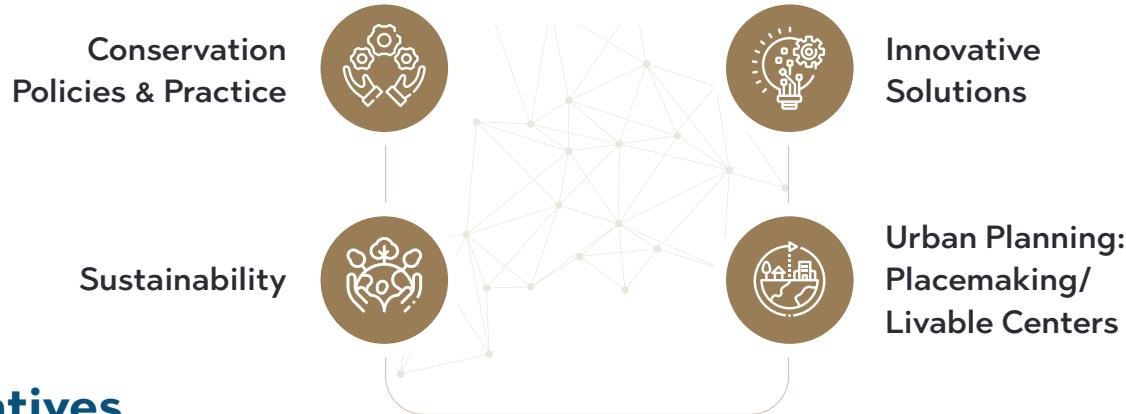
- ⦿ 2930 Stonebridge - 72" CMP Rehabilitation
- ⦿ 2811 Country Brook - 54" CMP Rehabilitation
- ⦿ 1460 Country Lane - 72" CMP Rehabilitation
- ⦿ 4703 Amber Falls - 54' CMP Rehabilitation
- ⦿ 1408 Chelsea Downs - 48" CMP Rehabilitation

GOAL 6: INTEGRATE INNOVATION

GOAL 6: INTEGRATE INNOVATION

Objective: Encourage innovative methods, tools, and unconventional ideas to address challenges, improve accessibility, safety, and business optimization throughout County divisions and community programs. Harness advanced technologies, sustainable practices, and groundbreaking policies to deliver a transformative and impactful approach to public service.

Areas of Focus



Initiatives

Certifications

- ➊ Broadband Ready Community (State Certification)
- ➋ Certified Green Community (Atlanta Regional Commission)



Culture of Innovation

Reimagine Rockdale cultivates innovative practices and solutions to improve County operations, foster safety, drive economic development, spur communication and collaboration, promote sustainability and conservation, advance public engagement, and strengthen the community.

Innovative Solutions Targets:

- ➊ Advanced Technologies Education and Application
- ➋ Data and Feedback Systems (Real-Time)
- ➌ Citizen Participation
- ➍ Employee Training and Development Programs
- ➎ Intergovernmental Innovation Partnership - Rockdale County and City of Conyers
- ➏ Paperless Environment
- ➐ Sustainability & Innovation Exploratory Think Tanks (Cross-Sector)

Initiatives

Rockdale's Green Infrastructure

Rockdale County's green infrastructure intends to align community education, improvement, planning, design, and nature-based systems; mitigate effects of climate change, improve air quality, discourage harmful environmental behaviors, and promote healthy lifestyles.

Eco-Friendly Policies and Programs

One of Rockdale County's greatest assets is its natural habitat. Eco-friendly policies and programs will enhance community resilience, promote agriculture, protect pollinators, champion sustainable living environments, reduce emissions, and improve air quality.

Conservation

Tree Preservation

The Tree Protection Ordinance, "Buffers, Landscaping, and Tree Protection," of 2008 contains provisions for tree protection and tree replacement. The ordinance is to "require the preservation and replacement of trees in certain areas within the county" (Sec. 328- 15). One of its purposes is the improvement of air quality: "To provide improved atmospheric quality by reducing airborne particulates and carbon monoxide and by increasing oxygen through adequate tree cover."

A tree canopy study will be conducted to guide conservation efforts, optimize greenspace design, ensure equity in the community, and support the development of strategies to enhance the ecosystem, and the County's resilience to climate change.

Plant Tree Palette

This provision for site plans may be adopted to conserve and enhance the natural environment of Rockdale County. The palette would guide developers and companies in selecting the appropriate trees and other vegetation to plant within the community and promote best practices for construction near trees.

Water Conservation

Toilet Rebate Program

Provided by the Metropolitan North Georgia Water Planning District, a rebate for up to two toilet replacements or installation of a leak detector incentivizes water efficiency amongst users. Visit www.NorthGeorgiaWater.org for more information.

Sustainable Practices:

Community and Workplace Electrification Readiness

Powering Rockdale County's transition to electric vehicles (EVs) and plug-in hybrids through collaborative intergovernmental efforts, a feasibility study, and project support.

Intelligent Transportation Planning

Intelligent transportation will integrate advanced communication technology and process application to optimize urban mobility and foster sustainability efforts aimed at reducing traffic congestion, emissions, and facilitating future "smart city" initiatives.

Neighborhood Survey of Residential and Carbon-Intensive Buildings

A comprehensive assessment of residential and carbon-intensive structures within neighborhoods will gauge environmental impact and identify areas for improvement.



Urban Planning

Reimagine Rockdale emphasizes the creation of livable centers with intentions to enhance the area through placemaking and beautification efforts; attracting investment and fostering the transformation of neglected spaces into lively hubs. Sustainable landscapes, conservation communities, and public art installations may complement these endeavors. Additionally, the initiative will focus on fostering social activity through green spaces and mixed-use development.

DATA AND METRICS

Key Metrics and Analysis (Targets)

Goal + Key Initiatives	Strategy/Key Performance Indicator (KPI)	Target
Goal 1: Demonstrate Rockdale County's Gold Standard <ul style="list-style-type: none"> Rockdale100, a shared vision, and smart growth strategy for anticipated population increase to 100,000+ (with projections through 2040) Countywide 360-Degree risk & compliance assessment Integrate agility and organizational culture. <i>Reimagine Rockdale</i> Roadshow Engagement and collaboration amongst intergovernmental entities, County staff and divisions. Exercise business intelligence methodologies 	<p>Long-Range Planning and Development: KPI1: Timeliness of the Rockdale100 planning process; KPI2: Number of key stakeholders involved; KPI3: Comprehensive urban design plan overlayed with an infrastructure plan and housing plan</p> <p>Market and SWOT Analysis: KPI: Number of market trends identified, alignment of identified strengths with market opportunities.</p> <p>Risk Identification and Assessment: KPI1: Number of risks identified; KPI2: Percentage of critical vendors assessed for risks; number of incidents related to third-party vendors. KPI3: Percentage of compliance or standards issues with relevant laws and regulations</p> <p>Inclusivity and Diversity: KPI1: Established Commitment to DEI KPI2: Track scoring based on employee surveys KPI3: 70% of employee participation in training sessions KPI4: 85% employee completion rate in training and development programs</p> <p>Learning and Adaptation: KPI: Number of lessons learned, documented, and shared.</p>	95%
Goal 2: Improve Access to Services & Delivery <ul style="list-style-type: none"> Integrated Planning and Business Optimization Program: 	<p>Goal Setting: KPI: Strategic alignment of projects and programs</p>	

Key Metrics and Analysis (Targets)

<ul style="list-style-type: none"> Interconnected organizational plans Cross-cutting Department Solutions <ul style="list-style-type: none"> Inclusive Access Initiatives Resource Management Supplier Relationship Management Workforce Attraction, Development and Retention Accessibility <ul style="list-style-type: none"> Supportive Communication Programs The Rock App Advancements in Facilities, Utilities, Systems and Equipment <i>Reimagine Rockdale Together</i> <ul style="list-style-type: none"> Community and Youth Engagement Data and Analysis Partnerships for a Stronger Rockdale County <ul style="list-style-type: none"> Public and Private Partnerships Intergovernmental Activations 	<p>Operational Efficiency: KPI: Overall Project Progress Index for Rockdale County Judicial and Administrative Complex (Timeline, budget compliance, quality assurance, operations, risk management effectiveness) KPI2: Creation and use of new policies and procedures (i.e., open records policy, Commissioners' Handbook, and agenda software)</p> <p>Performance: KPI1: Establishment of an Equity Assessment Tool KPI2: Improve resource allocation efficiency by 15% KPI3: Supplier contracts/budgets compliant with terms and conditions to achieve a minimum 95% success rate KPI4: Improve employee satisfaction by 12% KPI5: Increase staff development and learning by 5% KPI6: Division leaders' succession plans completion rate of 100% KPI7: Improve staff turnover rate by 71% to increase retention</p> <p>Communication: KPI1: Number of employees qualified and participating in Bilingual Incentive Program within two years of launch KPI2: Establishment of Government CRM/Text Alert System (non-emergency)</p> <p>Community Connectivity: KPI1: Number of Rockdale County divisions participating KPI2: Percentage of app downloads and usage KPI3: User satisfaction ratings</p> <p>Continuous Improvement: KPI1: Financial return on investment (ROI) KPI2: Determine indices to develop a facility health index for general buildings and recreational properties KPI3: Generate annual reports of index and components to assess improvement needs KPI4: Measure equipment and systems utilization, downtime rate and maintenance programs annually KPI5: Improved County ratings of key indicators (water quality, environmental health, and preparedness) KPI6: Annual vehicle inspections with a 100% completion rate</p> <p>Effectiveness and Impact: KPI1: Proportional representation in feedback channels in line with the County's demographics KPI2: Measure adoption, trends, outcomes, and performance indicators</p> <p>Community Building and Collaboration: KPI1: Assess the variety of sectors represented in partnerships (e.g. private sector, nonprofits, government, educational institutions, justice system) KPI2: Establishment of Community Services and Partnerships (CSP) Department</p>	80%
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Key Metrics and Analysis (Targets)

	<p>KPI3: Amount of joint grant proposal submissions and awards KPI4: Improvement in complex community and organizational issues through partnerships KPI5: Initiatives supporting Pre-K through Grade 8 literacy and math skills annually</p> <p>Responsive, Efficient and Just: KPI1: Established objectives and comprehensive framework via constitutional composition KPI2: Progress in the efficiency of processes through staffing, technology, and innovative solutions KPI3: Improvement in ratio of staff to workload KPI4: Achievement of legislative and policy reforms KPI5: Successful implementation of legal aid and other community-oriented programs KPI6: Measure the public use of legal tools and resources KPI7: Increased community awareness and education KPI8: Release performance update each year</p>	
Goal 3: Energize Strategic Growth	<p>Local Economic Development: KPI1: Define path for economic development via parallels with Conyers-Rockdale Economic Development Council, the City of Conyers, and the Atlanta Regional Commission KPI2: Measure of healthy mix of establishments permitted that meet the County's socioeconomic needs KPI3: Improved foreign relations via conferences and market trips to increase Foreign Direct Investment (FDI) Inflow</p> <p>Small Business Development: KPI1: Monitor the health of local small businesses KPI2: Track the number of businesses participating in county-led programs (i.e., training, mentoring, or financial assistance)</p> <p>Public Relations and Brand Positioning: KPI1: Establish a new brand identity KPI2: Release County semi-annual report in partnership with local media KPI3: Track changes in public perception over time</p> <p>Government Affairs: KPI1: Captured outcomes and deliverables of meetings with the Delegation, lobbyists, and Board of Commissioners addressing County issues as measured against the strategic plan KPI2: Level of alignment in implemented policies and community needs which establish equity and/or improve access KPI3: Number of community awareness and education initiatives KPI4: Approval of special funding option (CID)</p> <p>Fiscal Affairs: KPI1: Improve regional budget performance within 0% margin of error KPI2: Issue a County Budget Book and performance report annually KPI3: Property and liability insurance updates completed annually, as needed KPI4: Increase in grant awards for all County departments, Rockdale County Courts, and Sheriff's Office by 20% KPI5: Compliance - 100% departments submitting reports to Finance</p>	80%

Key Metrics and Analysis (Targets)

	<ul style="list-style-type: none"> ○ Diversified Tax Base ● Improved Affordability and Equity ● Vibrancy, Beautification, and Cleanliness <p>Planning and Zoning: KPI1: Overall number of updates to the Unified Development Ordinance (UDO) achieved per phase KPI2: Number of inconsistencies in current zoning and development codes identified and eliminated KPI3: Infrastructure master plan with topographic snapshot completion</p> <p>Access to Opportunity: KPI1: Increase access to government contracts for small to medium-sized businesses by 10% KPI2: Access to apprenticeships, fellowships, internships, and summer jobs for youth and next generation participation via Rockdale County and partner contractors by 10% each year KPI3: Established planning and development requirements for senior-friendly housing, disability supportive housing and group homes KPI4: Increased legislation for seniors and long-term homeowner exemptions KPI5: Workforce development electric vehicle (EV) training and maintenance program with 75% filled capacity rate within 2 years of launch</p> <p>Transformative Beautification: KPI1: Establish a Beautification, Community Design and Public Art taskforce (Adult and Youth) to help inform a plan for Rockdale County KPI2: Establish annual Rockdale County Beautification Week KPI3: Measure the number of completed beautification projects KPI4: Creation of Rockdale County Gateway KPI5: Number of investments in Neighborhood Stabilization programming and code enforcement projects</p>	
Goal 4: Enhance Investments to Improve Quality of Life: Public Health, Public Safety, and Parks and Recreation	<p>Health and Longevity: KPI1: Establish Comprehensive Public Health Infrastructure KPI2: Increased relationship management and partnerships with local and industry organizations (i.e., GNR Health Department/UGA Extension Center/Piedmont Rockdale Hospital) KPI3: State Mental Health Parity Legislation passed</p> <p>Community Conditions: KPI1: Improved County Health Report year over year – Indicators: Access to healthcare, prevalence of chronic disease, conditions affecting children, mental health, and community health disparities KPI2: Number of approaches to provide varied transportation modes (i.e., walkability, increased bicycle lanes - inclusive of the City of Conyers) KPI3: Measure the percentage of facilities, public spaces, and services that comply with Americans with Disabilities Act (ADA) KPI4: Identify and develop quantifiable recommendations to combat homelessness established by the Joint Homelessness Task Force (collaborative effort) KPI5: Create regulations that separate hazardous companies from the community</p>	85%

Key Metrics and Analysis (Targets)

<ul style="list-style-type: none"> ○ Restorative Justice Complex ● County Holistic Approach to Mental Health and Public Safety ● Public Safety & Services 	<p>KPI1: Launch Restorative Justice Center Complex by 2026 KPI2: Track annual KPIs and areas for improvement of mental health and wrap-around services</p> <p>Behavioral and Mental Health, Re-entry: KPI1: County Holistic Approach to Mental Health and Public Safety Strategic Plan Established KPI2: Measure improvements of Pre-Arrest Diversion and Co-Responder Model KPI3: Creation of a new County office for mental health coordination and strategy implementation</p> <p>Awareness and Access: KPI1: State Government Buildings Maintaining Opioid Antagonists KPI2: Number of established County-led initiatives that promote dementia-friendliness</p> <p>Law Enforcement Community Safety Strategies: <ul style="list-style-type: none"> ● Community Policing ● Flock Cameras ● RSCSO Mental Health Ward ● Youth Safety Fire Rescue/EMA/911/Animal Services Service Line Expansion KPI1: Community members benefitted from the Fire Rescue Carbon Monoxide Poisoning Prevention Program (2024 - 2026) KPI2: Fire Prevention Bureau - Implement Fee schedule for Plan Review and Fire Safety violations and revenue generated year to year KPI3: Opening of Fire Station #10 by Q2 2024 KPI4: Renovation of Fire Station #5 completed by Q3 2025 KPI5: Construction completed for Fire Training Complex by Q4 2025</p> <p>Resilience and Preparedness KPI1: Assess preparedness and accessibility of emergency services for seniors and individuals with disabilities during disasters or emergencies KPI2: Number of volunteers trained via expansion of CERT "Certified Emergency Response Team" KPI3: Development of Crisis Communications Plan with annual review KPI4: Annual drills of Emergency Management Plan; tracking staff participation rates and types of drills conducted</p> <p>Emergency Management Agency Training KPI: Percentage of successful completion rate <ul style="list-style-type: none"> ● Advance Emergency Medical Technician and Paramedic Class for Internal and External Stakeholders </p>
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Key Metrics and Analysis (Targets)

<ul style="list-style-type: none"> ● All Staff trained in advanced FEMA courses, CERT, CART, NACA 	<p>Operations</p> <ul style="list-style-type: none"> ● Deployment of Medical First Responder Units with Transport Capabilities ● Automated External Defibrillators for All County Facilities and Parks <p>911 Operations</p> <ul style="list-style-type: none"> ● Integrate Fire and LE ProQA software in dispatching operations ● Develop an implementation plan for "Text911" ● Operationalize new 911 Center by Q4 2024 <p>Animal Services Training</p> <ul style="list-style-type: none"> ● Expanded specialty training for staff members to include leadership, supervisory skills, and animal welfare classes <p>Operations</p> <ul style="list-style-type: none"> ● Achieve annual recognition for "no-kill" level statistics ● Continue community engagement efforts offering monthly off-site adoption events, attending HOA meetings, public information meetings, and school career days to increase awareness and participation ● Continued engagement in the Fear-Free Sheltering program <p>Arts, Culture and Entertainment (ACE)</p> <p>KPI1: Establish a joint arts, culture, and entertainment plan for Rockdale County, City of Conyers, in partnerships with the local arts council and other entities</p> <p>KPI2: Hire ACE Leader</p> <p>KPI3: New initiatives expanding Arts and Culture in Rockdale County</p> <p>Protect Historic Sites</p> <p>KPI1: Established Rehabilitation of DeCastro Nature Center</p> <p>KPI2: Incorporate the Old Jail Museum into the Judicial and Administrative Complex Plan</p> <p>KPI3: Milstead Village deemed a historic district and established design guidelines and standards</p> <p>KPI4: Retain Rockdale County's Historic Courthouse</p> <p>Advance Programming</p> <p>KPI1: Development of Southside Senior Citizen Annex</p> <p>KPI2: Captured demographics of veterans</p> <p>KPI3: Utilization rate of transportation and other services</p>
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Key Metrics and Analysis (Targets)

Goal 5: Strengthen Infrastructure & Transportation <ul style="list-style-type: none"> Technology Transportation <ul style="list-style-type: none"> Micro Transit 	<p>Infrastructure Improvements</p> <p>Technology</p> <p>KPI: Support all county operations while providing security and sustainability of operations:</p> <ul style="list-style-type: none"> Maintain End Point Devices and Manage Asset Inventory Establish Business Intelligence Tools to Improve Business Continuity Implement Content Management Solution Launch Digital Enterprise Repository; Establish a public portal IT Infrastructure Support for New Judicial and Administrative Complex Advance Rockdale's GIS program Advance Technology Education and Application <p>Transportation Projects</p> <ul style="list-style-type: none"> Comprehensive Transportation Plan (Infrastructure Master Plan) Courtesy Parkway Extension Frontier Connector - Lakeview Estates Haralson Mill Covered Bridge Rehab Micro Transit Pilot Program Old Covington Highway Widening (Sigman to Lake Capri Road) – "Preliminary Engineering" River Street – Roadway Rehabilitation (Emergency Repairs) Sigman Road Phase III-A & III-B – Road Widening and Multi-use trail - Preliminary Engineering Sigman Road Phase IV – Concept SPLOST Road Rehabilitation Improvements: <ul style="list-style-type: none"> - SPLOST 5 - Arterial & Collector Rehab 5A is Full Depth Reclamation - SPLOST 5 - Arterial & Collector Rehab 5B & C Road Rehabilitation Upgrade SR 138/I-20 (GDOT Sponsored) <p>Traffic Safety and Engineering</p> <p>ATMS (Advanced Traffic Management Systems) Program</p> <p>KPI: Measure of average traffic flow improvement</p> <p>Safe Streets for All (SS4A) Study</p> <p>KPI: Community Safety Action Plan established to address common collision factors</p> <p>SPLOST 5A Road Rehabilitation Improvements</p> <p>KPI: Measure of mileage completed</p> <p>Design, Construction, And Maintenance Updates</p> <p>KPI1: Comprehensive Transportation Plan</p> <p>KPI2: Funding for capital projects: Courtesy Parkway, Sigman Road Corridor, Frontier Connector</p> <p>KPI3: Additional capacity created</p> <p>KPI4: Reduction in traffic affiliated incidents</p> <p>KPI5: Decreased travel times</p> <p>Micro Transit Development</p> <p>KPI1: Optimal funding strategy developed</p> <p>KPI2: Conyers micro transit pilot zone begins operations by target year 2025</p>
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Key Metrics and Analysis (Targets)

<ul style="list-style-type: none"> Utilities 	<p>KPI3: Rate of utilization and need to expand micro transit service either as a zone-based service or countywide within 2 to 7 years</p> <p>Rockdale Water Resources</p> <p>KPI1: Completion and Implementation of Water & Sewer Rate Study</p> <p>Rockdale Water Resources Projects:</p> <ul style="list-style-type: none"> Almand Branch Wastewater Plant Upgrade Almand Branch Sewer Trunk Line Replacement & Upsize Scott Street Sanitary Sewer Main Replacement Salem Lake Pump Station and Force Main Replacement Lorraine/North Pressure Zone & South Pressure Design and Construction of Water Main <p>KPI2: Completion Rate of Snapping Shoals Basin Sewers Rehabbed</p> <p>Stormwater Management</p> <p>KPI1: Update to Stormwater Management Master Plan</p> <p>KPI2: Amount of equal distribution of utility maintenance costs amongst Rockdale citizens using property specific impervious surface calculations via improved Stormwater Management Utility rate system</p> <p>KPI3: Pipe Rehabilitation Projects and Upgrades: <ul style="list-style-type: none"> 2930 Stonebridge - 72" CMP Rehabilitation 2811 Country Brook - 54" CMP Rehabilitation 1460 Country Lane - 72" CMP Rehabilitation 4703 Amber Falls - 54' CMP Rehabilitation 1408 Chelsea Downs - 48" CMP Rehabilitation. </p> <p>KPI4: Compliance met annually with all MS-4 permit requirement</p>
Goal 6: Integrate Innovation	<p>Innovative Solutions:</p> <ul style="list-style-type: none"> Advanced Technologies Education and Application Data and Feedback Systems (Real-Time) Citizen Participation (Youth and Adult) Employee Training and Development Programs Intergovernmental Innovation Partnership Sustainability & Innovation Exploratory Think Tanks <p>Eco-Friendly Policies and Programs</p> <p>KPI1: Percentage increase in tree coverage year to year</p> <p>KPI2: Improved air quality score</p> <p>KPI3: Number of participants utilizing the Toilet Rebate Program</p> <p>Sustainable Practices</p> <p>KPI1: Number of EV charging stations installed in the community/workplaces</p> <p>KPI2: Reduction in average commute times</p> <p>KPI3: Monitor air quality within the community and public buildings biannually</p> <p>KPI4: Percentage of buildings implementing recommended energy efficiency measures post-assessment</p> <p>KPI5: Activate sustainable wellness initiatives (i.e., meditation and therapy garden, demonstration garden, and food security programming)</p>

THE NEXT 5 YEARS (2024 – 2029)

OUR VISION FOR ROCKDALE COUNTY

Vision Statement:

Rockdale County envisions a future where every resident thrives in a dynamic, connected, and resilient community. We strive to be a leading model of innovation, sustainability, and diversity, where generations collaborate, learn, and grow together.

Our strategic focus will prepare Rockdale County for population growth through 2040 with priorities centered around strengthening infrastructure and sustainability to support our growing community while ensuring accessibility.

Our vision for the community entails improved access to services, preparedness, and resiliency, driven by data-informed decisions, strategic planning, and community engagement over the next five years.

We envision investments in safety, code enforcement and resource allocations per capita. An emphasis will be placed on transportation, public safety, housing, and access to essential needs like food and healthcare to accommodate our expanding population. Therefore, we are dedicated to leveraging federal, state, and community partnerships to meet the diverse needs of our residents, fostering a proactive approach to governance.

Additionally, the formulation of policies and implementation of programs will safeguard our community's integrity; spurring placemaking and beautification efforts.

We are committed to fostering inclusivity and cultural enrichment by aligning arts, culture, entertainment, and recreational initiatives to enhance citizen experiences and promote tourism. Moreover, investing in training, workforce development, and senior services ensures a supportive pathway for all members of our community.

We intend to leverage natural resources through "green infrastructure," conservation initiatives, and advanced technologies to drive economic prosperity in Rockdale County. Transforming it into an evolving and vibrant community, where every resident may enjoy an elevated quality of life.

Rockdale County will ACT. Advance. Collaborate. Thrive.

COLLABORATIONS AND PARTNERSHIPS

Community Resources and Services

- ⦿ Nancy Guinn Memorial Library
- ⦿ Rockdale County Department of Family and Children Services
- ⦿ Rockdale County PEARL Program
- ⦿ Restoration Storehouse
- ⦿ University of Georgia Extension Center - Rockdale
- ⦿ Department of Veterans Services

Environmental Health

- ⦿ State Office: East Metro Health District

Infrastructure

- ⦿ Georgia Department of Transportation

Intergovernmental

- ⦿ City of Conyers
- ⦿ Rockdale County Public Schools
- ⦿ Rockdale County (GA) Delegation

Local Economic and Workforce Development

- ⦿ Atlanta Regional Commission
- ⦿ Conyers-Rockdale Chamber of Commerce
- ⦿ Conyers-Rockdale Economic Development Council (CREDC)
- ⦿ Development Authority of Rockdale County
- ⦿ Georgia Department of Labor
- ⦿ Georgia Piedmont Technical College
- ⦿ Rockdale County Public Facilities Authority
- ⦿ WorkSource Georgia

Public Health

- ⦿ Georgia Department of Behavioral Health and Developmental Disabilities
- ⦿ GNR Health Department
- ⦿ Hospital Authority of Rockdale County
- ⦿ Piedmont Rockdale
- ⦿ Stepping Up Initiative
- ⦿ View Point Health

Public Service and Outreach

- ⦿ Carl Vinson Institute of Government, University of Georgia

FUTURE PROJECTIONS (2030/2050)

Georgia has been experiencing steady population growth for several years, driven by factors such as migration, a diverse economy, and a relatively low cost of living compared to some other states. This trend is likely to continue, albeit at a somewhat slower pace due to various factors. Infrastructure investment is vital, including transportation and Broadband access.

Regional economic strengths include the film industry, logistics, manufacturing, and technology, particularly in metro Atlanta.

Job growth remains positive, with a focus on skilled workers in sectors like healthcare, continuing care, and assisted living services. Challenges include affordable housing, healthcare, education, and environmental sustainability. Political dynamics, including leadership changes and policy shifts, may also impact the state's trajectory.

GEORGIA STATEWIDE
Industries with the Most Job Growth
2020 to 2030
Georgia Department of Labor
Office of Workforce Statistics Division

Table 1

July 2022

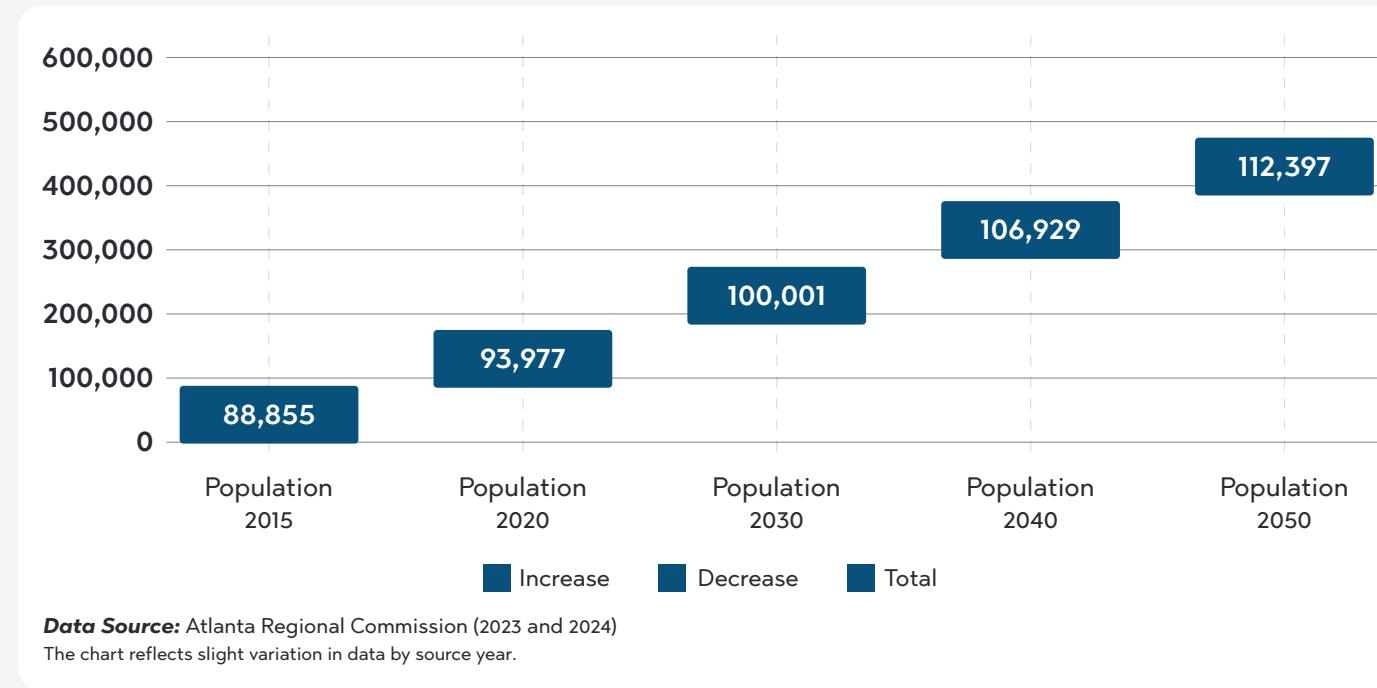
#	NAICS CODE	INDUSTRY TITLE	2020 BASE YEAR EMPLOYMENT	2030 PROJ. YEAR EMPLOYMENT	TOTAL CHANGE IN EMPLOYMENT	PCT. CHANGE IN EMPLOYMENT	PROJ. ANNUAL GROWTH RATE
1	722500	Restaurants and Other Eating Places	316,660	410,780	94,120	29.7%	2.6%
2	493100	Warehousing and Storage	62,510	89,500	26,990	43.2%	3.7%
3	622100	General Medical and Surgical Hospitals	151,840	178,500	26,660	17.6%	1.6%
4	621100	Offices of Physicians	102,420	128,630	26,210	25.6%	2.3%
5	611100	Elementary and Secondary Schools	264,540	290,000	25,460	9.6%	0.9%
6	561300	Employment Services	137,860	160,980	23,120	16.8%	1.6%
7	4450A1	Food and Beverage Stores (4451 and 4452 Only)	90,780	104,470	13,690	15.1%	1.4%
8	621300	Offices of Other Health Practitioners	25,330	38,940	13,610	53.7%	4.4%
9	624100	Individual and Family Services	27,210	40,290	13,080	48.1%	4.0%
10	999300	Local Government, Excluding Education and Hospitals	145,310	156,970	11,660	8.0%	0.8%
11	721100	Traveler Accommodation	35,120	46,600	11,480	32.7%	2.9%
12	448100	Clothing Stores	22,090	32,620	10,530	47.7%	4.0%
13	5220A1	Credit Intermediation and Related Activities (5221 & 5223)	55,580	65,860	10,280	18.5%	1.7%
14	623300	Continuing Care Retirement Communities & Assisted Living	20,260	30,330	10,070	49.7%	4.1%
15	541600	Management, Scientific, & Technical Consulting Services	43,050	52,740	9,690	22.5%	2.0%
16	713900	Other Amusement and Recreation Industries	28,790	38,430	9,640	33.5%	2.9%
17	551100	Management of Companies and Enterprises	86,330	95,450	9,120	10.6%	1.0%
18	512100	Motion Picture and Video Industries	11,460	20,500	9,040	78.9%	6.0%
19	621400	Outpatient Care Centers	17,350	26,350	9,000	51.8%	4.3%
20	111000	Crop Production	81,620	89,480	7,860	9.6%	0.9%

Data may not add due to rounding

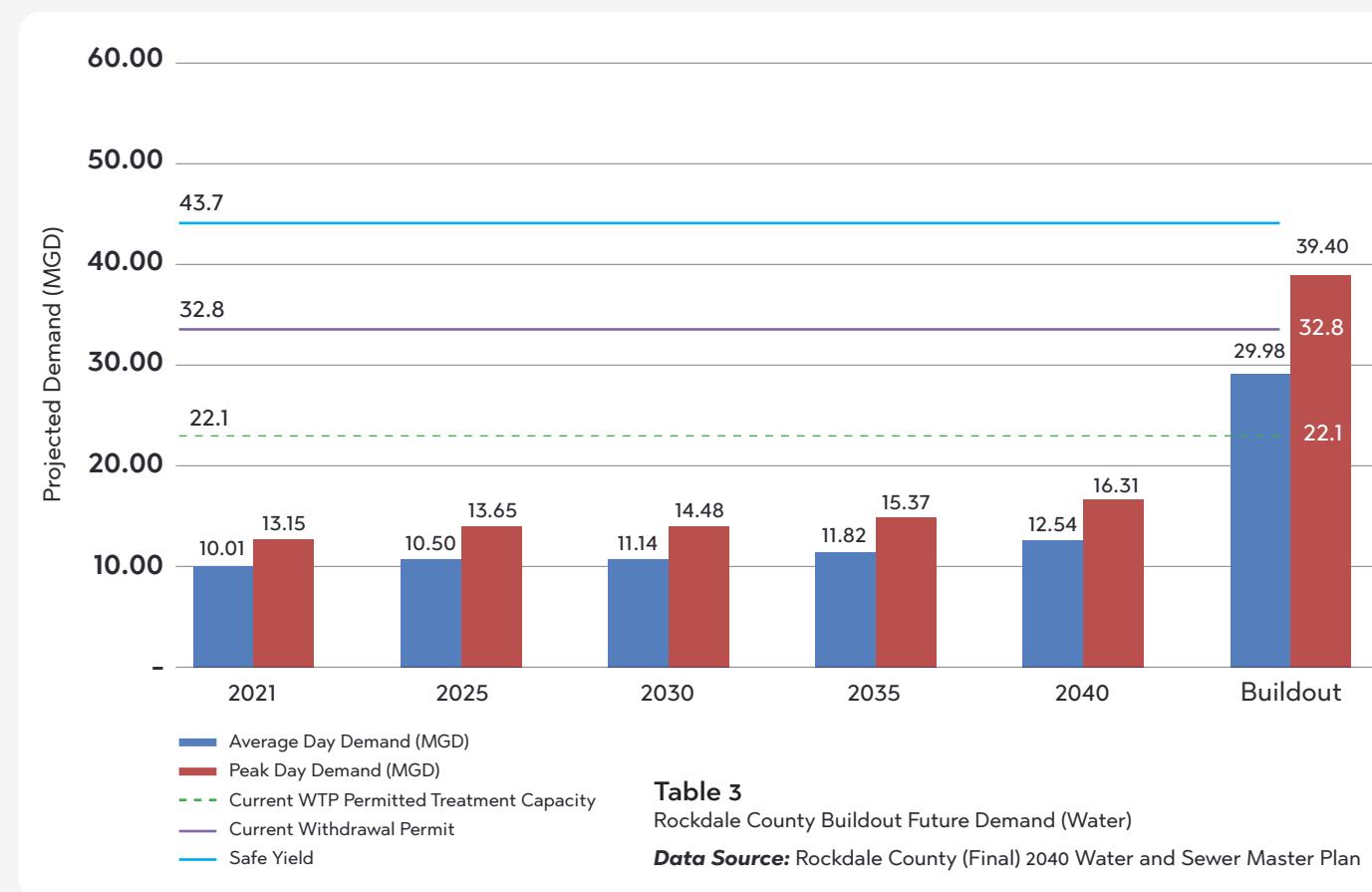
"A1" or "A2" NAICS codes represent combined industries. See the entire listing of NAICS codes at <https://www.bls.gov/oes/current/oessrci.htm>

ROCKDALE COUNTY POPULATION GROWTH

PROJECTIONS (2015 - 2050) Table 2



BUILDOUT FUTURE DEMAND WITH CONSERVATION



OUR ROADMAP

Rockdale County's roadmap is guided by a targeted strategic agenda prioritizing land use and strengthening infrastructure and stormwater management capabilities, while simultaneously rolling out updates to the Unified Development Ordinance (UDO).

A robust framework for long-range plans and community development is actively being developed, addressing County resource capacity, operational management, sustainable practices, and aligning with the evolving needs of residents. We are gearing up for major project milestones such as the Judicial and Administrative Complex and the Restorative Justice Complex, alongside many critical water resources, technology, and transformative transportation enhancements.

Rockdale County has completed detailed plans: Comprehensive Plan, Rockdale Water Resources Master Plan, and Transit Plan to prepare for community growth and development.

The Rockdale 100: Shared vision and smart growth strategy (through 2040) will ensure a seamless transition towards structured change and smart growth principles

The key to our strategy is fostering community cohesion and active civic engagement, complemented by strategic alliances with intergovernmental and regional agencies to tackle mutual challenges and propel shared objectives forward. Our efforts extend to authoring and championing policies at both local and statewide levels, while the establishment of community working groups empowers direct resident involvement in decision-making processes. **Our strategies aim to advance public safety, public health, housing, preparedness, innovation, sustainability, and beautification endeavors. In conjunction with this, Rockdale County will address initiatives promoting quality of life, economic development, and environmental health, supported by agile partnerships, rigorous testing, and swift corrections as needed to maximize outcomes.**

We are relentless in our pursuit of operational excellence and resource optimization, with citizen feedback mechanisms and support frameworks tightly integrated into our strategy from education to social services.

We underscore the importance of investing in talent development and recruitment to fortify our service delivery capabilities, combined with securing resources to bolster service accessibility and effectively meet the needs of the community.

STRATEGY IMPLEMENTATION



The *Reimagine Rockdale* communications plan will be activated by the following methods internally and externally:

Key Messages

- Clear, concise, and consistent key messages aligned with strategic objectives.
- Ensuring that messages resonate with stakeholder groups and address their concerns and interests.

Communication Channels

- Utilizing a mix of communication channels to reach different stakeholders effectively:

Internal Channels: County intranet, departmental meetings, signage, etc.

External Channels: Rockdale Channel 23, citizen engagement, civic organizations, public meetings and events, video reel, email newsletters, local media, partners, press releases, social media, and website updates.

Timelines

- Outlining when each communication will be delivered.

Engagement and Participation

- Fostering a two-way communication channel to encourage feedback, questions, and suggestions from stakeholders.
- *Reimagine Rockdale Together* will establish regular forums, such as town hall meetings, community engagement initiatives, and more to facilitate dialogue and address concerns. This initiative would cover a wide range of issues, including public and environmental health, safety, sustainability, resource conservation, civic engagement, and social services.

Performance and Feedback Loop

- Balanced score card released

Reimagine Rockdale Priority Projects and Initiatives

Goal	Goal Description	Department	Projects, Programs and Initiatives
1	Demonstrate Rockdale County's Gold Standard	BOC	Reimagine Rockdale 5-Year Countywide Strategic Plan Release and Roadshow
1	Demonstrate Rockdale County's Gold Standard	BOC, PD, Other	Establish and activate Rockdale 100, Shared vision and smart growth strategy for anticipated population increase of 100,000+ (including a housing study)
1	Demonstrate Rockdale County's Gold Standard	BOC, PD, Other	Activate Countywide Comprehensive Plan
1	Demonstrate Rockdale County's Gold Standard	BOC/TM	Integrate agility and organizational culture
1	Demonstrate Rockdale County's Gold Standard	RDOT	Comprehensive Transportation Plan (Infrastructure Master Plan)
1	Demonstrate Rockdale County's Gold Standard	SW	SW Master Plan update (through 2040)
1	Demonstrate Rockdale County's Gold Standard	TM	Implement a career path and succession planning program
1	Demonstrate Rockdale County's Gold Standard	TM Risk Mgmt., GS, FN/Legal, TSD, JS - All Departments	Conduct County 360-degree Risk & Compliance Assessment
1	Demonstrate Rockdale County's Gold Standard	TM, BOC	Establish Commitment to DEI
2	Improve Access to Services & Delivery	All Departments	Integrated Planning and Business Optimization Program (Departmental Annual and Master Plans)
2	Improve Access to Services & Delivery	All Departments	Training and Succession Planning
2	Improve Access to Services & Delivery	All Departments	Partner with TM to implement standard assessment of previous work experience, education, and certification to attract top talent from outside of Rockdale County
2	Improve Access to Services & Delivery	AS	Achieve recognition for "no-kill" level statistics
2	Improve Access to Services & Delivery	AS	Community Engagement: Continue offering monthly off-site and mobile adoption events, attending HOA meetings, public information meetings, and school career days
2	Improve Access to Services & Delivery	BOC	Reimagine Rockdale Together: Engagement and Data and Analysis
2	Improve Access to Services & Delivery	BOC	Operational Plan - Restorative Justice Center Complex
2	Improve Access to Services & Delivery	BOC, CSP	Partnerships for a Stronger Rockdale County (Public and Private Partnerships/Intergovernmental Activations)
2	Improve Access to Services & Delivery	BOC, CSP, Other	Joint Conyers-Rockdale Homeless Taskforce (Collaborative Effort)
2	Improve Access to Services & Delivery	BOC, GS, Other	Build a community administration center, Rockdale County Judicial and Administrative Complex, that drives efficiency, serves to anchor the county's economic revitalization, and increase community gathering space
2	Improve Access to Services & Delivery	BOC/All Departments	Reimagine Rockdale Project Management/Performance and Partnerships for a Stronger Rockdale Tracking
2	Improve Access to Services & Delivery	BOC/CSO	Progress Index (Judicial and Administrative Complex)
2	Improve Access to Services & Delivery	BOC/CSP	Development of Strategic Plan and Policies for the Holistic Approach to Mental Health & Public Safety and the Restorative Justice Center Complex
2	Improve Access to Services & Delivery	BOC/CSP	Renovation & Launch of Restorative Justice Center Complex for jail diversion, treatment, and recovery programming
2	Improve Access to Services & Delivery	BOC/SUI, FN, Other	Opioid Settlement Council, Opioid Settlement Program/Prevention Planning and Evaluation
2	Improve Access to Services & Delivery	BOC/TM	Establishment of CSP Department
2	Improve Access to Services & Delivery	CSP, BOC/CSO, Other	Equity Assessment Tool (Community)
2	Improve Access to Services & Delivery	GA	Development of Commissioner's Handbook
2	Improve Access to Services & Delivery	GA	Grab the Bill by the Horns (New episodes)
2	Improve Access to Services & Delivery	GA	Creation of a Policy for Open Records Request
2	Improve Access to Services & Delivery	GA	Public Meetings Agenda Software
2	Improve Access to Services & Delivery	GA/Legislative Issues	State Mental Health Parity Legislation
2	Improve Access to Services & Delivery	GA/Legislative Issues, FN	Congressional and State Funding Opportunities
2	Improve Access to Services & Delivery	GA/Legislative Issues, GS, JS, EMA	Per HB 1170 - Require State Government Buildings to Maintain Opioid Antagonists
2	Improve Access to Services & Delivery	GS	Annual Fleet Vehicles Inspections
2	Improve Access to Services & Delivery	GS, P&R	Facility health index: Utilization and Improvement Needs Index Report (General buildings and recreational properties)
2	Improve Access to Services & Delivery	GS/RCSO	New Departmental Vehicles (General Services and Sheriff's Office)
2	Improve Access to Services & Delivery	JS, RCSO, BOC CSO	Judicial System and Law Enforcement Performance Update
2	Improve Access to Services & Delivery	Judicial System	Access to Justice Initiative: Implementation of Community Programming/Legal-Aid
2	Improve Access to Services & Delivery	Judicial System/RCSO	Access to Justice Initiative: Performance Update
2	Improve Access to Services & Delivery	Judicial System/RCSO, Rockdale County Clerk of Superior and State Court	Access to Justice Initiative: Comprehensive Framework
2	Improve Access to Services & Delivery	P&R/GS	Connect, furnish, and staff for a Southside senior citizen annex
2	Improve Access to Services & Delivery	PR	Crisis Communications Plan
2	Improve Access to Services & Delivery	PR/TSD/All Departments	Development and Launch of "The Rock" App
2	Improve Access to Services & Delivery	TM	Strategic Recruitment
2	Improve Access to Services & Delivery	TM	Rockdale University Learning and Development Academy
2	Improve Access to Services & Delivery	TM	Implement Performance Management

Reimagine Rockdale Priority Projects and Initiatives

Reimagine Rockdale Priority Projects and Initiatives

Goal	Goal Description	Department	Projects, Programs and Initiatives
2	Improve Access to Services & Delivery	TM	Employee Relations: Update Policies: Rehabilitation Program, Bilingual Incentive Program
2	Improve Access to Services & Delivery	TM	Employee Relations: Annual Employee Engagement Survey
2	Improve Access to Services & Delivery	TM	Annual Employment Summit
2	Improve Access to Services & Delivery	TSD/All Departments	Government CRM/Text Alert System (non-emergency)
3	Energize Strategic Growth	BOC	Building a Better Rockdale Initiative: Local Economic Development
3	Energize Strategic Growth	BOC, CREDC, Other	Building a Better Rockdale Initiative: Access to Opportunity (Small Business, Workforce Development)
3	Energize Strategic Growth	BOC, PD, Other	Building a Better Rockdale Initiative: Beautification, Community Design, and Public Art
3	Energize Strategic Growth	BOC, PD, UGA Ext. Ctr, Other	Building a Better Rockdale Initiative: Beautification, Community Design, and Public Art - (Annual Beautification Week aligning with Arbor Day)
3	Energize Strategic Growth	BOC/CREDC/City of Conyers/Development Authority	Workforce Development EV Program
3	Energize Strategic Growth	FN	Fiscal Affairs: Purchasing Card Audit and Enforcement
3	Energize Strategic Growth	FN	Fiscal Affairs: Grants Initiatives and Compliance
3	Energize Strategic Growth	FN	Capital Assets Software Integration
3	Energize Strategic Growth	FN	County's Capital Improvements Annual Update Report/Budget Book
3	Energize Strategic Growth	FN, TM/Risk Mgmt.	Fiscal Affairs: Property and Liability Insurance Updates
3	Energize Strategic Growth	GA/Legislative Issues	CID Legislation
3	Energize Strategic Growth	GA/Legislative Issues	Redevelopment Powers
3	Energize Strategic Growth	PD	County's Capital Improvements Elements Annual Update. Report detailing the use of funds for Community Work Programs: meeting the requirements of the Development Impact Fee Act (DIFA)
3	Energize Strategic Growth	PD	Update the UDO Code of Rockdale in phases
3	Energize Strategic Growth	PD	Review current processes, standards, and procedures
3	Energize Strategic Growth	PD	Rockdale 100: Housing Study (Addressing critical need for housing options: work force housing, transitional housing, and emergency housing)
3	Energize Strategic Growth	PD	COMMUNITY & EDUCATION INITIATIVE: PND PANDA (Permitting, Business Licensing, Code, and Beautification)
3	Energize Strategic Growth	PD	Infrastructure Master Plan
3	Energize Strategic Growth	PD	Implementation of Urban Redevelopment Plan through an overlay district
3	Energize Strategic Growth	PD	Establish Millstead Village as a historic district and establish design guidelines and standards
3	Energize Strategic Growth	PR	Create a new unified logo for the county
3	Energize Strategic Growth	PR	Semi-annual County Report/Digest (in partnership with local media)
3	Energize Strategic Growth	PR	Community Connectivity and Education (Reporting and Social Media Engagement)
3	Energize Strategic Growth	PR	Meet the Media Connections: To connect with internal and external stakeholders
3	Energize Strategic Growth	PR	#OneRockdale Roll-out
3	Energize Strategic Growth	PR	We Are All PR - On-the-ground stories of Rockdale County Departments
3	Energize Strategic Growth	PR, P&R, Other	Develop a marketing and public relations strategy to establish Rockdale County as a tourist destination
3	Energize Strategic Growth	SW	Improving the SW Utility rate system to ensure equal distribution of utility maintenance costs amongst Rockdale citizens using property specific impervious surface calculations
3	Energize Strategic Growth	SW	Update all ordinances related to SW Management, Land Disturbance, Site Development, and Construction
3	Energize Strategic Growth	TA	Educational Opportunities: Enhance Public Awareness: Continue to meet with Homeowner Associations and conduct Homestead presentations to the community
3	Energize Strategic Growth	TA	Improve Current Sales Ratio
4	Enhance Investments to Improve Quality of Life	BOC, P&R, Other	Arts, culture, and entertainment plan for Rockdale County, City of Conyers, in partnership with a local arts council and other entities
4	Enhance Investments to Improve Quality of Life	BOC, PD	Establishment of an Arts & Entertainment District
4	Enhance Investments to Improve Quality of Life	BOC/CSO, UGA Ext. Ctr, EMA, SS, Other	Comprehensive Public Health Strategy (including Aging In Place and Environmental Health)
4	Enhance Investments to Improve Quality of Life	BOC/CSO, UGA Ext. Ctr, EMA, SS, Other	County Health Report: Year to Year Comparison and State of Rockdale County Health Event
4	Enhance Investments to Improve Quality of Life	E-911	Operationalize new 911 location
4	Enhance Investments to Improve Quality of Life	E-911	Integrate Fire and LE ProQA software in dispatching operations
4	Enhance Investments to Improve Quality of Life	E-911	ACE accreditation process
4	Enhance Investments to Improve Quality of Life	E-911	CALEA accreditation process

Reimagine Rockdale Priority Projects and Initiatives

Reimagine Rockdale Priority Projects and Initiatives

Goal	Goal Description	Department	Projects, Programs and Initiatives
4	<i>Enhance Investments to Improve Quality of Life</i>	EMA	Increase EMA education and training of Citizen Emergency Responsive Teams (CERT) (Teen and Adult)
4	<i>Enhance Investments to Improve Quality of Life</i>	EMA	Identify partners and location for inclement weather operations
4	<i>Enhance Investments to Improve Quality of Life</i>	EMA	Completing countywide plans: Debris Management, Shelter and Evacuation, Text911, County and City COOP
4	<i>Enhance Investments to Improve Quality of Life</i>	EMA	Training: Execute a 'Full-Scale' Exercise Fully integrate Trailer Operator course
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Fire Prevention Bureau - Implement Fee schedule for Plan Review and Fire Safety Violations
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Deployment of Medical First Responder Units with Transport Capabilities
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Advance Emergency Medical Technician and Paramedic Class for Internal and External Stakeholders
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Opening of Fire Station 10
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Renovation of Fire Station 5
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Groundbreaking for Fire Training Complex
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Construction completed for Fire Training Complex
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Better Educate community on fire safety emergencies with events and programs
4	<i>Enhance Investments to Improve Quality of Life</i>	FR	Fire Rescue Carbon Monoxide Poisoning Prevention Program
4	<i>Enhance Investments to Improve Quality of Life</i>	FR, JS, RCSO	Recruitment, training and development
4	<i>Enhance Investments to Improve Quality of Life</i>	FR/GS	Build Fire Station #11 to better service the Southwest areas of Rockdale County
4	<i>Enhance Investments to Improve Quality of Life</i>	GS	Facilities, public spaces, and services that comply with the Federal Americans with Disabilities Act (ADA)
4	<i>Enhance Investments to Improve Quality of Life</i>	GS	Incorporate the Old Jail Museum into the Judicial and Administrative Complex Plan
4	<i>Enhance Investments to Improve Quality of Life</i>	GS/P&R	Design, fund and build PATH Connector from Monastery to Johnson Park for Lithonia to Downtown Conyers connectivity
4	<i>Enhance Investments to Improve Quality of Life</i>	GS/P&R	Enhance parks with \$3.4 million of SPLOST (JP Carr Gym, Johnson Park dog park & trails, Parker Rd. and Costley Mill Park; enhancements also include Tennis Pro Shop Expansion and Black Shoals Guard Shack Replacement)
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R	Expand services offered at Johnson Park: ATV trails, kayaking, and bike rentals
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R	Implement intergenerational programming
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R	Establish Arts, Culture and Entertainment Division
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R	Teen Recruitment, Programming & Activities (Esports Gaming, Hoops After Dark, Teen Club)
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R	NRPA CAPRA Accreditation
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R, SS, JS	Increase Senior Center services and programming
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R/GS	Rehabilitation of DeCastro Nature Center
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R/GS	Renovations to Wheeler Park - Amenities: Volleyball and Pickleball Courts, Splash Pad, Skate Park, and Pavilion
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R/SS	Community Engagement
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R/SS	Continue to build the Veterans Transportation Program
4	<i>Enhance Investments to Improve Quality of Life</i>	P&R/TM	Hire for an Arts and Culture position
4	<i>Enhance Investments to Improve Quality of Life</i>	PD	Walkability Assessment
4	<i>Enhance Investments to Improve Quality of Life</i>	PD, P&R	Arts and Culture Study
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO	Develop and implement annual strategic plan
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO	Infrastructure audits and improvements
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO	Community policing and youth safety
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO	Implement Citizen Review Board
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO	Establish Crime Lab (SPLOST Funded)
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO	RCSO Mobile App Promotion
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO/GS	Implement 21st Century crime fighting methods
4	<i>Enhance Investments to Improve Quality of Life</i>	RCSO/PR	Increase public relations initiatives (Community Engagement and Channel 23)

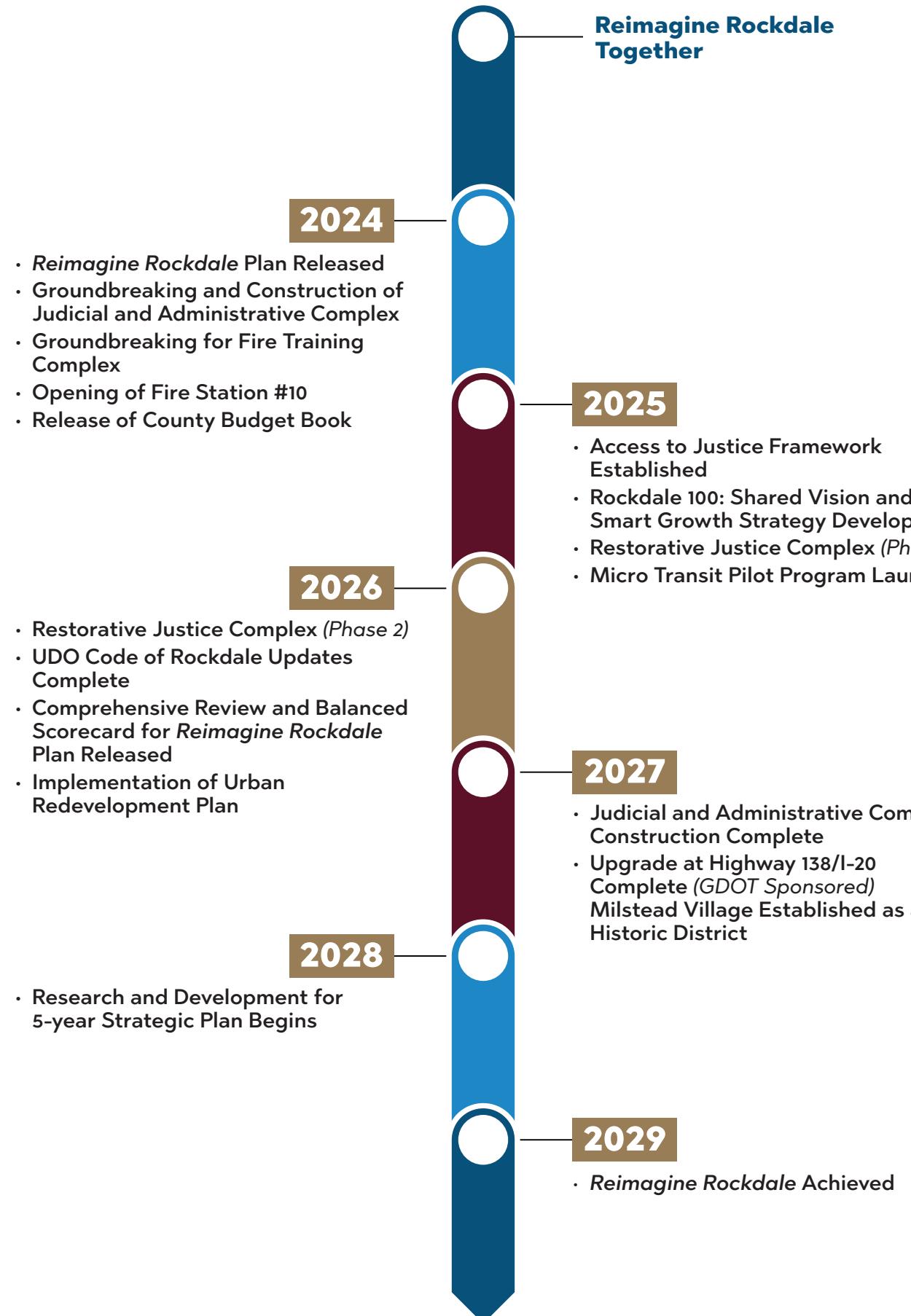
Reimagine Rockdale Priority Projects and Initiatives

Reimagine Rockdale Priority Projects and Initiatives

Goal	Goal Description	Department	Projects, Programs and Initiatives
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	SPLOST 5 - Arterial & Collector Rehab 5A is Full Depth Reclamation
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	SPLOST 5 - Arterial & Collector Rehab 5B & C
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Haralson Mill Covered Bridge Rehab
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Old Covington Highway Widening (Sigman to Lake Capri road) Preliminary Engineering
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Frontier Connector - Lakeview Estates (Construction in 2025)
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Courtesy Parkway Extension
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Sigman Road Phase IV – Concept
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	River Street – Roadway Rehabilitation (emergency repairs)
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Micro Transit Pilot Program
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Upgrade and 138/I-20 (GDOT Sponsored)
5	<i>Strengthen Infrastructure and Transportation</i>	RDOT	Continue safety signage and operations improvements in roadways through better striping, signage, reflective materials, and raised markers
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Almand Branch Wastewater Plant Upgrade (Funded by \$2.5M from 2024 CIP and \$1.5M 2025 CIP totaling \$4M)
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Almand Branch Sewer Trunk Line Replacement & Upsize 18" to 24" of 12k LF (Funded by 2023-2026 CIP totaling \$7M)
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Scott Street Sanitary Sewer Main Replacement (Funded by \$400,000 from 2024 Sewer Rehab CIP; 350 LF of 8" main)
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Salem Lake Pump Station and Force Main Replacement (Funded by \$1,200,000 from 2024 CIP)
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Lorraine/North Pressure Zone & South Pressure Design and Construction of Water Main (Funded by 2024-2028 CIP totaling \$13.6M)
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Snapping Shoals Basin Sewer Rehab. Several Segments of Sewers identified. (Funded with sewer rehab annual CIP)
5	<i>Strengthen Infrastructure and Transportation</i>	RWR	Completion and Implementation of Water & Sewer Rate Study
5	<i>Strengthen Infrastructure and Transportation</i>	SW	2930 Stonebridge - 72" CMP Rehabilitation
5	<i>Strengthen Infrastructure and Transportation</i>	SW	2811 Country Brook - 54" CMP Rehabilitation
5	<i>Strengthen Infrastructure and Transportation</i>	SW	1460 Country Lane - 72" CMP Rehabilitation
5	<i>Strengthen Infrastructure and Transportation</i>	SW	4703 Amber Falls - 54' CMP Rehabilitation
5	<i>Strengthen Infrastructure and Transportation</i>	SW	1408 Chelsea Downs - 48" CMP Rehabilitation
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Support county IT operations while providing security and sustainability of operations
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Maintain End Point Devices and Manage Asset Inventory
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Establish Business Intelligence Tools to Improve Business Continuity
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Implementation of Content Management Solution
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Improve Technology Infrastructure
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Implement Digital Enterprise Repository Initiatives
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	IT Infrastructure Support for New Justice and Administrative Complex
5	<i>Strengthen Infrastructure and Transportation</i>	TSD	Continue to move Rockdale's GIS program forward while supporting Rockdale's components geospatial needs
6	<i>Integrate Innovation</i>	BOC, PD, GS, Other	Community Garden developed
6	<i>Integrate Innovation</i>	BOC, PD, City of Conyers, UGA Ext, Other	Innovation & Sustainability: Tech, Placemaking and Beautification - Agenda and Plan
6	<i>Integrate Innovation</i>	GS	Electric Vehicle Feasibility Study
6	<i>Integrate Innovation</i>	GS	Electric Fleet Vehicles and charging stations
6	<i>Integrate Innovation</i>	GS, Other	Assessment of Residential and Carbon Intensive Buildings
6	<i>Integrate Innovation</i>	PD	Tree Preservation Plan/Canopy Study and Recommendations
6	<i>Integrate Innovation</i>	PD	Broadband Ready Community State certification or designation as Georgia Broadband Ready Community Sites
6	<i>Integrate Innovation</i>	PD	Green Certified by Atlanta Regional Commission
6	<i>Integrate Innovation</i>	PD, BOC, UGA Ext, Other	Plant Tree Palette established for site plans
6	<i>Integrate Innovation</i>	TSD	Advance Technology Application and Education

Reimagine Rockdale Priority Projects and Initiatives

MILESTONES AND TIMELINES



REIMAGINE ROCKDALE STRATEGIC PLAN SNAPSHOT/CALENDAR (PLANNING & REPORTING)

	Total Number	Description	Assigned to	Development/Implementation Year
Assessments/ Studies	1	360-Degree Risk and Compliance Assessment	TM Risk Mgmt., GS, FIN/Legal, TSD, JS - All Departments	2024-2025
	1	Arts and Culture Study	P&R/P&D	2025-2026
	1	Assessment of Residential and Carbon Intensive Buildings	GS, Other	2026
	1	Countywide Historic Resource Survey	PD	2024-2027
	1	Electric Vehicle Feasibility Study	GS	2029
	1	Equity Assessment Tool	CSP/TM, BOC/CSO, Other	2025
	1	Facilities, public spaces, and services in compliance with Americans with Disabilities Act (ADA) Assessment	GS	2024-2029
	1	Housing Study	PD	2024-2025
	6	Reimagine Rockdale Together Surveys (Youth and Adult)	BOC	Annual (2024-2026)
	1	Safe Streets for All (SS4A) Study	RDOT	2024-2026
Indices Needed	1	Tree Canopy Study	PD	2025
	1	Walkability Assessment	PD	2025-2027
Boards - Councils - Taskforces - Working Groups	1	Water & Sewer Rate Study	RWR	2024
	1	Facility health index for general buildings and recreational properties	GS, BOC	2024
	1	Progress Index (Judicial and Administrative Complex)	BOC	Annual (2024-2026)
	1	Building a Better Rockdale Initiative: Define path for economic development via parallels with Conyers-Rockdale Economic Development Council, the City of Conyers, and the Atlanta Regional Commission	BOC	2024/2025
	1	Building a Better Rockdale Initiative: Access to Opportunity (Small Business, Workforce Development)	BOC, CREDC, Other	2024-2028
	1	Building a Better Rockdale Initiative: Beautification, Community Design and Public Art Working Group (Youth and Adult)	BOC, PD, UGA Ext. Ctr, Other	2026
	1	Citizen Emergency Responsive Teams (CERT) (Youth and Adult)	EMA	2024-2026
	1	Continued participation in Land Use Coordination Committee	PD	2024-2027
	1	Joint Homelessness Taskforce (Collaborative Effort)	BOC, CSP, Other	2023-2025
	1	Innovation & Sustainability	BOC, TSD, GS, UGA Ext. Ctr, Other	2025-2027
Partnerships	1	Opioid Settlement Council	BOC/SUI, Other, FIN	2024-2028
	1	Partnerships for a Stronger Rockdale County (Public & Private Partnerships/Intergovernmental Activations) - Supporting Pre-K through Grade 8 literacy and math skills; also addressing other complex community and organizational issues	BOC, CSP, UGA Ext.	2025-2029
Rockdale County Sheriff's Office Citizen Review Board	1	Rockdale County Sheriff's Office Citizen Review Board	RCSO	2024-2025

REIMAGINE ROCKDALE STRATEGIC PLAN

SNAPSHOT/CALENDAR (PLANNING & REPORTING)

Agendas/Plans/ Strategies	1	Comprehensive Public Health Strategy (Including Aging in Place and Environmental)	BOC, UGA Ext. Ctr, EMA, SS, Other	2025-2026
	1	Opioid Settlement Program/Prevention Planning and Evaluation	BOC/SUI, Other	2024-2028
	1	Comprehensive Transportation Plan (Infrastructure Master Plan)	RDOT	2024-2025
	1	County Holistic Approach to Mental Health and Public Safety Strategic Plan	BOC	2024-2025
	1	Restorative Justice Complex Plan	BOC	2024-2025
	1	Crisis Communications Plan	PR	2024-2025
	1	Departmental Master Plans	All Depts.	2024-2025
	4	Departmental Annual Plans	All Depts.	2024-2028
	3	"Debris Management, Shelter and Evacuation, Text911, County and City COOP Plans"	EMA	2024-2025
	1	Establish Historic Milstead Village Plan (with design guidelines and standards)	PD	2025-2027
	1	Conyers-Rockdale Joint Effort Plan to Address Homelessness	BOC, CSP	2024-2025
	1	Innovation & Sustainability: Agenda	BOC, TSD, GS, UGA Ext. Ctr, Other	2024-2025
	1	Innovation & Sustainability: Placemaking and Beautification Plan	BOC, PD, UGA Ext. Ctr, Other	2025-2026
	1	Infrastructure Master Plan	PD	2024
	1	Rockdale County Sheriff's Office Strategic Plan	RCSO	Annual
Reports	1	Rockdale 100: Shared vision and smart growth strategy inclusive of a housing study for anticipated population increase of 100,000+	BOC, PD, Other	2024/2025
	1	Implementation of Urban Redevelopment Plan through an overlay district	PD	2024-2027
	1	Safety Action Plan - SAFE STREETS FOR ALL (SS4A)	RDOT	2024-2026
	1	Succession Plans (Internal)	All Depts.	Q1 2025
	1	Stormwater Master Plan Update (2040)	SM	2024-2027
	1	Tree Preservation Plan/Tree Canopy Recommendation	PD, Other	Q3 2025
	1	Plant Tree Palette established for site plans	PD, BOC, UGA Ext., Other	2026
	8	County Report/Digest (in partnership with local media)	PR	2025-2029 (Semi-annual)
	4	County Health Report	UGA Ext. Ctr, BOC	Annual (2025-2028)
	5	County's Capital Improvements Annual Update Report/Budget Book	FIN	2024-2029
Accreditations/ Certifications	4	Judicial System and Law Enforcement Performance Update	JS, RCSO, BOC	Annual
	4	Reimagine Rockdale Strategic Plan Performance	BOC	Annual (2025-2029)
	4	Utilization and Improvement Needs Index Report (General buildings and recreational properties)	GS, P&R	Annual (2025-2029)
	1	Bell Seal Certification	TM	2024
	1	Broadband Ready Community (State certification) or designation of facilities and developments as Georgia Broadband Ready Community Sites	PD	2027
	1	CAPRA Accreditation	P&R	2024
	1	Green Certified by Atlanta Regional Commission	PD	2028

*Blue shading reflects timing in alignment with Comprehensive Plan projections.

MONITORING AND EVALUATION

By implementing an evaluation process, Rockdale County can systematically assess the progress of the strategic plan and make informed decisions to achieve its goals effectively.

Adjustments made based on evaluation findings will help ensure that the plan remains relevant and responsive to the needs of the community.

The components of the evaluation process, may include but are not limited to:

- ⦿ Establishment of SMART metrics for each objective and Baseline Data Collection
- ⦿ Evaluation Timelines
- ⦿ Assign Responsibility: collecting and analyzing data related to each metric
- ⦿ Data Collection and Analysis
- ⦿ Stakeholder Engagement
- ⦿ Benchmarking (against benchmarks and best practices, compliance measures)
- ⦿ Report Generation
- ⦿ Feedback and Adjustment
- ⦿ Public Communication Plan
- ⦿ Continuous Improvement (Performance Review and Revision, as needed)
- ⦿ Long-term Evaluation
- ⦿ Resource Allocation
- ⦿ Legal and Ethical Compliance
- ⦿ Documentation and Record-Keeping
- ⦿ Comprehensive Review

An extensive in-depth evaluation will be conducted every three years to assess the overall impact of the countywide strategic plan and communicated publicly via a balanced score card.

OUR ONGOING COMMITMENT

As we conclude this strategic plan, we reaffirm our unwavering commitment to “making our best, even better.” *Reimagine Rockdale* is rooted in our newly established core values and guided by people, our purpose, and the strength of partnerships. We embrace equity, access, and innovation as fundamental principles woven into the fabric of County operations.

Our approach is informed by data and ensures inclusivity, amplified by the resounding voice of our community members, ensuring that vulnerable populations are also represented. We understand that true progress stems from meaningful engagement and collaboration, which is why we will work to uphold the principles of civic engagement and inclusion across our endeavors.

In conjunction with this, our commitment extends across six pivotal strategic goals, each representing a path in our journey towards building a better Rockdale.

Our Gold Standard will leverage long-range planning, preparedness, resource management and performance evaluation to fasten a resilient future for generations to come.

We commit to smart growth strategies, charting a clear trajectory towards 2040. Our vision is not merely aspirational; it is rooted in actionable steps and tangible outcomes.

We will strengthen policies, infrastructure, streamline delivery mechanisms and drive continuous improvement to enhance the quality of life for all residents.

As stewards of this vision, we acknowledge the responsibility entrusted to us by the community. We pledge transparency, accountability, and integrity in all our endeavors, ensuring that our actions reflect the values we uphold.

In closing, let us embark on this journey to *Reimagine Rockdale* together, united in purpose and driven by the shared aspiration for a safe, thriving, equitable, and sustainable future.

GRATITUDE AND ACKNOWLEDGEMENTS

We extend our sincere gratitude to all those who contributed to the development and realization of this strategic plan. We extend our heartfelt gratitude to the collaborative efforts of various key stakeholders whose unwavering commitment has contributed to the development and success of *Reimagine Rockdale*. The collaborative effort and dedication of individuals and organizations have been instrumental in shaping the vision and the strategic objectives outlined in this booklet. We would like to express our appreciation to the following:

County Leadership:

We express our deepest appreciation to the County leadership, including elected officials and administrative personnel, whose vision and commitment provided the foundation for the strategic plan.

- Rockdale County Board of Commissioners (Chairman Oz Nesbitt, Sr., Commissioner Sherri L. Washington, Post I and Commissioner Dr. Doreen Williams, Post II), the support and guidance provided by the County Commissioners has played a crucial role in shaping the priorities and goals set forth in this document.
- Chief Operations Officer Sue Sanders, your leadership and commitment to the well-being and future of Rockdale County were a driving force throughout the strategic planning process.
- Judicial Circuit - Sheriff Eric Levett, Rockdale County Sheriff's Office, District Attorney Alisha Johnson, The Honorable Judge Mumford, The Honorable Judge Bills, The Honorable Judge Aten, The Honorable Judge Washington, The Honorable Judge Wood, The Honorable Judge Read, and The Honorable Clerk of Superior and State Court Janice Morris, your unwavering support, and guidance has been instrumental in shaping advancements in innovation, public safety, and equitable service in our community.

Community Stakeholders:

A sincere thank you to the diverse array of community stakeholders who actively participated in the planning process. Your input, insights, and passion for our County’s well-being have enriched this document and ensured that it reflects the aspirations and concerns of our entire community.

County Departments and Agencies:

We acknowledge the invaluable contributions of each County department and agency that played a pivotal role in providing data, expertise, and perspectives essential to the development of this plan. Your collaboration has been vital in creating a strategic roadmap that addresses the multifaceted needs of our residents.

Citizens and Residents:

To the citizens and residents of our County, we extend our gratitude for your engagement, feedback, and commitment to building a thriving community. Your enthusiasm for shaping a better future has been a significant influence toward the creation of *Reimagine Rockdale*. Together, we strive to build a better future for all.

Implementation Partners:

As we embark on the implementation phase, we recognize and thank our partners who will work collaboratively with us to bring the goals outlined in this plan to fruition.

Stakeholders and Community Partners:

We extend our heartfelt thanks to the numerous stakeholders and community partners who actively participated in the planning process. Your insights, feedback, and collaboration have enriched the content of this strategic plan and ensured that it reflects the diverse needs and aspirations of our community.

Steering Committee and Experts:

Special recognition goes to the steering committee and experts who lent their professional knowledge to the development of this plan. Your expertise has added depth and precision to our strategies, ensuring that we are well-positioned to meet the challenges and opportunities ahead of us.

SPECIAL ACKNOWLEDGEMENTS

City of Conyers:

We express our sincere appreciation to Mayor Vince Evans, Councilman Eric Fears and the City of Conyers for its steadfast partnership and commitment to fostering a thriving community. The City's input and collaboration have played a pivotal role in shaping the strategic initiatives outlined in this plan, ensuring they align seamlessly with the city's goals and aspirations.

Rockdale County Public School System:

A special acknowledgment is extended to Dr. Terry Oatts of the Rockdale County Public School System for his invaluable contribution to the strategic planning process. Collaboration with the school system has been integral in addressing the educational needs of our community, emphasizing the importance of a well-rounded and inclusive approach to growth.

Conyers-Rockdale Chamber:

We extend our gratitude to the Conyers-Rockdale Chamber for its unwavering support and dedication to promoting economic prosperity and community development. The Chamber's insight and collaborative spirit have greatly enriched the strategic planning process, fostering an environment conducive to business growth and community engagement.

Rotary Club of Conyers:

A sincere thank you to the Rotary Club of Conyers for its commitment to service and community betterment. The Rotary Club's involvement in community engagement and strategic planning discussions has brought a unique perspective and a strong sense of community responsibility, contributing to the overall vitality of our shared vision.

Conyers-Rockdale Economic Development Council:

We extend our appreciation to the Conyers-Rockdale Economic Development Council for its pivotal role in shaping the economic landscape of our community. The Council's expertise and dedication to fostering sustainable economic growth have been essential in defining strategies that promote prosperity and innovation.

In closing, this County Strategic Plan is a testament to the power of collective effort. Together, these organizations have exemplified the power of collaboration, information sharing, and community engagement.

Gardens of Fieldstone Homeowners' Association

Rockdale County Planning and Development Department

Rockdale County Public Relations Department

Rockdale County Technology Services Department

Rockdale County Water Resources Department

University of Georgia Extension Center (Rockdale)

Thank you all for your contributions and commitment to the well-being of our community.

We are grateful for your assistance and look forward to the continued success of Rockdale County through our shared endeavors.

Sincerely,
Rockdale County Strategic Planning Team

NUESTRA VISIÓN

Condado de Rockdale imagina un futuro en el que cada residente prospera en una comunidad dinámica, conectada, y resiliente.

Nos esforzamos por ser un modelo líder de innovación, sostenibilidad, y diversidad, donde las generaciones colaboran, aprenden y crecen juntas.

ESTRATEGIA DE 5 AÑOS

Impulsado por las Personas-, impulsado Por un propósito, y impulsado por la asociación.

Demostrar nuestro Estándar Dorado con prepara el futuro para beneficiar mejor a nuestros electores y la longevidad de la comunidad a través de un compromiso con el acceso, la equidad y la innovación.

- | | | |
|--------|---|---|
| Meta 1 |  ● | Demostrar el Stándar de Oro del Condados's de Rockdale |
| Meta 2 |  ● | Mejorar el Acceso para a los Servicio y la Entrega |
| Meta 3 |  ● | Energizar el Crecimiento Estratégico |
| Meta 4 |  ● | Mejorar las Inversiones para mejorar la Calidad de Vida: Seguridad Pública, Salud Pública y Parques y Recreación |
| Meta 5 |  ● | Fortalecer la Infraestructura y el Transporte |
| Meta 6 |  ● | Integrar la Innovación |

Nuestro enfoque estratégico preparará al condado de Rockdale para el crecimiento demográfico hasta 2040 con prioridades centradas en el fortalecimiento de la infraestructura y la sostenibilidad para apoyar a nuestra creciente comunidad mientras garantizamos la accesibilidad.

APPENDICES

APPENDIX A

TERMINOLOGY

Access:

Access refers to the ability and opportunity for individuals or groups to obtain or use essential resources, services, or opportunities. It implies that there are no significant barriers, such as physical, financial, social, or geographical, preventing someone from reaching or utilizing what is necessary for their well-being or participation in society. Access can apply to various contexts, including healthcare, education, employment, technology, and public services.

Accountability and Fiscal Responsibility:

Accountability is the principle of being answerable for one's actions and decisions. In a government or financial context, fiscal responsibility refers to the responsible management of financial resources, ensuring that expenditures are within budget and sustainable.

Benchmarking:

The process of comparing the county's performance and practices against those of other similar entities to identify areas for improvement.

Budget Allocation:

The distribution of financial resources to various programs and initiatives based on their alignment with the county's strategic priorities.

Capacity Building:

The process of developing and strengthening the skills, resources, and infrastructure of an organization to enhance its effectiveness and sustainability.

Comprehensive Plan:

A long-range planning document outlining the vision, goals, and policies for the overall development and growth of the county spanning 10 years. It typically covers various aspects such as land use, transportation, housing, infrastructure, and environmental conservation. The comprehensive plan serves as a blueprint for future development and helps ensure that growth occurs in a coordinated and sustainable manner.

Continuous Improvement:

The ongoing process of enhancing processes, practices, and outcomes to achieve better results and adapt to changing circumstances.

Crisis Management:

The development and implementation of plans to respond to and recover from emergencies or unexpected events that could impact the county.

Education & Workforce Development:

Education encompasses the formal and informal processes of acquiring knowledge, skills, and values. Workforce development focuses on initiatives and programs aimed at enhancing the skills and employability of individuals, aligning them with the needs of the job market and industries.

Equity:

Equity is the concept of fairness, justice, and impartiality in the distribution of resources, opportunities, and benefits. It implies that individuals or groups should receive what they need to achieve a level playing field or an equal chance of success, regardless of their background, characteristics, or circumstances. Achieving equity often requires recognizing and addressing existing disparities and systemic inequalities to ensure that everyone has an equal opportunity to reach their full potential.

E-SPLOST:

E-SPLOST is a Special Purpose Local Option Sales Tax (*SPLOST*) for education. It is a one-cent sales tax on all retail purchases. Consumers who make purchases in the school district county, including visitors, contribute to the support of local schools. By law, an E-SPLOST can only be used for certain capital projects, such as buildings, furnishings, computers, and buses. SPLOST funds cannot be used for the day-to-day operational expenses of a school district.

Feasibility Study:

An assessment of the practicality and viability of proposed projects or initiatives before they are included in the strategic plan.

Governance:

The system and processes by which the county is directed, controlled, and held accountable for achieving its strategic objectives.

Implementation Plan:

A detailed roadmap outlining the specific actions, responsibilities, and timelines for executing the strategies outlined in the strategic plan.

Interagency/Intergovernmental Collaboration:

Cooperation and coordination between different government agencies and departments to achieve common goals outlined in the strategic plan.

Inclusivity:

Ensuring that the strategic planning process and outcomes consider and represent the diverse perspectives and needs of the entire community.

Infrastructure & Transportation:

Refers to the physical structures and facilities necessary for the operation of a society, such as roads, bridges, airports, and utilities like water and electricity. Transportation specifically relates to the systems and networks for moving people and goods within and between locations, including public transportation, highways, railways, and airports.

Innovation:

Innovation involves the creation or adoption of new ideas, products, processes, or technologies that lead to positive changes and improvements. It is often associated with creativity, problem-solving, and the pursuit of novel solutions to existing challenges.

Key Performance Indicators (KPIs):

Quantifiable measures that gauge the success of specific activities or processes in achieving strategic objectives.

Master Plan:

A master plan is a more detailed and specific multi-year planning document that often focuses on a particular aspect of county department or development, such as land use in a specific area or the development of a particular facility (e.g., a park, or industrial zone). Master Plans provide a more in-depth analysis of the issues and opportunities within their scope, offering specific strategies, policies, and guidelines for implementation. Counties may have multiple Master Plans addressing different sectors or regions within the jurisdiction.

Monitoring and Evaluation:

The ongoing process of tracking, assessing, and measuring the progress and effectiveness of strategic initiatives.

Performance Metrics:

Quantitative or qualitative measures used to assess and track the county's progress towards its strategic objectives.

Quality of Life:

Quality of life is a subjective measure of an individual's or a community's overall well-being and satisfaction with their living conditions. It encompasses factors like healthcare, education, employment opportunities, safety, access to services, and overall life satisfaction.

Resilience:

Refers to the ability of a system, community, or individual to withstand shocks, adapt to change, and recover quickly from adversity or disruptions. It can apply to various contexts, including environmental, economic, and social resilience.

Performance Review:

A systematic assessment of the effectiveness and efficiency of the county's operations and services in relation to established goals and objectives.

Policy Advocacy:

Activities aimed at influencing public policies and decisions to support the county's strategic goals.

SMART Goals:

Goals that are Specific, Measurable, Achievable, Relevant, and Time-bound, providing a clear framework for objective-setting.

Social Investment:

Refers to the allocation of resources, typically financial or human, with the goal of improving social outcomes or well-being in a society. This can include investments in areas such as education, healthcare, affordable housing, and social services, aiming to enhance the overall quality of life and opportunities for individuals and communities.

SPLOST:

Special Purpose Local Option Sales Tax imposed by local governments for a specific period and designated for a particular set of projects or purposes. SPLOST is a mechanism that allows local communities to fund essential projects without relying solely on property taxes. It provides a way for residents to contribute to community development through a consumption-based tax that affects both residents and visitors making purchases within the locality. Revenue generated is typically used to fund capital projects and infrastructure within the jurisdiction, such as the construction or renovation of public facilities, transportation projects, or other community enhancements.

Stakeholder:

Individuals or groups who have an interest, influence, or investment in the outcomes of the county's strategic plan.

Strategic Growth:

Involves planned and deliberate expansion or development of an organization, community, or region with specific goals and objectives in mind. It often includes a focus on sustainable and well-managed growth to achieve desired outcomes.

Strategic Plan:

A high-level document that outlines the strategic goals, priorities, and actions over a defined period. It is more focused on achieving specific objectives and responding to current challenges. Additionally, it often includes performance indicators, timelines, and resource allocation strategies to ensure that the county's government is working towards its long-term vision and goals.

Sustainability:

The integration of economic, social, and environmental considerations to ensure the long-term viability and resilience of the organization.

SWOT Analysis:

An assessment tool used to identify internal Strengths and Weaknesses, as well as external Opportunities and Threats affecting the county.

APPENDIX B

This appendix serves as a supplementary section to the strategic plan which provides information, data, and/or detailed explanations regarding additional Rockdale County plans that support the main content of the *Reimagine Rockdale* strategic plan.

*Scan QR Code or follow links below to view documents.

2023 Rockdale County Comprehensive Plan Update

10/97 DCA FORM FOR PLAN REVIEW atlantaregional.com



Rockdale County Infrastructure Resources Hub

Rockdale County Infrastructure Resources [arcgis.com](https://www.rockdalecountyga.gov/arcgis/)



Rockdale County Parks and Recreation Master Plan

<https://www.rockdalecountyga.gov/parks-and-recreation/>



Rockdale County Transit Development Plan (2023)

rockdalecountypdp.com



Rockdale County (Final) 2040 Water and Sewer Master Plan

<https://arcg.is/1iGruK0>



APPENDIX C

This appendix provides maps, projections, references to data and other material that provide educational information and support components of *Reimagine Rockdale*.

FIGURES (Fig.)

Fig.1 – Rockdale County Geographical Map, Rockdale County Technology Services, June 5, 2023

Fig.1-2 - City of Conyers Boundary Map, Rockdale County Map, Rockdale County Technology Services, June 5, 2023

Fig.2 - Rockdale County Population Data, Atlanta Regional Commission, 2022 and 2023

Fig.2-1 - Rockdale County Population Data, Ethnicity, Atlanta Regional Commission, 2023

Fig.2-2 - Rockdale County Population Data, Age Groups, Data Source: 2022 American Community Survey 1-Year Estimates, www.data.census.gov

Fig.2-3 - Rockdale County Population Data, Total Types of Households in Rockdale County, 2022 American Community Survey 1-Year Estimates, www.data.census.gov

Fig.3 - Industry for the Civilian Employed Population 16 Years and Over in Rockdale County, Georgia, Data Source: 2022 American Community Survey 1-Year Estimates, www.data.census.gov

Fig.3-1 - Education Attainment (Population 25 Years and Older), Data Source: 2022 American Community Survey 1-Year Estimates, www.data.census.gov

Fig.4 - Snapshot of Access to K-12 Education, Food, and Healthcare in Rockdale County and the City of Conyers, Rockdale County Technology Services, October 6, 2023

TABLES

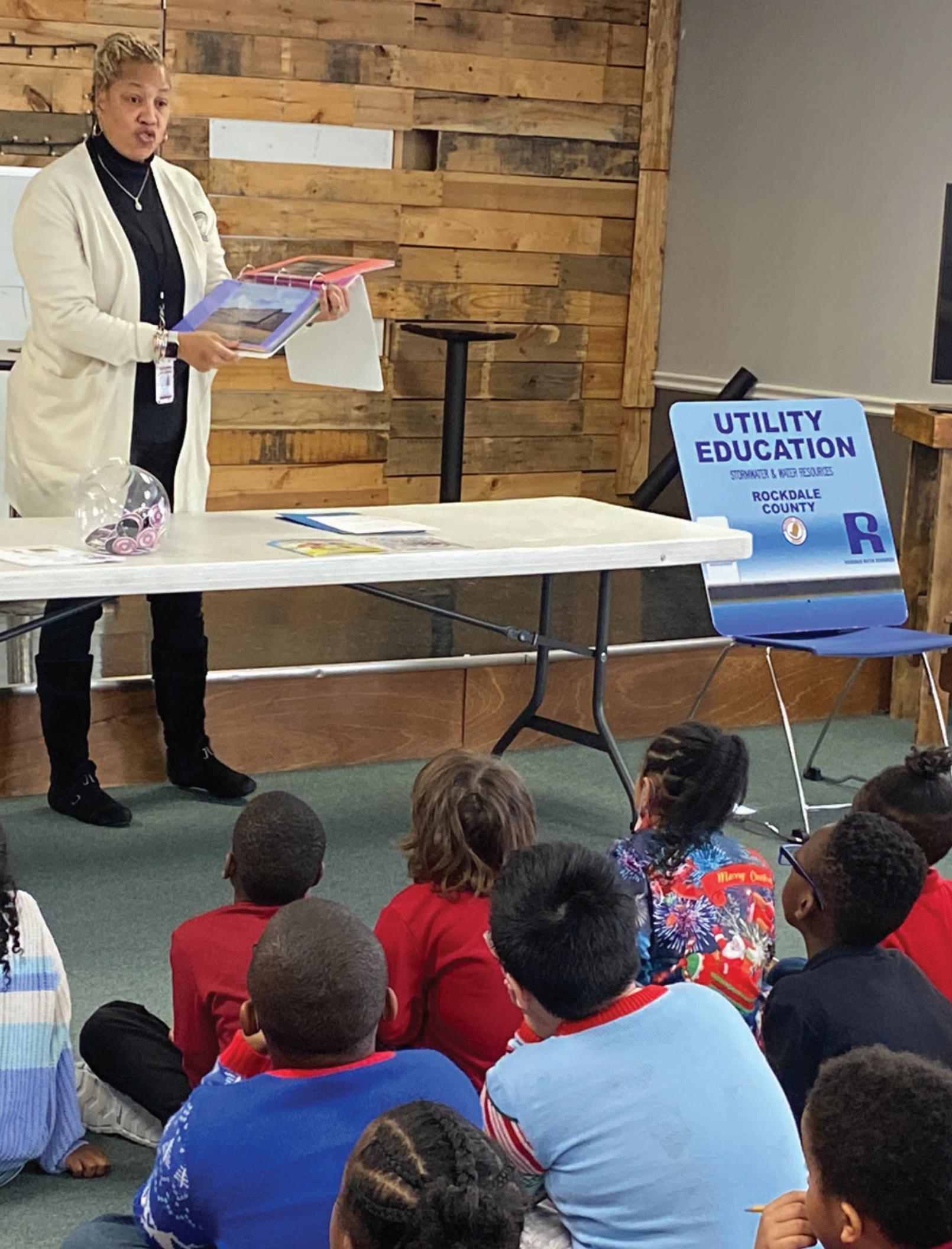
Table 1 - Georgia Statewide Industries with the Most Job Growth, Georgia Department of Labor, Office of Workforce Statistics Division, July 2022

Table 2 - Rockdale County Population Growth Projections (2015 - 2050), Compiled from Data Sources: Atlanta Regional Commission (2023 and 2024)

Table 3 – “Buildout Future Demand with Conservation,” Rockdale County Water and Sewer Master Plan 2022-2040, Rockdale County Department of Water Resources. December 2022

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Published and Distributed by Rockdale County Board of Commissioners
P.O. Box 289, Conyers, GA 30012
www.RockdaleCountyGA.gov

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