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Brookhaven

GEORGIA

2014

Comprehensive Parks and Recreation Master Plan

Prepared by:



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City of Brookhaven

Mayor J. Max Davis, Mayor

Rebecca Chase Williams, City Council Member, District 1

Bates Mattison, City Council Member, District 3

Joe Gebbia, City Council Member, District 4

(Note: District 2 is currently vacant)

Marie L. Garrett, City Manager

Susan Canon, Assistant City Manager /
Director of Community Development

Bonnie Kline, Financial Director

Susan Hiott, City Clerk

Jerry Kinsey, Parks and Recreation
Director

Mike Edelson, GISP, City of Brookhaven
Geographic Information Systems (GIS)

Brookhaven Parks and Recreation Master Plan Steering Committee

Karen Whitehead, Chairwoman

Jim DeLany, Committee Member

Mari Geier, Committee Member

Jonathan Byrd, Committee Member

Chad Boles, Committee Member

Heather Chasman, Committee Member

Beth Diersen, Committee Member

Vic Parker, Committee Member

Ruthie Taylor Norton, Committee Member

Betsy Coyne, Committee Member

Betsy Eggers, Committee Member

Brad Hamner, Committee Member

Citizens of the Community



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Consultants:



Lose & Associates, Inc., is a multi-disciplinary design firm with offices in Nashville, Tennessee, and Lawrenceville, Georgia. Our firm, who specializes in park and recreation planning, was selected to conduct this master plan. Throughout the Brookhaven 2014 Comprehensive Parks and Recreation Master Plan, the Lose & Associates team is also referred to as the researchers and/or the planning team.

Using demographics, population projections, assessments of current facilities, national standards and public input, Lose & Associates has developed a 10-year master plan. This document serves as both a strategic plan and an action plan, providing the City of Brookhaven with guidelines for future program planning efforts and capital improvement projects.





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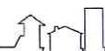
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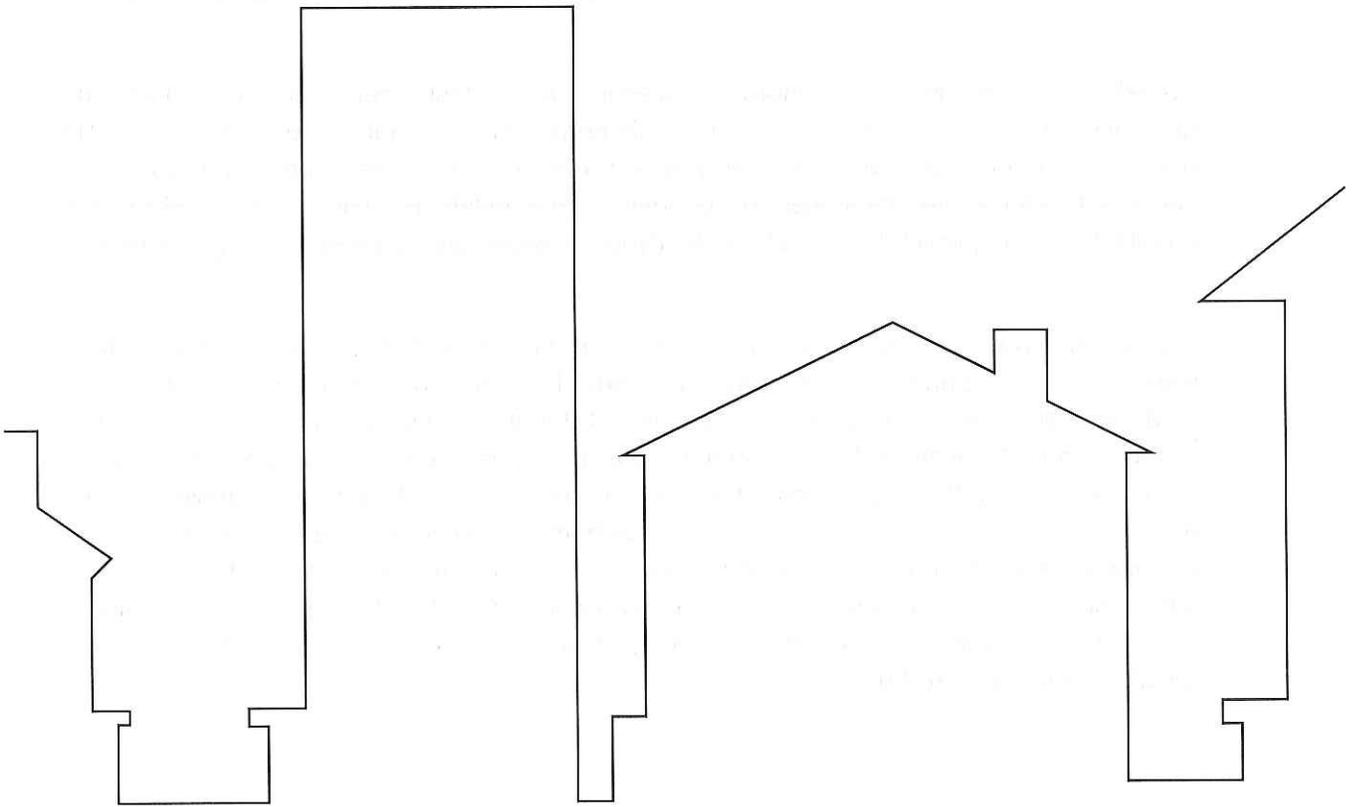
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01

Introduction



01 Introduction

Brookhaven, Georgia is located in DeKalb County, Georgia, between Interstates 285 and 85. It is an area of just over 12 square miles and is the largest city in the county. Brookhaven became a city on December 17, 2012, following a referendum to become a city passed on July 31, 2012. Brookhaven has a population of approximately 50,000 residents and is home to a MARTA station that runs to downtown Atlanta. Commercial and office development are located primarily along the interstates with a mix of residential land uses, making up the core of the city. (Source: www.census.govorg/history.htm)

Like many suburban communities around the Atlanta Metro Region, the early settlers were plantation owners who were farming the land outside of Atlanta. The first plantation was settled around 1810, by John Evins, a European settler. Other settlers continued to move to the area and a train station was constructed in the late 1800's. Development continued in the 1900's and following World War II. (Source: www.historicbrookhaven.org/history.htm)

Brookhaven is home to Oglethorpe University, which first opened in 1835 under the guidance of the Presbyterian Church. Oglethorpe closed during the Civil War. The university reopened following the Civil War and moved to its present location in 1915. The campus buildings are dominated by beautiful stone buildings built in the Gothic revival architectural style, which houses students. (Source: www.oglethorpe.edu/about_us/History)

Today, Brookhaven is surrounded by several other newly created cities in the Metro Atlanta Region including Sandy Springs and Dunwoody. Brookhaven is dominated by residential land uses, but has a few commercial districts distributed throughout the city. The Buford Highway and Peachtree Road corridors are the most heavily developed commercial corridors through the city. Each of these corridors run northeast to southwest cutting diagonally through the city. These corridors are home to major retail developments, car lots, big box stores and a mixture of restaurants and other businesses. Major office parks and other vertical developments are located primarily at interstate interchanges. For example, Peachtree Summit at Ashford Dunwoody Road and Interstate 285 have vertical development and mixed-use.



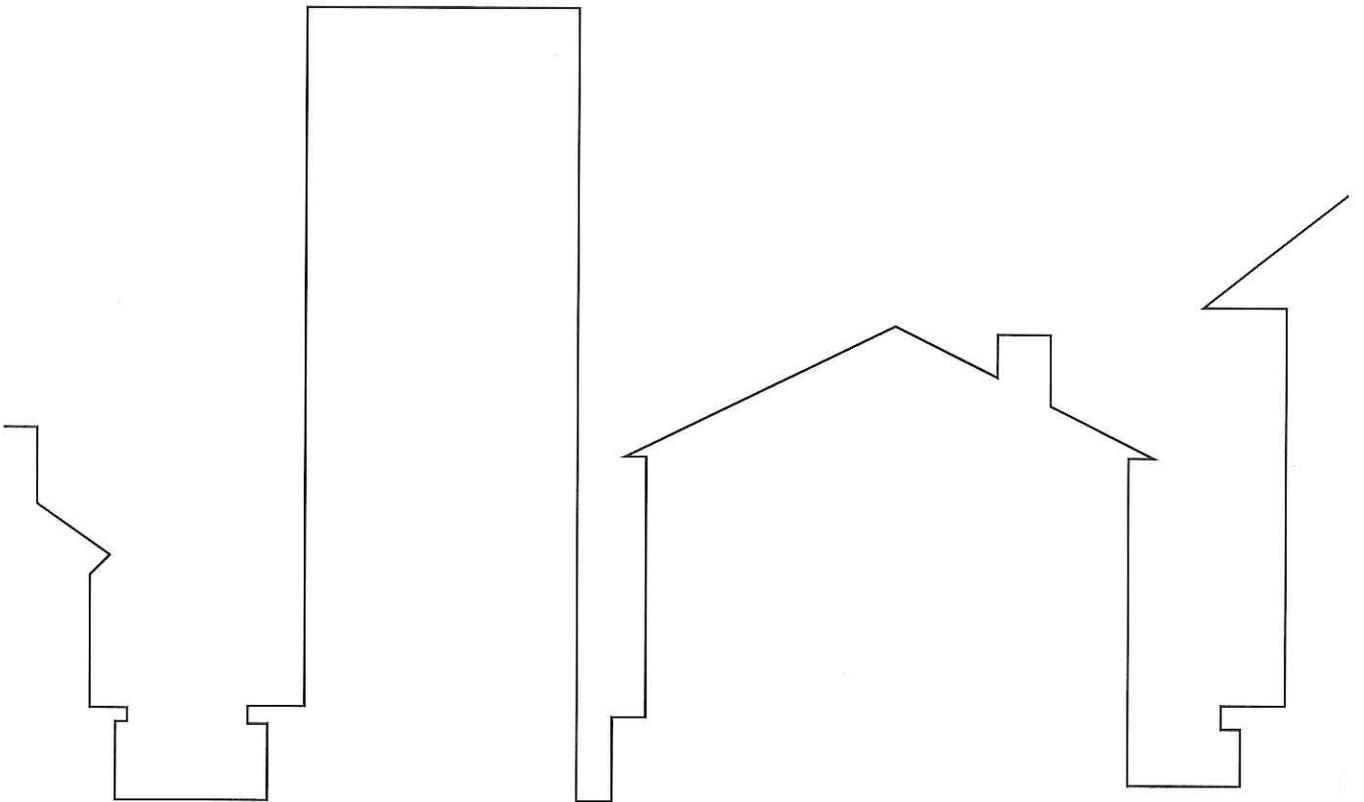
01 Introduction

Brookhaven, as a new city, has taken over the operation of parks in the city from DeKalb County. The city has started hiring city staff and contract staff to operate and maintain the parks. Upgrading parks and offering more recreation opportunities was a major focus of the referendum to form the city. At the time of the study, the parks and recreation department had grown to five full-time employees and had three separate contracts in place for park maintenance, operations at the Blackburn Tennis Center and a contract for the operations of three city swimming pools. Agreements were being renewed with youth sports providers who have operated in the parks for many years, along with developing new agreements with other providers. Summer camp programs were planned and initiated as part of the goal of offering more programs in the community.



02

Demographics and Community Profile



02 Demographics and Community Profile

A full analysis of a park and recreation system is not solely based on the inner workings of the department, but includes the community being served, as well. In providing a comprehensive parks and recreation master plan, planners must analyze both current and projected demographics to determine the composition of the population and its needs. Understanding these trends is a critical component in planning the current and future delivery of recreation programs and facilities for Brookhaven.

To begin the demographic analysis, the planning team gathered information from multiple sources, including the U.S. Census and *DemographicsNow*, an online subscription-based resource. Planning team members also attended a demographic study presentation by Mark Kooyman, a consumer insight specialist with a firm called Experience, which was given to an assembly of the steering committee members of the various city planning initiatives. Using the information obtained through these sources, the Lose & Associates planning team assembled varying blocks of data within the city, allowing them to ascertain the needs of each area within the community and substantiate recommendations made throughout this master plan. In addition, Brookhaven's trends will be compared to that of similar cities, DeKalb County, the State of Georgia and the nation as a whole to provide a benchmark against which the city may be measured. Understanding where population growth will occur and the composite nature of that growth is the most effective way to determine the level of service required over the next decade.

Brookhaven Population Trends

Like so many other cities in the metro region, Brookhaven has blossomed from its humble beginnings as a rail depot in the late 1800's. Shortly after the turn of the century, prominent Atlantans began constructing summer cottages in the area as a means of escape from the big city. About 1910, a group of investors purchased land and developed the Brookhaven Country Club, a golf course development with associated residential lots in and around the course. Over the years, this development continued to expand, attracting more draw from Atlanta and increasing land value in the area. Today, this area is known as "Historic Brookhaven" and features many of the original estate homes, which have been placed on the National Register of Historic Places.



As the City of Atlanta grew into the Atlanta metropolitan area, transportation networks expanded, providing the catalyst for substantial residential and commercial development within Brookhaven. By the early 1980's the area was largely developed and the newly constructed Brookhaven MARTA station expanded the area's connectivity to downtown Atlanta.

The 1990's was a booming decade for development in the region. The growth of the Atlanta metro area was unprecedented, including within Brookhaven. Sources vary on the exact numbers, but it has been estimated that the population within Brookhaven grew as much as 40% from 1990 to 2000. This rapid rate of growth left many municipal service providers reeling as they struggled to meet monumental increases in service demands across the board, including parks and recreation. In order to rebound from the service crash of the late 1990's, we must first assess the current makeup of the City of Brookhaven.

According to *DemographicsNow*, the city has a current estimated population of 55,418, which is a 4.6% increase over the number cited by the U.S. Census 2010, which is 48,753 residents. Current five-year projections have the city continuing its upward trend, hitting 57,631 by 2018, a growth rate of 4.0%. Based on current conditions, this trend could be extended to 2024, which would place the projected population at 60,287.

The city's population density is anticipated to grow at a similar rate. With a current land area of 11.30 square miles, estimates show Brookhaven has a density of 4,370.50 residents per square mile. In keeping with projected population growth rates and the current amount of land within the city limits, this density should increase to 4,545.03 residents per square mile by 2018.

Since Brookhaven's Parks and Recreation Department continues to strive to be among the best in the area, it would be beneficial to compare it to other nationally recognized programs across the region. Comparing Brookhaven's demographic profile to that of cities such as Dunwoody, GA; Alpharetta, GA; Roswell, GA; and Decatur, GA provides the Lose & Associates planning team with insight as to how Brookhaven can reach its goals by adjusting service levels to accommodate a dynamic population. In order to place the city's demographic profile in further perspective, its data will be compared to larger populations such as DeKalb County, the State of Georgia and the nation as a whole.



Table 2.1: Benchmark Population Comparison

Location	2000 Census	2010 Census	% Change	2013 Estimate*	% Change	2018 Projection	% Change
Brookhaven, GA	49,797	48,753	2.1%	55,418	13.6%	57,631	4.0%
Dunwoody, GA	38,725	46,267	19.5%	48,081	3.9%	52,137	8.4%
Alpharetta, GA	44,269	57,549	30.0%	60,659	5.4%	65,945	8.7%
Roswell, GA	81,081	88,348	9.0%	94,105	6.5%	99,290	5.5%
Decatur, GA	18,164	19,336	6.5%	20,178	4.4%	20,871	3.4%
DeKalb County	665,924	691,893	3.9%	715,358	3.4%	743,398	3.9%
Georgia	8,186,409	9,687,653	18.3%	10,015,222	3.4%	10,691,471	6.8%
United States	281,302,576	308,725,722	9.7%	316,199,485	2.4%	328,268,483	3.8%

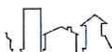
*Data from DemographicsNow

Table 2.1 shows Brookhaven's growth compared to these benchmark communities. In general, the northern suburbs identified as benchmark communities are growing at a slightly faster pace than the City of Brookhaven. The city's pace of growth is consistent with its neighbor to the south, Decatur, and lies at the middle of the pack when compared to the rest of the benchmark areas. A look at the population by gender, Table 2.2, shows an almost even split of male and female at 51.5% males and 48.5% females.

Table 2.2: Brookhaven Gender Comparison

	2013 Estimate	Percent
Male	28,535	51.5%
Female	26,883	48.5%

Data obtained from DemographicsNow



Population by Census Tracts

Since the City of Brookhaven was not incorporated until 2012, the most recent U.S. Census (2010) does not provide data based on the current city boundary. In order to capture a relatively accurate picture of historical, current and future population trends, Lose & Associates planning team members gathered statistics using the twelve census tracts that make up the City of Brookhaven. It should be noted that three of these tracts include small portions of other municipalities, as shown on **Figure 2.3**. The margin of error produced by these overlaps is negligible when gauging trends within the area.

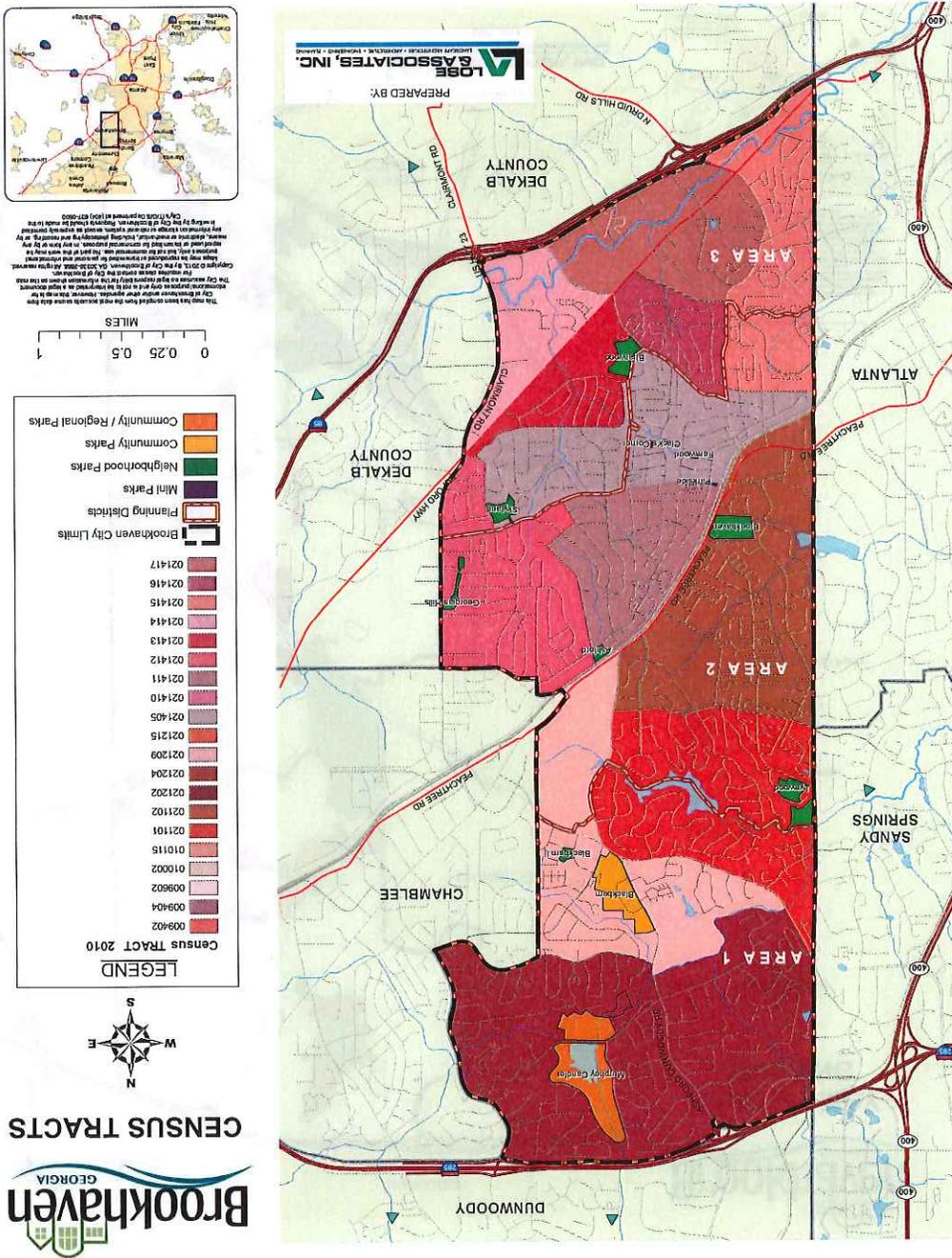
Looking at a comparison of the population densities across the City of Brookhaven, Lose & Associates planning team members noted that the density of residents in planning area 3 is over five times the density of residential areas in planning areas 1 and 2. This divergence is due to the high concentration of multi-family housing located along the Buford Highway corridor, shown in **Figure 2.4**. Typically, residents in multi-family housing are more dependent on public open space, which generally results in a higher demand for parkland. As of now, the highest concentration of park acreage is located in planning areas 1 and 2, rather than where the most dense populations exist, as shown in **Figure 2.5**.

Furthermore, tracts 14.13, 14.14, 14.16 and 14.17, which constitute almost all of the area east of North Druid Hills Road and south of Dresden Drive, have a population total of approximately 19,116. Those residents are within an area of 1.82 square miles. What we reveal in this analysis is that over one third, or 34.5%, of the city's residents live in an area that makes up only one sixth, or 16.1%, of the total area of the city. Other noteworthy trends include:

- Tract 14.12 is the most stable population group, showing little deviation in overall growth patterns.
- Tract 11.01 has experienced the largest increase in population and will continue to be one of the fastest growing areas in the city.
- Tract 14.15 is projected to have the fastest rate of growth over the next five years.
- Tract 14.16 has recorded the largest decline in population over the last two decades.
- Tract 11.02 is forecast to have the largest drop in population over the next five years, despite an estimated increase in population since the 2010 census.



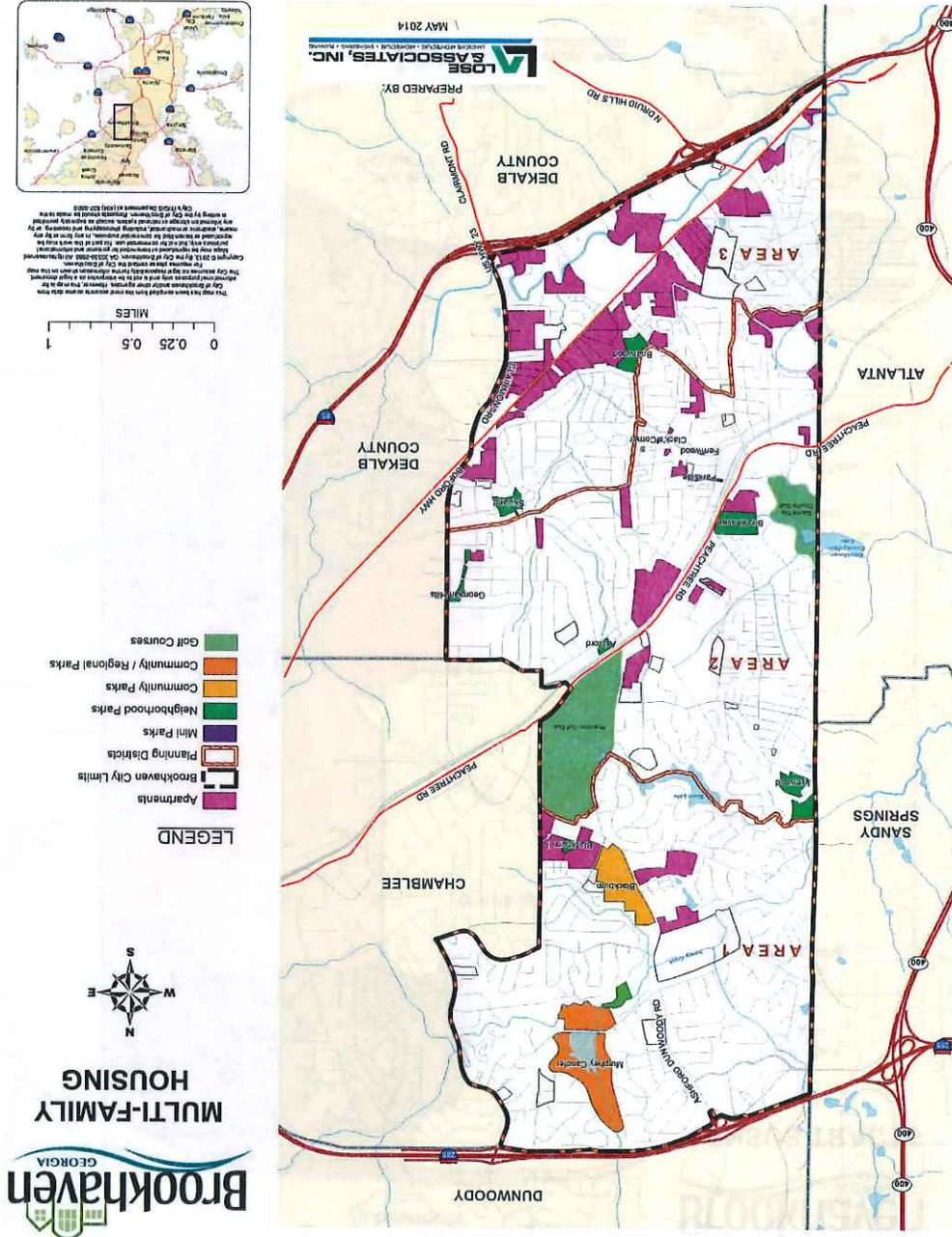
Figure 2.3: Census Tracts



2014 Comprehensive Parks and Recreation Master Plan Fig. 2.3



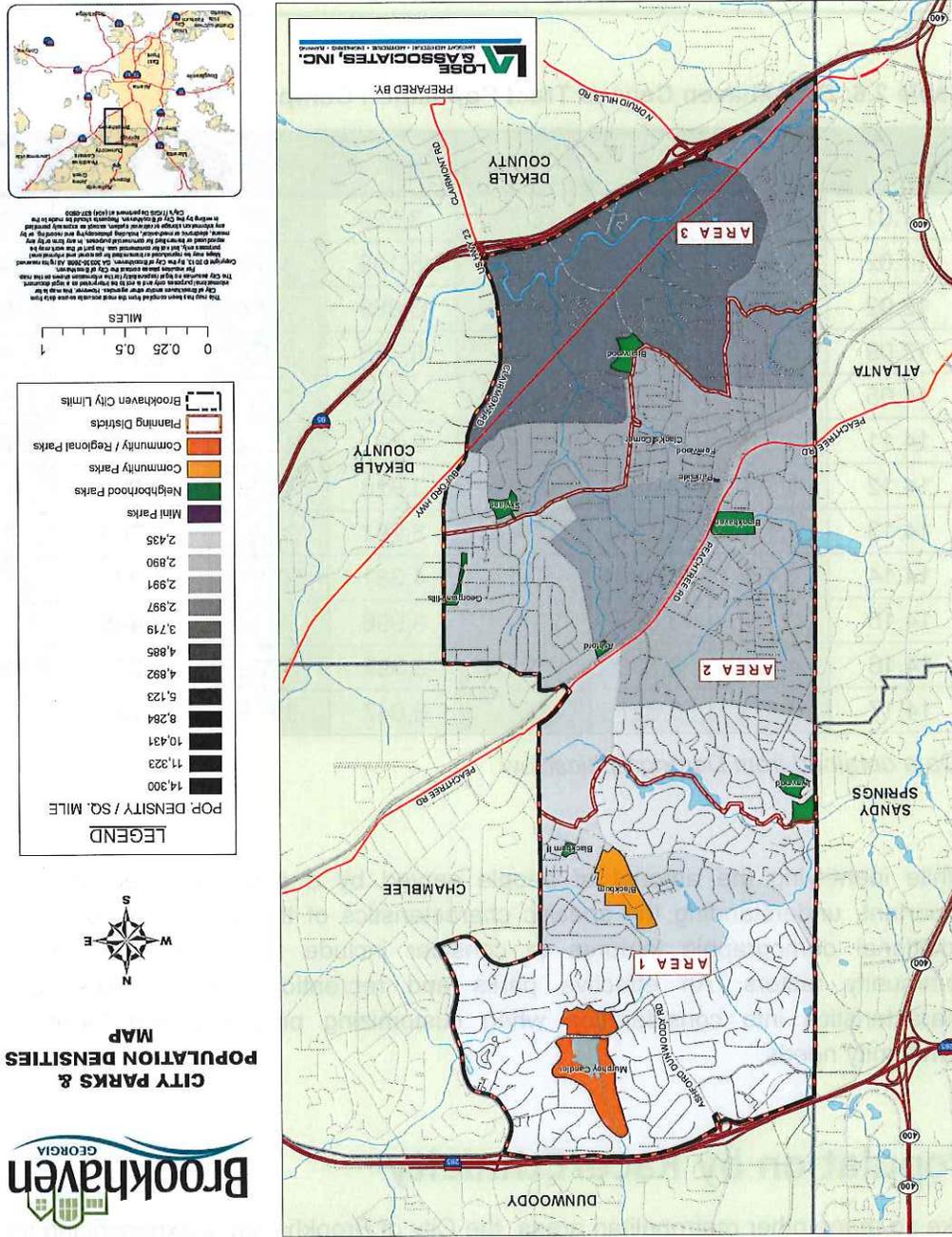
Figure 2.4: Multi-Family Housing



2014 Comprehensive Parks and Recreation Master Plan Fig. 2.4



Figure 2.5: City Parks and Population Densities Map



2014 Comprehensive Parks and Recreation Master Plan Fig. 2.5



Table 2.6: Brookhaven Census Tract Population Comparison

Tract	2000 Census	2010 Census	Percent Change	2013 Estimate	Percent Change	2018 Projection	Percent Change
11.01	2,647	3,406	28.7%	3,526	3.5%	3,834	8.7%
11.02	5,517	4,774	-13.5%	5,169	8.3%	4,960	-4.0%
12.02	5,459	6,745	23.6%	6,868	1.8%	7,420	8.0%
12.09	5,267	5,249	-0.3%	5,443	3.7%	5,737	5.4%
14.05	3,694	4,232	14.6%	4,543	7.3%	4,808	5.8%
14.11	2,518	3,007	19.4%	3,131	4.1%	3,357	7.2%
14.12	3,390	3,486	2.8%	3,626	4.0%	3,622	-0.1%
14.13	4,196	5,137	22.4%	5,291	3.0%	5,703	7.8%
14.14	4,427	3,980	-10.1%	4,381	10.1%	4,270	-2.5%
14.15	3,122	3,855	23.5%	3,996	3.7%	4,445	11.2%
14.16	4,026	3,280	-18.5%	3,397	3.6%	3,278	-3.5%
14.17	5,577	5,827	4.5%	6,047	3.8%	6,197	2.5%

Data obtained from DemographicsNow

While identifying the amount of people served by a parks and recreation system is important, understanding the specific characteristics of that population is just as critical. Additional demographic features to consider include race, ethnicity, age and other community factors. An effective parks and recreation system takes all of these characteristics into consideration when customizing programs and facilities to meet community needs.

Population by Race/Ethnicity

Like so many other metropolitan areas, the City of Brookhaven is experiencing an increase in population diversity. As the region continues to grow, individuals and families from other parts of the country, as well as other parts of the world will migrate to large urban areas, such as Atlanta. According to U.S. Census 2014 data compiled by the firm EXPERIENCE, Brookhaven is predominantly Caucasian, making up over 69% of the population. The firm's data also indicated that minority populations constituted the following portions of the population: Hispanic (18%), African American (7%), and Asian (5%). When compared to other major cities in the metropolitan area, Brookhaven ranks sixth in highest percentage of Caucasian residents, whereas the city ranks fifth for Hispanics, twenty-ninth for African Americans and eighth for Asian populations. With regards to the city's second largest ethnic group, EXPERIENCE noted that approximately 83% of the Hispanic population speaks



02 Community Profile

Spanish in their home, a statistic which generally indicates that English is a secondary language used only out of necessity in daily life.

Data obtained from *DemographicsNow* supports the trends identified by EXPERIENCE. As seen in **Figures 2.7 – 2.10**, the ethnic makeup of Brookhaven’s population has gone through a gradual increase in diversification, a trend which is expected to continue over the next five years.

Figure 2.7: Population by Race/Ethnicity (2000)

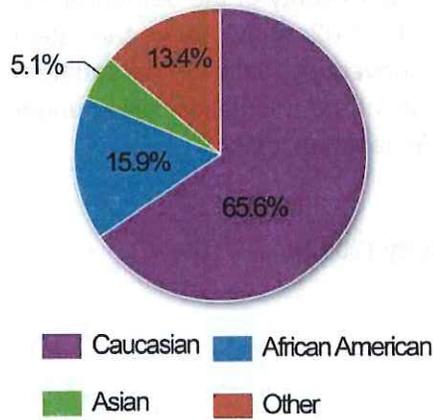


Figure 2.8: Population by Race/Ethnicity (2010)

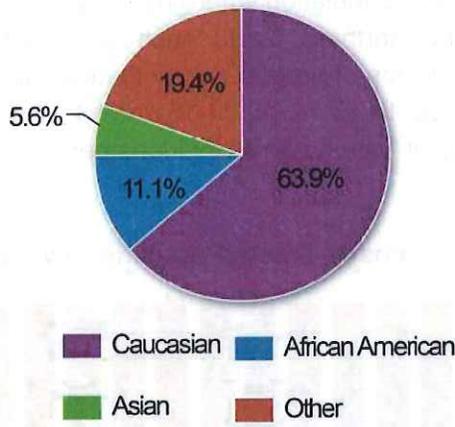


Figure 2.9: Population by Race/Ethnicity (2013)

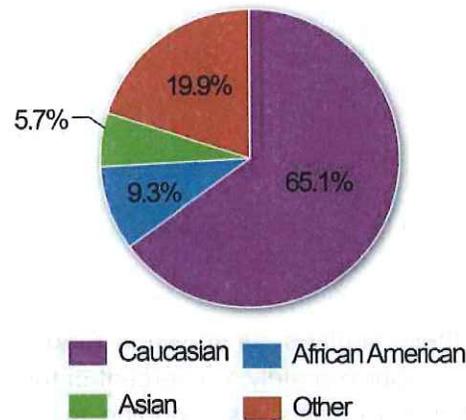
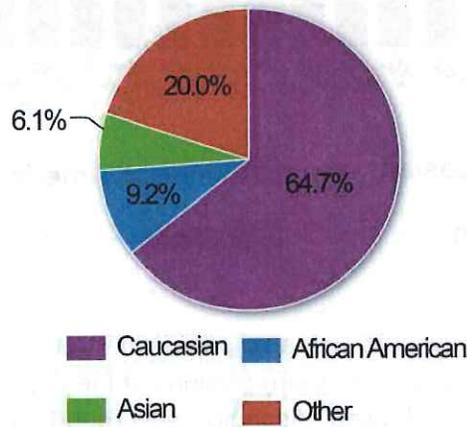


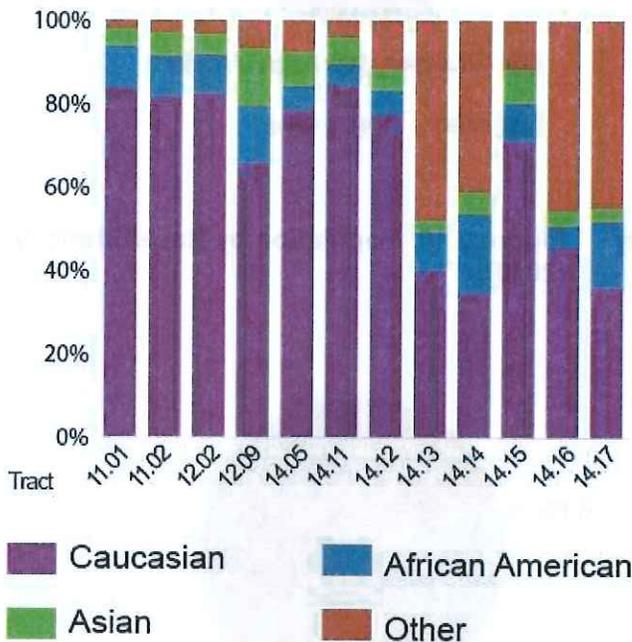
Figure 2.10: Population by Race/Ethnicity (2018)



It is important to note that the Census Bureau considers “Hispanic” an ethnicity, not a race. As a result, those reporting Hispanic or Latino heritage may be present in any of the above racial categories. As such, individuals who identify themselves as African Americans may also indicate Hispanic as part of their ethnicity. For these purposes, the data presented by the Lose & Associates planning team reflects data directly from the Census rather than an interpretation of this data. Specific data related to Hispanics will be discussed later in this section.

A more detailed analysis of this data by census tract identifies the racial and cultural makeup of a particular area within the city. As shown in **Figure 2.11**, the cross section of the population varies across each census tract. When analyzing the data across the city, Lose & Associates’ researchers noted that, in general, when going from north to south, the population makeup changes from predominantly Caucasian to a much more diverse segment of the population where minority groups make up the majority of the demographic. Data for the northern tracts such as 11.01, 11.02 and 12.02 show very consistent population groups of predominantly Caucasian residents. Conversely, data for the southern tracts, such as 14.13, 14.14, 14.16 and 14.17 show a majority of the population falling under the category of “other”, which includes persons reporting Hispanic ancestry.

Figure 2.11: Census Tracts Population by Race / Ethnicity (2013)

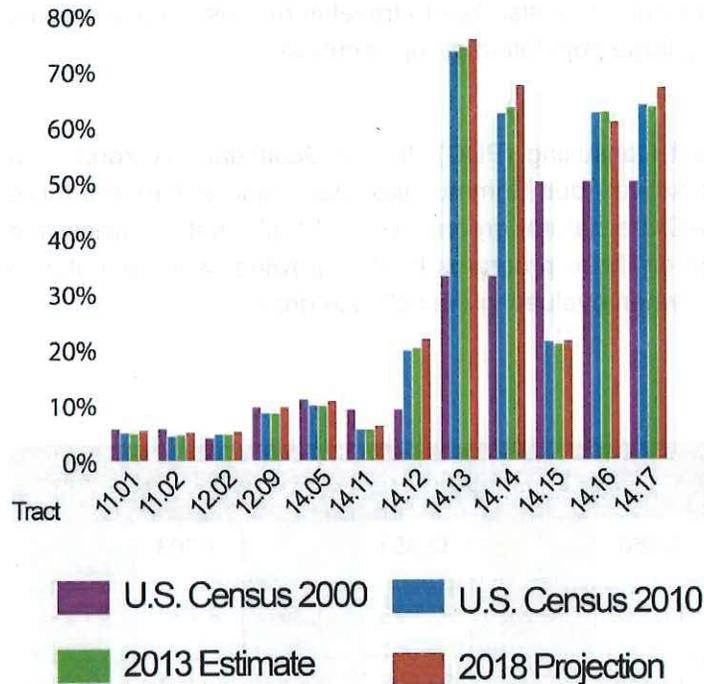


Further analysis of Hispanic population trends support these findings, as shown in **Figure 2.12**. Once again, northern portions of the city report up to approximately ten percent of the population as having Hispanic background, whereas southern tracts are reporting much



higher quantities. Historical data shows that this population segment has experienced fluctuation in northern tracts, while the southern tracts experienced sustained or increased growth over the last thirteen years.

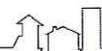
Figure 2.12: Census Tracts Hispanic Population Trends



Population by Age

Another element to consider when planning parks and recreation services is the age of the population. This particular trend plays a critical role in determining the proper diversity of programs and facilities needed to accommodate particular age groups. For example, younger age groups tend to require more active and structured forms of recreation, such as football, soccer, baseball, and softball. Conversely, older populations, while still considered “active,” tend to rank passive programming as a higher preference. However, a growing trend has begun across the nation, in which parks and recreation departments are realizing a growing demand for additional programs and services geared towards senior (55+) citizens.

The youngest of the population group known as the “Baby Boomer” generation have now entered into the 50 plus age group and join the older Baby Boomers commonly referred to as “senior citizens” in the active recreation community. However, recent studies have



determined that this generation is anything but old. The planning team has noted an increase across the country in the design of Active Adult Communities (AAC) that cater to the empty-nest adults along with early and recent retirees. In general, Baby Boomers between 50 and 65 years of age are active participants in park and recreation activities and frequently request opportunities for additional activities such as wellness programs and facilities, tennis, swimming, golf, walking, hiking and running, in addition to classes and programs that are social and educational. They also like to travel in groups, so determining a city's age profile related to this very large population group is critical.

William Parks of Parks Development Consulting (PDC), Inc. in Scottsdale, Arizona, is a nationally recognized consultant for Active Adult Communities. According to him, the three most highly rated features of an AAC are natural greenways and trails, nature areas and golf. The additional demands placed on these programs by this growing senior population are an important element to consider when evaluating the 55+ age group.

Table 2.13: Brookhaven by Age

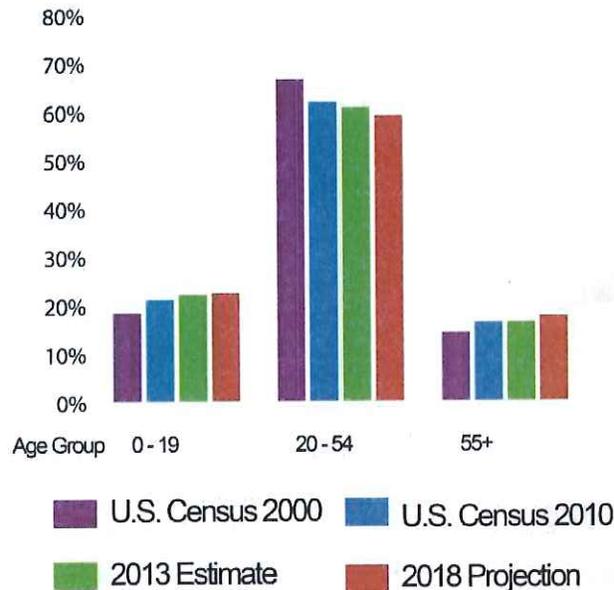
	0-19	Percent Change	20-54	Percent Change	55+	Percent Change
2000 Census	9,268		33,351		7,203	
2010 Census	11,322	22.2%	32,923	-1.3%	8,733	21.2%
2013 Estimate	12,369	9.2%	33,855	2.8%	9,194	5.3%
2018 Projection	13,073	5.7%	34,252	1.2%	10,306	12.1%
Percent Change (2000-2018)		15.5%		4.0%		18.0%

Data obtained from DemographicsNow

From 2000-2010, both the 0-19 and the 55+ age groups experienced a significant increase in population. Conversely, the 20-54 age group has remained relatively stable with minimal growth over the last thirteen years. As **Figure 2.14** illustrates, both the percentage of the overall population comprised of child and senior populations have continued to grow since 2000, however, the percentage of the 20-54 age group has been consistently decreasing over that same period. This trend is expected to continue over the next five years.



Figure 2.14: Age Group Trends



A deeper analysis of this trend was performed by looking at subsets within each age group and tracking them since the 2000 Census. The planning team noted a pattern in which a segment of the population, whose current ages are 20-24, is significantly smaller than the same age group from the previous decade. By projecting this trend, Lose & Associates’ researchers estimate that by 2024, there will be approximately a 10%-15% drop in the age group of 30-34. Similarly, Lose researchers also noted that the population, whose current age is 65-74, is generally larger than the previous decade. Due to this data, Lose & Associates’ planners forecast that there will be a noticeable increase in the 75-84 population over the next ten years.

In general, the age of the population in Brookhaven is slowly getting older. The median age of the population has increased from 32.2 in 2000 to 32.7 as of 2013. According to *DemographicsNow*, the median age is forecast to continue rising and is expected to reach 33.2 by the year 2018. Understanding the median age of each census tract helps identify which areas of the city are home to older or younger residents. **Figure 2.15** shows the trends occurring within each census tract as related to the median age. The data suggests that the northern and western tracts are generally older than residents in the southern and eastern tracts. Note that this linear change is similar to other trends previously identified and stated in the *Brookhaven 2014 Community Insight* report by EXPERIENCE.



Figure 2.15: Census Tracts Median Age Trends

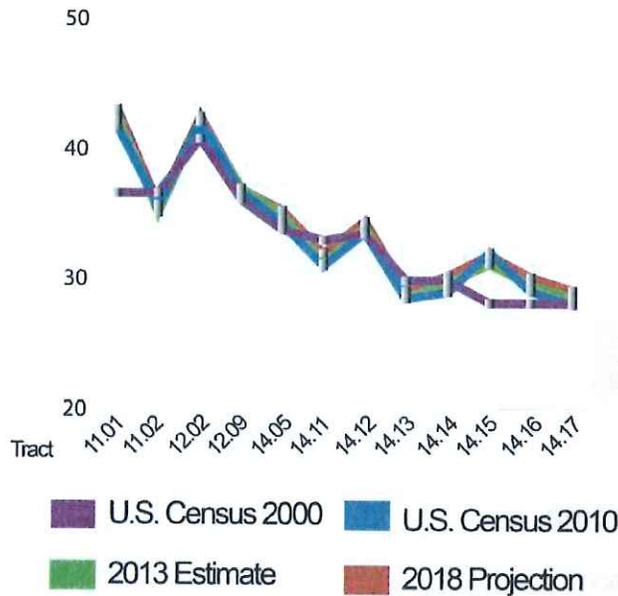


Table 2.16 shows a comparison on households with children between Brookhaven and the benchmark communities. The data suggests that Brookhaven has the lowest percentage of households with children when compared to the other benchmark communities. This data is also supported by the findings presented by EXPERIENCE, who noted that their research found that only 22.2% of the Brookhaven households have children.

Table 2.16: Benchmark Comparison: Households with Children

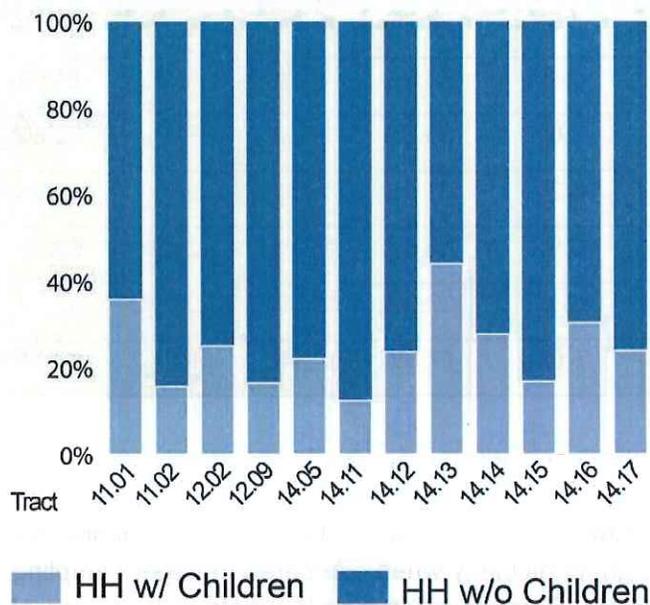
Location	Households with Children	Households without Children
Brookhaven, GA	23.0%	77.0%
Dunwoody, GA	28.3%	71.7%
Alpharetta, GA	40.3%	59.7%
Roswell, GA	33.4%	66.6%
Decatur, GA	27.7%	72.3%
DeKalb County	27.5%	72.5%
Georgia	31.9%	68.1%
United States	29.3%	70.7%

Data obtained from DemographicsNow



Lose & Associates' researchers also wanted to identify which areas within the city have higher concentrations of households with children. **Figure 2.17** shows the relationship of households with children versus those without, presented by census tracts. Areas adjacent to Buckhead and the Capitol City Country Club have the lowest percentage of households with children, whereas the areas around Briarwood Park and Lynnwood Park have significantly higher concentrations of homes with children.

Figure 2.17: Census Tracts Households with Children (2013)



Education, Employment and Income Profiles

The education, employment and income levels of a population can have a wide range of effects on a parks and recreation system. In one aspect, these three statistics determine the economic health of the area, which play a critical role in a service provider's ability to obtain adequate funding for both existing and proposed programs and facilities. Where one recreates is a personal choice that is often driven by one's education and income level. Those with more disposable income have greater choices and often are less dependent on the public system than others that have less education and income who are dependent on a public system to meet their personal and family recreation needs. This trend has recently



come to light in the wake of the recent economic downturn, where public parks and recreation providers across the country are being called on to meet their citizens' needs.

Table 2.18: Benchmark Comparison: Education, Employment and Income

Location	Average Household Income	Employed	Unemployed	Retired	Did not graduate high school	High School Graduate	Education Beyond High School
Brookhaven, GA	\$97,731	66.8%	2.5%	30.7%	14.7%	17.3%	68.0%
Dunwoody, GA	\$112,224	63.7%	1.6%	34.7%	4.3%	13.0%	82.7%
Alpharetta, GA	\$117,249	63.0%	3.4%	33.6%	3.4%	14.7%	81.9%
Roswell, GA	\$111,396	57.7%	3.6%	38.7%	5.9%	18.8%	75.3%
Decatur, GA	\$89,914	64.5%	4.2%	31.3%	7.2%	8.9%	83.9%
DeKalb County	\$73,419	61.0%	5.5%	33.5%	11.8%	22.0%	66.2%
Georgia	\$68,741	57.1%	5.6%	37.3%	15.5%	29.0%	55.5%
United States	\$74,349	57.2%	5.0%	37.8%	14.4%	28.3%	57.3%

Data obtained from DemographicsNow

When compared to other benchmark communities, as shown in table 2.18, Brookhaven's average household income is relatively high, particularly when compared to larger sampling areas, such as DeKalb County and the State. Brookhaven is also fortunate to have one of the lowest unemployment rates of the sampled data sets. Of these statistics, only the education levels in Brookhaven are inconsistent with the other benchmark cities. Generally, when this discrepancy occurs, Lose & Associates' researchers usually find that one segment of the population has a significantly higher level of income and education than the rest, resulting in high average household income levels despite a comparably lower level of educational attainment.



Figure 2.19: Census Tracts Income and Education (2013)

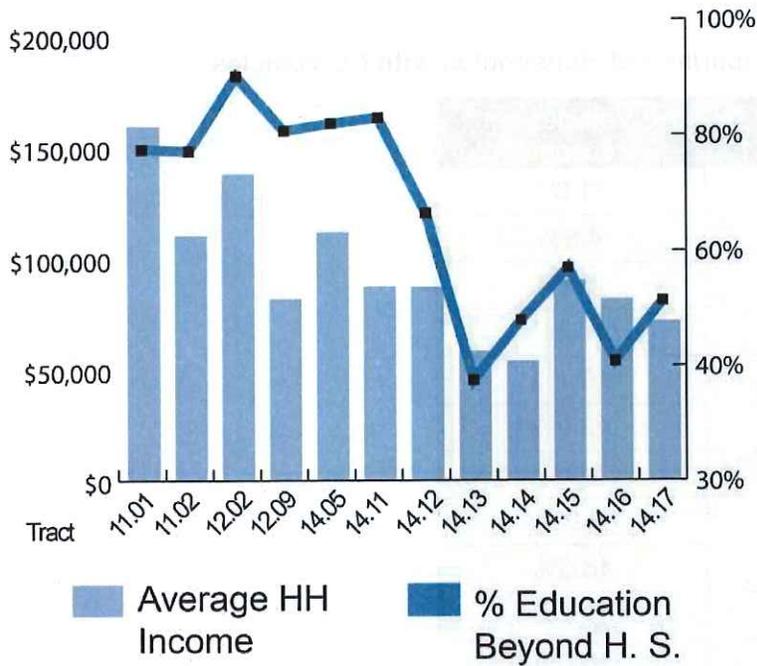
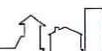


Figure 2.19 shows the breakout of average household income by census tract along with an overlay of educational attainment beyond high school. This data shows that there is a relatively strong correlation between the education level of one area of the city and their annual income. Once again, Lose & Associates’ researchers note a gradual trend from northwest to southeast where residents closer to the perimeter are generally more affluent and more highly educated than their counterparts closer to I-85. Projected data from DemographicsNow shows a consistent increase across the board in both education and income levels over the next five years; however, the same north to south disparity will likely also be carried forward.

Another statistic that Lose & Associates’ researchers tend to track along with income levels is the number of vehicles available per household, more specifically, the number of households with no vehicles available. In most markets, areas with higher income levels correspond with not only the presence of vehicles in a household, but an increased quantity of vehicles. Brookhaven is unique in that, despite relatively higher annual income levels, the city reports a large number of households with no vehicles available when compared to larger data pools such as the County and the State. Table 2.20 also presents this information in a census tract comparison. Not surprisingly, less affluent areas of the city had higher rates of homes without vehicles. Some of the more affluent tracts also had significantly high rates, but this may be due to the presence of larger public transportation



options, such as the Brookhaven MARTA station, as well as the inclusion of a student population tied to Oglethorpe University.

Table 2.20: Census Tract Comparison of Households with No Vehicles

Location	0 Vehicles per Household
Brookhaven, GA	11.8%
Tract 11.01	4.8%
Tract 11.02	15.2%
Tract 12.02	1.6%
Tract 12.09	16.1%
Tract 14.05	12.0%
Tract 14.11	2.9%
Tract 14.12	8.9%
Tract 14.13	16.3%
Tract 14.14	12.7%
Tract 14.15	16.4%
Tract 14.16	19.0%
Tract 14.17	17.7%
DeKalb County	9.7%
Georgia	6.8%
United States	9.1%

Data obtained from DemographicsNow

Summary

The City of Brookhaven continues to grow each year at a moderate rate. Due to the near total build out of the land within the city, Lose & Associates' researchers focused on the density of residents within given areas. Currently, over one third of the city's population is located in just over 1.75 square miles, near the southwestern corner of the city. This increased density area is related to the majority of the city's multi-family housing, which is also located in this area, along the Buford Highway corridor. Over the next five years, the southwest corner of the city is projected to be the fastest growing area of the population. Facility planning and programming should consider the elevated needs of these areas.

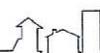


In terms of race and ethnicity, there is a strong correlation between geographic location and cultural diversity. Generally speaking, the northwest section of the city is predominantly Caucasian while the southeast section is primarily minority groups, with a strong emphasis on Hispanic population. Department programming and communications should be particularly sensitive to the needs of this concentrated population, including bilingual communications and signage.

Overall age of the Brookhaven population is slowly getting older. Increased populations of active seniors will require additional facilities and programming to accommodate their needs. In general, the older segment of the population is located in the northwest section of the city, whereas the younger segment is located to the southwest. Again, there is a strong correlation between location and demographic trends.

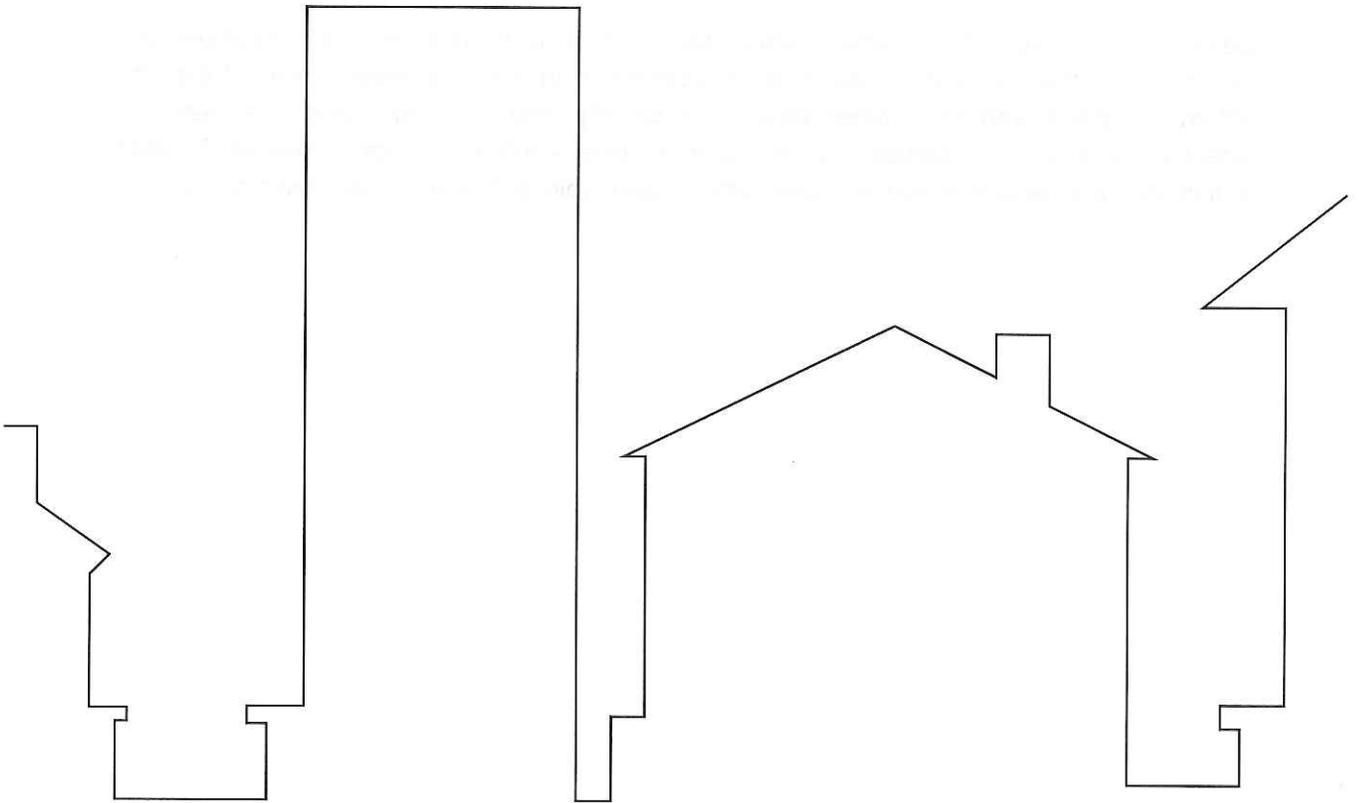
Brookhaven has a relatively low level of households with children present when compared to the benchmark communities. Unlike other data sets, there is no linear trend due to geography. Rather, areas with significantly higher rates of households with children are located in the areas surrounding both Briarwood and Lynnwood Parks. Once again, facilities and programming for this population should be elevated in these areas.

Lower income populations, which would be more likely to rely on public facilities and programs for their recreation needs are concentrated in the southwest corner of the city. When compiled with the higher population density and housing types, the need for adequate recreation amenities in planning area three is extremely high. Likewise, facilities in this area will require walkable routes within reasonable distances to resident's homes.



03

Public Input



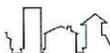
03 Public Input

Public input is the critical component in developing a comprehensive plan for a parks and recreation master department. The citizens are the participants in and users of the parks system and recreation programs, and without strong support and usage by them, the parks system becomes ineffective. For the plan to be effective in improving service delivery and facilities, it must accurately reflect the facilities and programs most desired by the citizens of the community. The recommendations contained later in this master plan were driven by public input gathered through a variety of forums: input recorded in interviews, public meetings, focus group sessions with the steering committee, open houses, emails submitted to the city and an online user survey of the residents of Brookhaven. Quotes throughout this section are selected from the comments on the returned surveys and input sessions.

The public input process started with interviews that included meetings with the Parks Director, City Manager, Assistant City Manager, the Mayor and City Council members as well as individuals representing citizen groups. These interviews were not only necessary to develop an understanding of how the Parks Department and city government function, but also to develop an understanding of issues that exist within the community and the Parks and Recreation Department itself. Interviews with the Mayor and Council members provided the planning team with an overview of how the parks and recreation staff interact with elected officials and share information. The interviews also provided insight into their vision for long-term planning and administration of the Department and on their priorities for the Department as part of the overall city government.

Interviews and Focus Group Findings

Interviews with parks staff, public officials and city administrative staff were conducted April 14 and 15, 2014. These interviews, explored administrative practices, contract maintenance duties, ongoing partnership agreements and factors related to funding and park usage. Interviews with parks and recreation staff revealed information about the daily operations of the Department and also offered insight into the opportunities and constraints that staff are faced with on a day-to-day basis. These interviews provided a historical perspective of the evolution of parks and recreation in the city, as well as additional information about relationships with leagues and organizations and opinions for needed facilities.



The interviews provide the planning team with a historical perspective of how the city was formed and how the newly elected officials want to see the parks and recreation department operate as it moves forward. The interviews also allowed elected officials the opportunity to share concerns over the current condition of the parks and what they felt were important projects to undertake.

Following the interviews a series of focus group meetings were held. Focus group meetings were held on the evenings of April 15, 24 and May 7 and May 8, 2014 to give organized groups that are currently using the parks to program activities a chance to share their input. These meetings included groups who program active sport leagues, private vendors who pay to use the parks, the YMCA, and various park friends groups and volunteer groups.

The following is a bulleted summary of the issues that were the most commonly discussed in the interviews and Focus group meetings.

Operations

- The Parks Manager was the only full-time park staff member at this time the study began and has since hired an administrative assistant and is advertising for other positions
- Management of the city combines a small number of city employees and contract services provided by a variety of firms
- Park operations and programming is done through a combination of contract maintenance crews, contract tennis center staff, contract pool operations staff, and volunteer groups/athletic associations who offer programs and assist with maintenance of facilities
- Programming of youth sports programs as traditionally offered by public recreation agencies is not a priority for the city because they feel the current athletic associations and contract staff are doing a good job. Partnerships or contracted services are currently preferred over traditional programming
- Maintenance operations currently are provided through contract services and should continue to operate in the manner to keep city staff numbers lower
- All policies and agreements should contain general policies and be balanced for all groups
- Swimming pool hours of operations should be set to maximize community access to pools
- All private groups programming in the parks should have an agreement with the city
- Spending on parks should be balanced across the entire city
- Parks should be operated so that they are a recognizable part of the community
- Beautification of the parks should be a priority for the city
- Special activities such as Food Trucks in the park are good for bringing the community together
- YMCA is willing to do outreach to residents in the Buford Highway Corridor



Marketing

- The parks should have a unified look to help brand the city (for example, standardized signage)
- Start a tree planting program to begin to unify the look in parks
- The lack of special events sponsored by the city impacts the image and marketability of the department
- The city should look at ways to work with volunteer groups such as links on the city web page
- Design standards are needed to unify the look of the parks

Funding

- Lack of land and cost of land will impact city's ability to develop additional parks and greenways
- The city funded the park master plan in order to determine needs and capital cost to provide improved parks and recreation services
- In order to keep recreation budget within obtainable limits, partnerships and sponsorships should be stressed over growing the department
- City should reach out to other cities for funding when Brookhaven facilities serve large groups from outside the city
- City should have reasonable fees for programs and activities
- City has increased funding in this year's budget to begin to improve park facilities
- City should consider a major fundraising event that is held on an annual basis
- The city welcomes funding support from user groups

Programs and Facilities

- Swimming Pools need to be upgraded
- Neighbors are impacted when parking spills out into their neighborhood
- Parking is an issue in many of the parks
- There is currently a lack of green space and parkland to meet the needs of the community
- There is a need for greenway development to increase walking and bicycling opportunities
- Most facilities are old and in need of major replacement
- Dogs should only be allowed off leash in designated dog parks to minimize conflicts between park user groups
- Find a use for the old Scout Hut as it is a historic building
- Need a new park in the fourth council district
- Provide different theme gardens in each park
- YMCA uses Blackburn Park and feel there are safety issues crossing the street to reach the park
- Swim team at Murphey Candler is willing to pay for some dedicated time at the pool



- St. Martins Episcopal Church runs a basketball league and would like access to city gyms
- St. Martins Episcopal Church has 20 team cross-country meet and use Blackburn or Brookhaven Park. When they have a meet there is no room for other park activities
- Private groups are using the parks for such activities as boot camps and tree climbing lessons. There is a concern about soil compactions under trees from overuse of the parks.
- Blackburn tennis center needs major renovations to the building and courts
- There is a shortage of parking for the tennis center
- Parks need better pedestrian access to reduce parking demands
- Better lighting for night time use is needed throughout the park system
- As-built surveys are needed of all the parks for maintenance and future planning
- All the pools need better landscaping
- Remove overgrown areas of parks to make them more attractive
- All pools need shaded areas
- Osborne Park adjacent to Lynwood Park should be developed
- Remove fences in parks to improve access to open space and facilities
- Remove all the small toys from Ashford Park
- Fields and large open lawns in most parks are in poor condition

Public Meeting Findings

Another form of public input used during the master plan process was to conduct two open public meetings during the early stage of the Master Plan. On April 14, 2014 the planning team held two public meetings. One meeting was held at Oglethorpe University's Lupton Hall and the other meeting was at the Briarwood Park Community Center. Both meetings were well attended and followed the same format. The planning team presented an overview of the planning process and allowed citizens to share their opinions of the park system, their desired facilities and programs, and their vision for the future of Brookhaven Parks and Recreation Department and Park Facilities.

Improvements discussed during these meetings included improvements to existing facilities, development of new facilities and new programming opportunities. All of the comments reflected that the citizens care about the parks system and desire a parks system of which they could be proud. The following bulleted lists include the discussed topics and requested items during the public meetings:



Facility and Program Needs/Desires, and General Comments

Trails and Passive Green Space

- Off-road greenways/multi-purpose trails for walking, running and bicycling are needed in both highly populated areas and natural areas
- Connect Brookhaven Park to MARTA Station
- Develop greenway trail along North Fork of Peachtree Creek
- Need more pocket parks
- Make on park an old fashioned park with no vender or building just trees, paths, picnic tables and grills
- Pull down the fences that separate parks and people
- Clear underbrush in parks to open them up
- Provide lots of small parking lots not large jumbo lots and improve parking lot appearance
- Do not fence all play fields in the parks
- Bike lanes on roadways
- Do not add bicycle paths inside Brookhaven Park
- Stop bank erosion in parks

Marketing

- Need improved visibility
- Need to brand parks and develop with uniform signage and architecture

Park Facilities

- Add restrooms in parks
- Provide areas for art in parks
- Provide Wi-Fi in parks
- Provide new playgrounds and have shade at playgrounds
- Preserve granite curbs and park signs
- Make parks more user friendly, fix up all the old facilities in the parks
- Take advantage of underutilized space in parks
- Renovate the community centers
- Develop and indoor pool
- Solve parking problems in parks and more parking
- Improve landscaping in parks
- Provide more parks, purchase more parkland
- Improve trails in parks
- Improve pavilions in the parks
- Provide power for festivals
- Improve vehicular circulation in and out of parks
- Develop kids art and theater facility
- Improve accessibility to all park features



- Provide an amphitheater at Blackburn Park
- Provide better access to Brookhaven Park

Athletic Facilities

Additional athletic fields are needed to provide for the demand of several sports:

- Indoor/outdoor multi-generational facility for tennis and indoor, multi-generational programming space
- Need to improve pools to expand competitive swimming
- Need more tennis facilities
- Need an aquatics facility
- Need to renovate community centers to use gyms
- Murphey Candler is historic baseball facility but does not have enough parking
- Turf condition is a problem at most sport fields other than Murphey Candler

Programs and General Comments

- Continue to work with private groups for sports programming
- Do not charge non-resident fees for youth sports program
- Expand pool hours so people can access the pools
- Beautify the parks and establish standards
- Add more gardens in parks
- Do not use so many fences in the parks
- Food truck program was a success but caused overcrowding in park
- Need summer camps and similar programs
- Need more multi-purpose indoor program and gathering spaces
- Recreation center should offer robust programming
- Do not add more sports fields
- Do not raise taxes to improve parks
- Organize volunteer programs to beautify parks
- Balance investments in all parks
- Overflow programs into other facilities
- Do not break park system into factions
- Use environmentally friendly designs in parks



Steering Committee Workshop

On the evening of April 3, 2014, a Steering Committee Meeting was held. This meeting was a workshop with representatives appointed by the City Council who represented a cross section of recreation and green space issue in the city. The participants worked in small groups and then collectively to respond to a series of questions. The team and collective responses to the questions are provided below.

1. What are the five most critical issues facing the Brookhaven Parks and Recreation Department?

Group 1

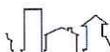
- More active recreation space
- Program diversity; age spans, children to senior citizens
- Parking
- Facilities updating; fencing, pools, playground, bathroom preserve historic structures
- Trail connectivity
- Erosion at lake
- Sub-optimal use of current space, e.g. Lynwood Park
- Removal of invasive species
- Define dog use
- ADA access

Group 2

- Branding of all parks to make it a desired unique destination
- Use underutilized park space
- Programming: to bring in kids and adults to the recreation centers, parks; promote health and wellness
- Connectivity – be able to walk, bike to parks; connect schools to parks
- Murphey Candler. – parking, better landscaping, more native species
- Sustainability – fertilization in backyards, parks, green space; protection of watershed
- Funding new parks and green space in high population, low parks areas
- Visibility of entrances (Brookhaven Park)
- Linear park to connect Brookhaven to beltline

Group 3

- Safety, light, maintenance
- Usage guidelines, vendors and leagues
- Parking, pavement, sidewalks, egress, ingress – in and out of parks
- Staffing – properly (contractors)



03 Public Input

- Vision; end goal defined
- Understanding demographics and needs so we have the right programs and facilities
- Continued public input in process

2. Identify the strengths and weaknesses of the Brookhaven Park and Recreation Department programs and facilities.

Group 1

Strengths

- New leadership and attention
- Parental Involvement

Weaknesses

- Few programs
- Not diverse demographically
- Lack of land use agreement e.g.: sports associations
- Under-utilized space

Facilities

- Passionate volunteers, will invest financially, strong sense of community
- Fairly well dispersed except for district 4

Group 2

Facilities Strengths

- Some are new buildings, Ashford
- At least 3 pools
- Several under-utilized parks that offer diversity

Facility Weaknesses

- Not local food opportunities (gardens)
- No local restaurants access to parks
- Not inviting
- Under-utilized
- Not accessible by bikes, walking
- Invasive plants

Programming Strengths

- Lots of opportunity
- Murphey Candler – strong your program and model



Programming Weaknesses

- Programs, if existing, not advertised
- No inclusive to population of the entire city
- Boys and Girls club can help with programming

Group 3*Facility Strengths*

- Lots of usable spaces (land) footprint, people want to use parks. Seems we have the right funding to make our parks great

Facility Weaknesses

- Public perception of maintenance development working against us
- Underutilized
- Pool ascetics and use
- Equally spread out facilities
- Pavilions look terrible
- Need community meeting facilities

Programs Strengths

- Colts/tennis

Programs Weaknesses

- Usage not optimized
- Public needs, diversity
- No central communication on what is offered
- Website

3. If money and politics were not issues, what programs would you include in the ideal park system for Brookhaven Parks and Recreation Department? What facilities would you include?

Group 1*Facilities*

- Historically restore shelters in all parks, new and more bathrooms, meeting facilities for all ages: rec centers, caretaker's home at Murphey Candler
- New and more playgrounds, age appropriate
- Athletic fields for special needs kids, artificial turf
- Connected trail system
- Coordination of space with Dekalb City Schools
- Dog park
- Dredge Murphey Candler lake and fix shoreline



03 Public Input

- Remove invasive species
- Fix Murphey Candler parking

Programs

- A variety of programs for youth >12 and adults
- Continue Murphey Candler sports programs “as is”
- Bridge lessons, sessions: rec center
- Festivals and concerts, music, art, fun runs
- Exercise classes in recreation centers, Recreation center programs for Brookhaven kids and teens

Group 2

Facilities

- Linear park to connect to Beltline (along the N Fork of Peachtree Creek)
- Sidewalks & bike paths
- Natural playgrounds with shade
- Outdoor kitchen and grills
- Artificial turf sports field
- Disc golf
- Dog parks
- Usable waterways for kayaking and swimming
- Gymnasiums, recreation centers
- Art center

Programs

- Rec programming: gymnastics, running groups, swim teams, cooking classes, soccer teams, gardening club, yoga, arts classes, tennis
- Regular farmers markets (not just on Saturday)
- Sustainable education classes
- Edible landscaping in parks

Group 3

Facilities

- Improved pools, water park features
- Outdoor theater, amphitheater
- Trails – access for walking, mountain biking
- Bathrooms at all parking areas
- Dog parks, official, see Piedmont as example
- Community gardens
- Nature Center, botanical garden, sculptural garden, nature walk with labeled plants, arboretum



- Playgrounds for multiple age groups: young kids, middle school, adults (crossfit)
- Gyms in recreation centers, meeting facilities in recreation centers, more modern
- Modern new tennis center facilities, observation deck, stands
- Outside beer garden

Programs

- Education: master gardener projects, nature walk, community garden
- Senior programs
- Movies, screen on the green
- Concerts, festivals
- Wellness, tai-chai, yoga, walking, water aerobics
- More family programs
- Food trucks
- Swimming programs
- Summer Camps: tennis, sports, art, nature

4. Prioritize the lists of ideal programs and facilities identified in question 3. (Numbers indicate the numbers of votes received from steering committee members)

Facilities	Votes
Sidewalks & bike paths	9
Dog parks	7
Bathrooms at all parking areas	6
Linear park to connect to Beltline (along the N Fork of Peachtree Creek)	6
Community gardens	5
Dredge Murphey Candler lake and fix shoreline	5
Improved pools, water park features	4
Outdoor theater, amphitheater	4
Nature center, botanical garden, sculptural garden, nature walk with labeled plants, arboretum	4
Fix Murphey Candler parking	4
Playgrounds for multiple age groups: young kids, middle school, adults (CrossFit)	3
Disc golf	3
Historically restore shelters in all parks, new and more bathrooms, meeting facilities for all ages: recreation centers, caretakers home at Murphey Candler	3
Usable waterways for kayaking and swimming	2
Gymnasiums, rec centers	2
New and more playgrounds, age appropriate	2
Athletic fields for special needs kids, artificial turf	2
Coordination of space with Dekalb City Schools	2
Remove invasive species	2



03 Public Input

Gyms in Rec Centers, meeting facilities in Rec Center, more modern.	1
Modern new tennis center facilities, observation deck, stands	1
Natural playgrounds with shade	1
Outdoor kitchen and grills	1
Art Center	1
Programs	
Continue Murphey Candler sports programs "as is"	11
A variety of programs for youth >12 and adults	9
Education	8
Master Gardener Projects	
Nature Walk	
Community Garden	
Festivals and concerts, music, art, fun runs	8
Exercise classes in recreation centers, recreation centers programs for Brookhaven kids and teens	7
Regular farmers markets (not just on Saturday)	7
Edible landscaping in parks	6
Senior programs	5
Movies, screen on the green	4
Wellness, tai-chi, yoga, walking, water aerobics	4
Food trucks	4
Summer Camps: tennis, sports, art, nature	3
More family programs	1
Swimming programs	1
Bridge lessons, sessions: recreation center	1
Sustainable education classes	1

5. How should the Brookhaven Parks and Recreation Department fund the recommendations that will be identified in this master plan?

Group 1

Funding

- Grants, sponsorships; federal, local, private, public (arc)
- Programing fees
- Lease space out for organizations to manage programs
- Partnerships with management programs, i.e. park pride
- Swapping flood plain land for developable, marketable land
- Partner with land trust (i.e. Trust for Public Land)



Group 2*Funding*

- Conservancies, friends groups
- Fundraising: Corporate donations (one time) private, community
- Proper fees for service and use: Business, leagues, corporate events, rentals, stays in park
- Pavilion rental
- Dog Park fees, donation box
- Local civic clubs: Rotary, Optimist, Kiwanis, Lions
- Chamber of Commerce
- Tourism tax, impact fees
- Local, state, federal grants (Ray)

Group 3

- Funding, Public Partnerships
- Sharing of facility costs with other municipalities
- Hotel, motel, restaurant tax
- Impact fees
- Federal \$\$

Funding, Private Partnerships

- Private interest groups funding capital projects and mutual interest e.g: conservancies and leagues
- Grants

Community Survey Findings

A community survey was launched on April 28, 2014. It was conducted by posting weblink on the city websites. 1,066 participants logged on to respond to the survey with over 80% completing the majority of the questions. For a population the size of Brookhaven, Lose & Associates' researchers estimate a sampling based on a confidence level of 95% with a confidence interval of 3. For example, if 40% percent of our sample selects an answer, we can be confident that if we had asked the question of the entire relevant population between 37% (40-3) and 43% (40+3) would have picked that answer.

Survey questions assess the different types of programs that citizens are currently participating in and ones that they show an interest in. The survey results help the planning team to assess the priority for future facility development and types of improvements. They also provide insight into the community's desires for public recreation.



The following charts and graphs illustrate some of the survey results and compare responses. Additionally, some of the comments from respondents are included in this section. To see a copy of the survey questions, refer to the Appendix.

Program and Activity Participation

To find out what programs and activities respondents prefer and which ones they would like to participate in, we asked a series of questions that listed programs and activities typically offered by parks and recreation departments. The programs and activities were classified into several categories: youth (ages 12 and under), youth (ages 13-18), adult, active adult (55 and over) and special events/classes/cultural arts/general park activities. Participants were asked to place a check next to the programs and activities that they or their family members have and/or would like to participate in.

In the analysis of the survey results, the following programs and activities are the top five that respondents and their families have participated in. In both youth categories, the survey results revealed that the majority of the respondents and their family have participated in youth and adult sport activities, such as baseball and soccer.

Top five youth sport activities – Age 12 and under:

Have participated in:

Youth Sports: Baseball League	181 responses
Youth Sports: Soccer League	148 responses
Youth Sports: Swim Team	109 responses
Youth Sports: Basketball League	108 responses
Youth Sports: Tennis Programs	98 responses

When asked to identify the sport activities that they and their families would like to participate in from the same list, respondents revealed a strong desire for tennis programs for youth. Listed below are the five activities and the number of responses.

Would like to participate in:

Youth Sports: Tennis Programs	224 responses
Youth Sports: Swim Team	219 responses
Youth Sports: Soccer League	205 responses
Youth Sports: Baseball League	184 responses
Youth Sports: Basketball League	174 responses

Respondents for ages 13-18 were much lower, suggesting that this age group actually participates less in organized sports although the desire exists.

Top five youth sport activities – Ages under 13-18

Have participated in:

Youth Sports: Baseball League	37 responses
Youth Sports: Swim Team	35 responses
Youth Sports: Soccer League	33 responses(tied)
Youth Sports: Tennis Programs	33 responses
Youth Sports: Softball – Fast/Slow Pitch	26 responses



Would like to participate in:

Youth Sports: Tennis Programs	82 responses
Youth Sports: Baseball League	78 responses
Youth Sports: Swim Team	71 responses
Youth Sports: Basketball League	70 responses
Youth Sports: Soccer League	68 responses

Top five adult sport activities

Have participated in:

Adult Sports: Tennis (team)	110 responses
Adult Sports: Outdoor Fitness Classes	69 responses
Adult Sports: Kickball Leagues	61 responses
Adult Sports: Softball Leagues	50 responses
Adult Sports: Soccer	45 responses

Would like to participate in:

Adult Sports: Outdoor Fitness Classes	292 responses
Adult Sports: Kayaking/ Canoeing Classes	207 responses
Adult Sports: Tennis (team)	173 responses
Adult Sports: Golf Leagues	139 responses
Adult Sports: Kickball Leagues	125 responses

Top five active adult programs (55 and over)

Have participated in:

Active Adult Programs: Aerobics Classes	28 responses
Active Adult Programs: Health/Fitness Classes	26 responses
Active Adult Programs: Gardening	21 responses
Active Adult Programs: Cooking Classes	17 responses(tied)
Active Adult Programs: Nature Programs	17 responses

Would like to participate in:

Active Adult Programs: Gardening	147 responses
Active Adult Programs: Health/Fitness Classes	143 responses
Active Adult Programs: Aerobics Classes	126 responses
Active Adult Programs: Cooking Classes	124 responses
Active Adult Programs: Nature Programs	11 responses



In order to find out what special events, classes, cultural arts and general park activities that respondents have participated in and would like to participate in, we listed special events and classes. In analyzing the survey results, the following programs and activities are the top five that respondents and their families have participated in. Surprisingly, the number of 5K races/triathlons decreased in “would like to,” while yoga and gardening increased.

Top five Special Events, Classes, Cultural Arts and General Park Activities:

Have participated in:

5K Races/Triathlons	343 responses
Aerobics/Group Exercise	138 responses
Yoga	77 responses
Gardening	65 responses
Aquatics Fitness Classes	63 responses

Would like to participate in:

5K Races/Triathlons	316 responses
Yoga	291 responses
Cooking Classes	277 responses
Aerobics/Group Exercise	266 responses
Gardening	258 responses

Next, we requested, “For each of the parks listed below, please indicate how often you and or members of your household have visited in the past year.” See figure 3.1 for the chart and below is a list of the top five most visited parks and the five least know parks in the system.

The five parks with the most visits (12 or more visits a year):

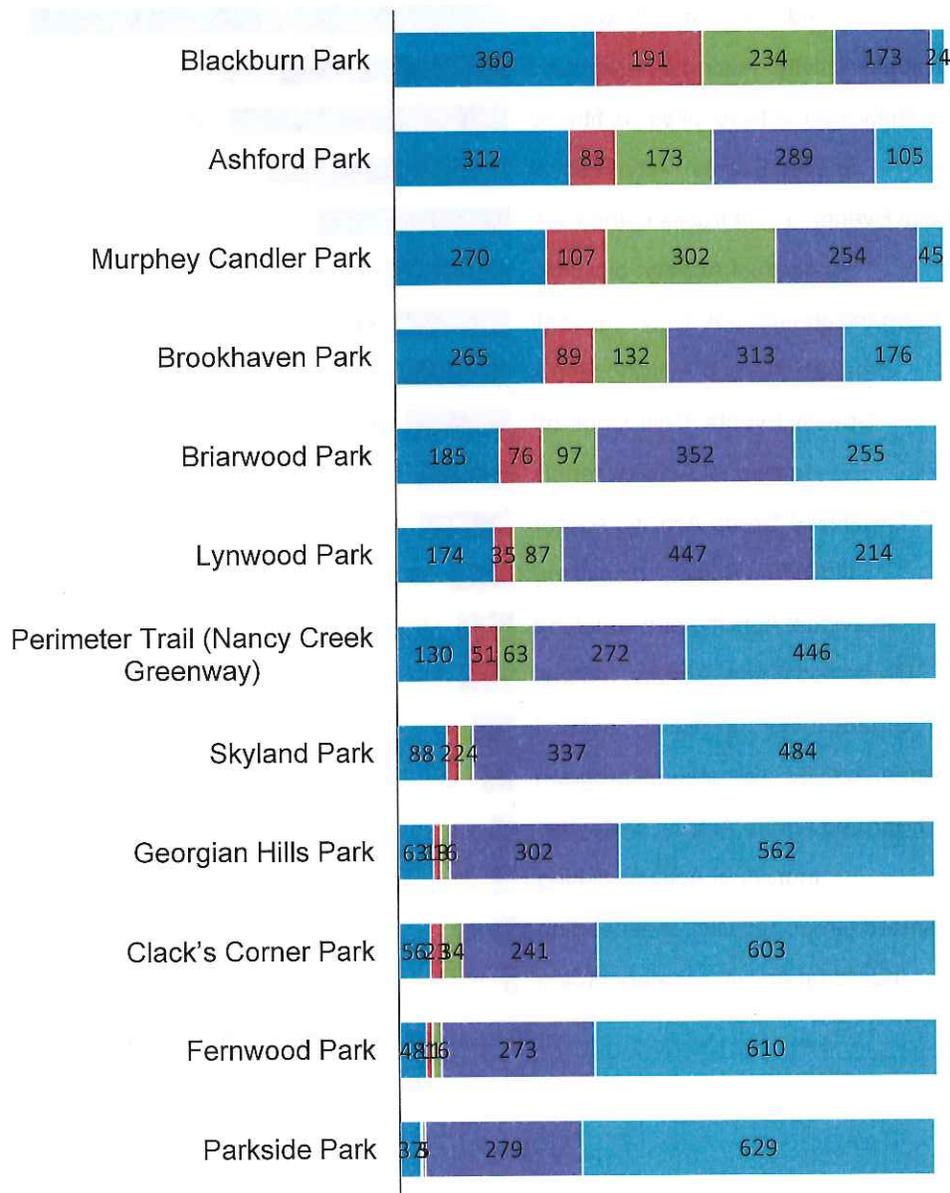
Murphey Candler Park	302 responses
Blackburn Park	234 responses
Ashford Park	173 responses
Brookhaven Park	132 responses
Briarwood Park	97 responses

The five least known parks:

Parkside Park	629 responses
Fernwood Park	610 responses
Clack’s Corner Park	603 responses
Georgian Hills Park	562 responses
Skyland Park	484 responses



Figure 3.1: For each of the parks listed below, please indicate how often you and or members of your household have visited in the past year.



■ 1-5 visits ■ 6-11 visits ■ 12 or more visits ■ No visits this year ■ Not aware of this park

Then, we asked, “using the list below, indicate how often you take part in the following parks and recreation programs.” We listed individual activity, special events and organized group activity. Not surprisingly, we found most individuals had participated in individual and passive park activities.



Figure 3.2: Using the list below, indicate how often you take part in the following parks and recreation programs:



When we compare the top five chosen by gender, we find both males and females had the same top five as listed in figure 3.2. In fact, we find the ranking similar for both males and females throughout with cheerleading and skateboarding scoring the least. It is not usual to find skateboarding and cheering scoring low on this list due to the specialization of these activities.



Barriers to Park Usage

The survey asked residents to indicate what prevents them and their family from using parks, facilities or trails. For this question, respondents could select multiple answers, which is why the percentages listed do not equal 100%. The most votes were given to “condition of parks.” Next, we find “not aware of programs available” as the second most chosen category. See Figure 3.3

Figure 3.3: Barriers to Park Usage

Please indicate if any of the following prevents you and/or members of your household from using Brookhaven’s parks, facilities or trails? Please check all that apply.



Comments regarding lack of amenities included mostly the need for restrooms. In fact, almost 30% of the 238 comments mentioned issues with restrooms or the need for restrooms. The next most common stated subject was lack of pool/aquatic facilities, which included several comments about existing pool hours. We then had roughly 27 comments about maintenance issues and about the same number of comments related to lack or issues with playgrounds. The lack of trails, sidewalks and access to parks was another concern mentioned by many of the respondents. We also had several comments noting the lack of dog parks and tennis facilities.



Access to the Parks

As part of the survey, respondents were asked how far they would be willing to walk or bike to parks and recreation facilities.

A total of 90% indicated they would walk up to two miles or 2-5 miles to reach parks and only 7% said they would not walk. The reason for those who would not walk could be influenced by perceptions of safety along the roadways or sidewalks, the distance of their homes from existing parks, and preference for automobile travel.

Biking had a lower percentage of respondents who would not bike (5%), which leaves an impressive 95% willing to bike. In comparison with survey conducted in other cities, Brookhaven has a high majority of respondents willing to walk or bike. With more bicycle infrastructure at parks and the addition of other safety improvements such as bike lanes and greenways, Brookhaven could see an increase in alternative transportation.

When asked about driving to parks, Lose & Associates' researchers found that most respondents prefer to drive under 15 minutes (74%).

As a follow-up question, we asked, if you would not walk or bicycle, why? Most of the comments related to safety concerns. Other comments also noted the lack of a bike ownership or health problems that prevented them from riding a bike.

Figure 3.4: Walk

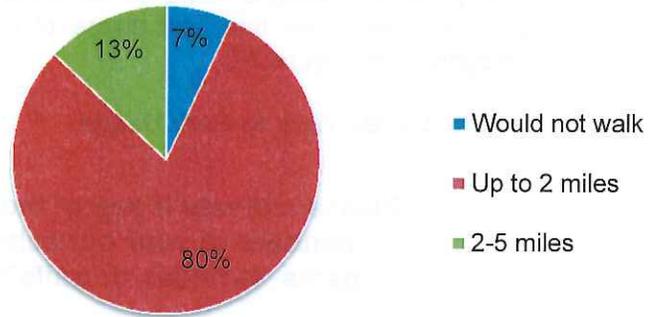


Figure 3.5: Bike

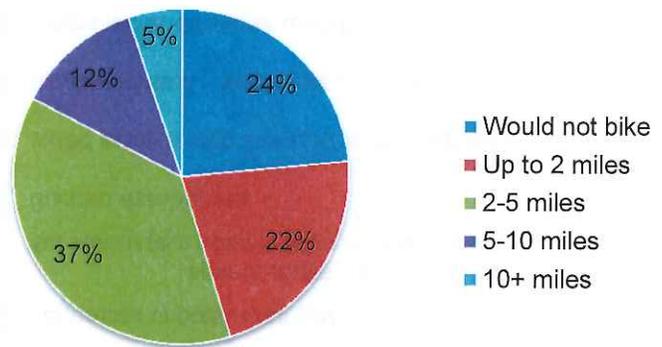
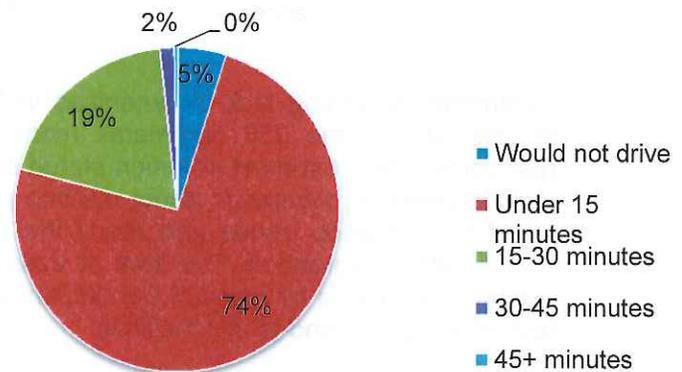
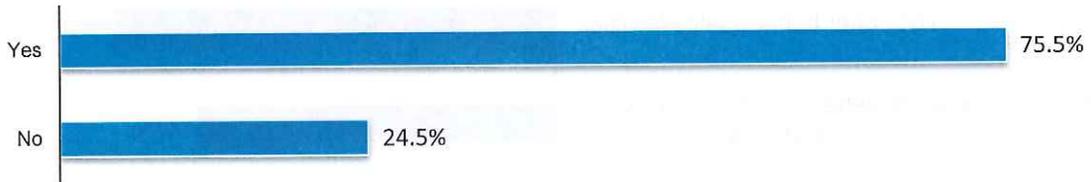


Figure 3.6: Drive



Next, Lose & Associates’ researchers wanted to find out about other providers of parks and recreation activities located outside of Brookhaven. In Figure 3.7, we find that most respondents travel outside Brookhaven to use other parks and recreation facilities.

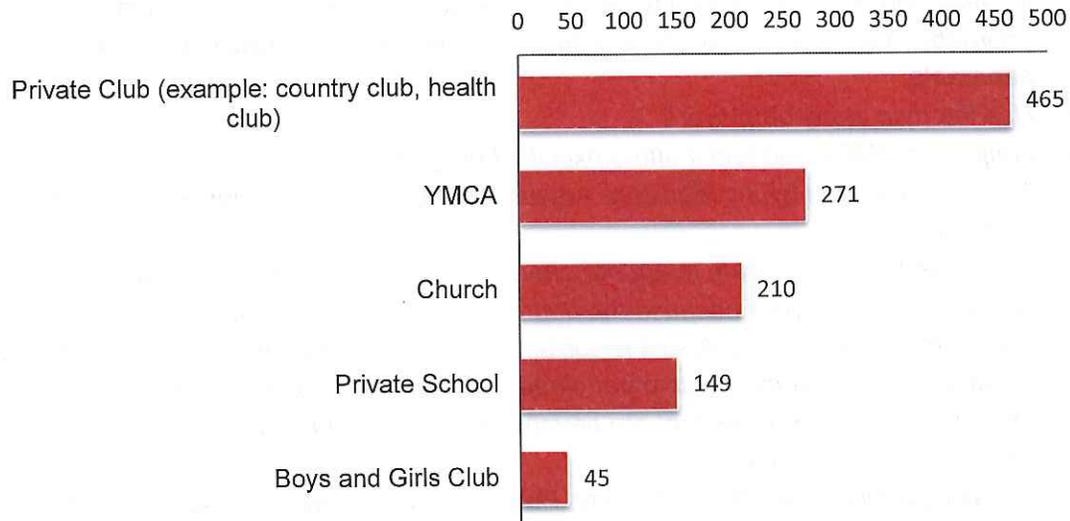
Figure 3.7: Do you travel outside Brookhaven to use parks and recreation facilities?



When we asked why they travel outside of Brookhaven, we had 567 comments. The most comment response mentioned Piedmont Park (approximately 128) others mentioned parks in Dunwoody, specifically Brook Run, as well as Atlanta Parks such as Chastain Park, and the Beltline. Respondents also mentioned Sandy Springs/Morgan Park, East Cobb, Cobb County parks, Chamblee parks, the Silver Comet Trail, state parks and other facilities.

Next, we asked, “do you use recreation facilities offered by a church or other private providers?”

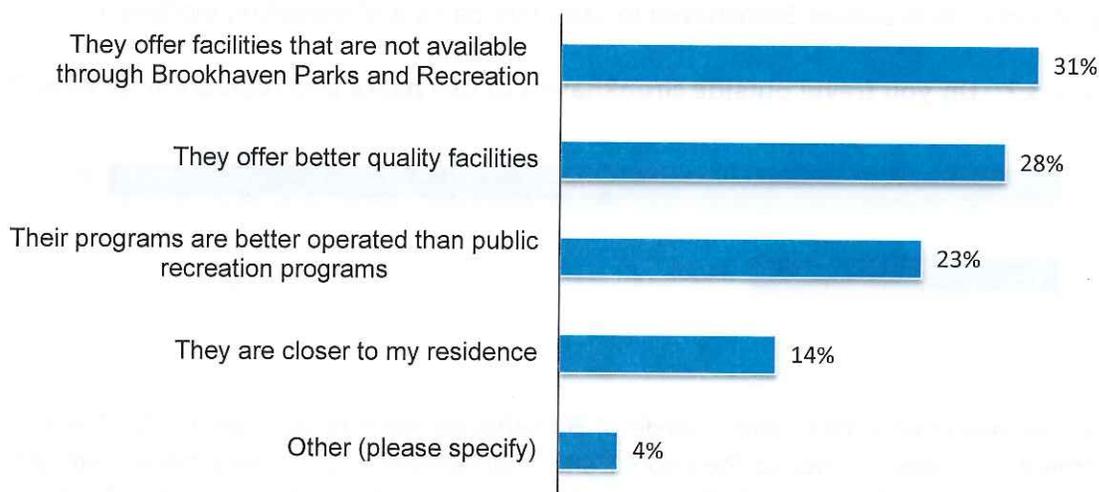
Figure 3.8: Other Providers



To understand why respondents use these other providers, we find that, mostly, it is because the other providers offer facilities not provided by Brookhaven (31%) and/or the facilities are better quality (28%). (See Figure 3.9)



Figure 3.9: Factors that influence use of other facilities.



Under “other” comments included the following:

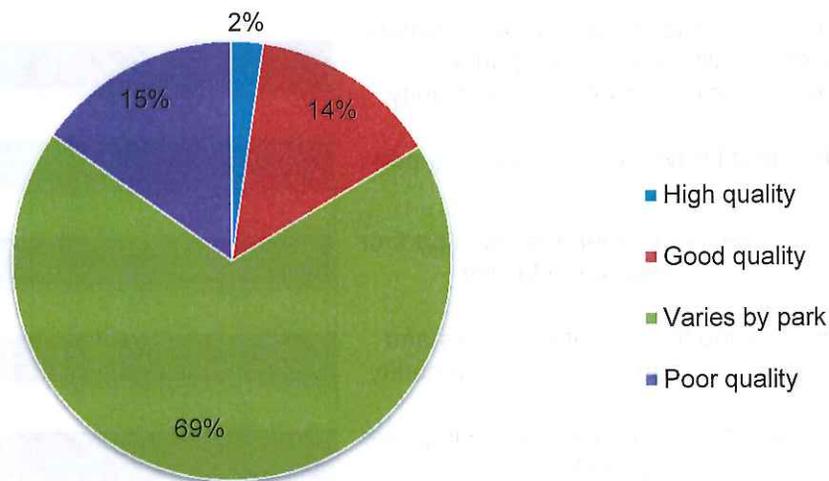
- *The city park system does not need to do everything. So for exercise programs there is the YMCA or other programs. We do not need our parks to be in charge of large buildings and expansive programs or for that matter an amphitheater. Just take care of our parks, which is something that hasn't been done in a long time.*
- *My husband goes to Dynamo because it is close, well run, year-round and affordable. I used to pay to attend a fitness center because it was close and affordable.*
- *Use the gym at my employers*
- *I enjoy the YMCA and feel it offers excellent programs.*
- *They are operated by my Medicare Advantage program and comes with my health insurance.*
- *Programs that I participate in are not offered currently in Brookhaven P&R*
- *We go to a private pool because the hours are better, there is shade and seating, and there is a clubhouse. Also it is social. We've used a church for summer camp as an alternate to Chamblee's summer camp, but we prefer Camp Chamblee.*
- *The YMCA offers services that are beyond the function of municipal government, and it should remain thus.*
- *Speaking a bit toward MC pool. Dirty, Horrible hours for any working parent, the only shade or tables are given to the campers, horrible bathrooms and you have to request toilet paper, no Family Days or Movie Nights anymore....very poor when compared to every other DeKalb county pool.*
- *I'm not aware of any gym with workout equipment available in Brookhaven parks.*
- *Rec Center is typically closed evening/weekend when we are home to use them.*



Overall Performance

Respondents were asked to rate the condition of Brookhaven's park facilities. This question provides insight into the overall perception of the parks. We found only 14% rated the park facilities as "good quality." In comparison to a similar survey question asked in other communities, this rating is low. We find that most respondents in this survey selected "varies by park" at 69%. This finding is consistent with the park assessments that were conducted as part of the master plan process. These facilities in need of repair may affect the view of the overall system. For this reason, we were not surprised to see only 2% of respondents gave a "high quality" rating.

Figure 3.10: How would you rate the condition of Brookhaven's park facilities.



In order to get a better understanding of the facility priorities, we asked respondents to indicate if you "agree," "disagree" or "do not know" about the following statements (see Figure 3.11 and the top five choices). Note the high number of positive responses as opposed to the low number of disagree responses.

Notably, 94% (756 respondents) to this question feel that a good parks and recreation system is just as important as schools, fire and police protection. As shown in Figure 3.11, this statement had the second highest selection for "agree."

The top five "Agree" choices were:

- I support the city's effort to improve Brookhaven Parks' facilities and programs.
- Compared to other priorities (public safety, streets, utilities, schools), parks and recreation is important to a community.
- I feel that I have good access to a park.
- I feel safe when visiting a park or recreation facility.
- I understand the role of the Parks and Recreation Department in our community.



The top five “Disagree” choices were:

- I feel safe when visiting a park or recreation facility.
- I am willing to help with fundraisers to improve our parks.
- I am able to contact parks and recreation staff for information easily.
- Additional sport fields are needed.
- Parks are well distributed.

Figure 3.11: Please indicate if you agree, disagree or do not know about the following statements.

■ Agree ■ Disagree ■ Do not know

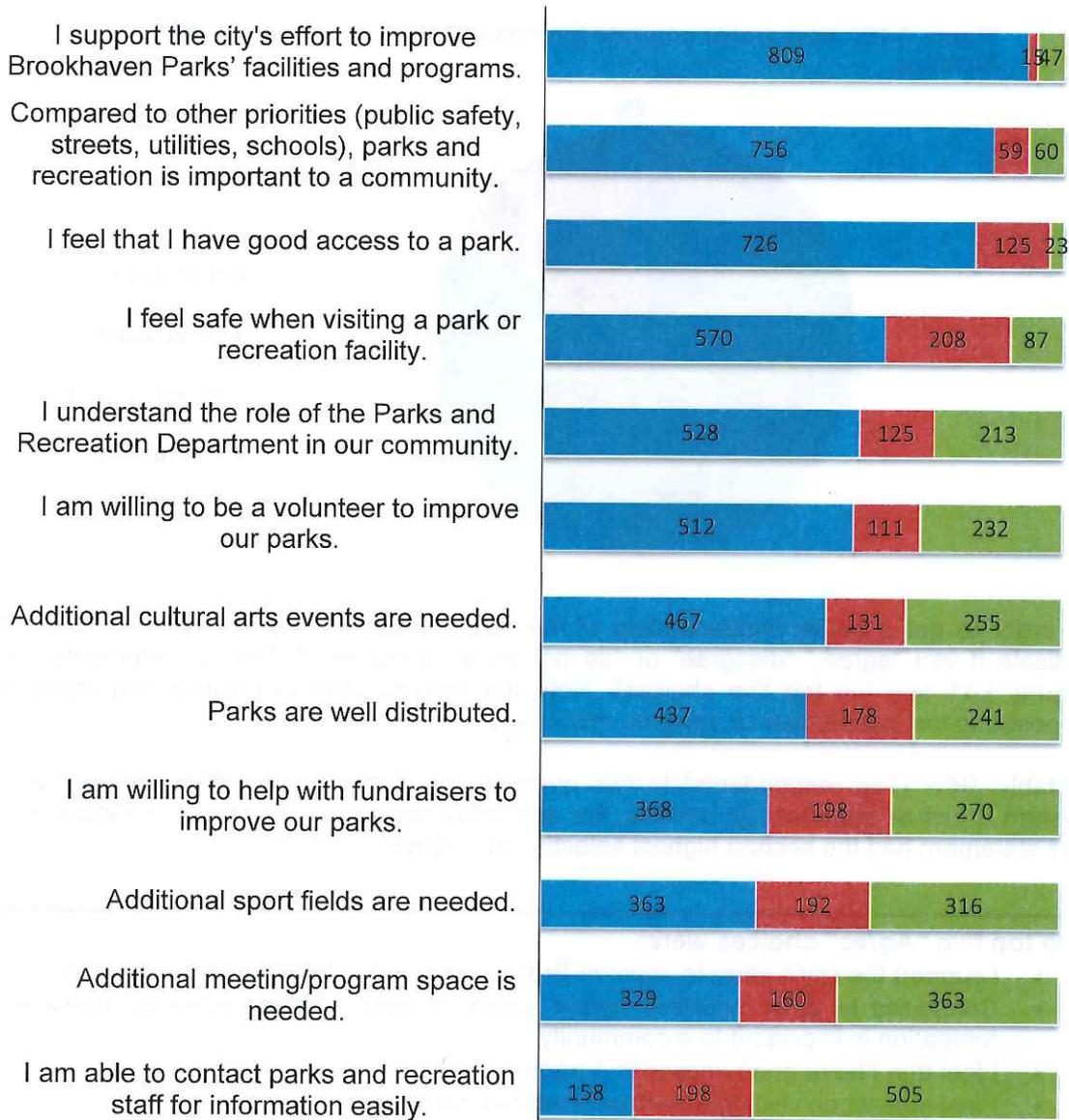
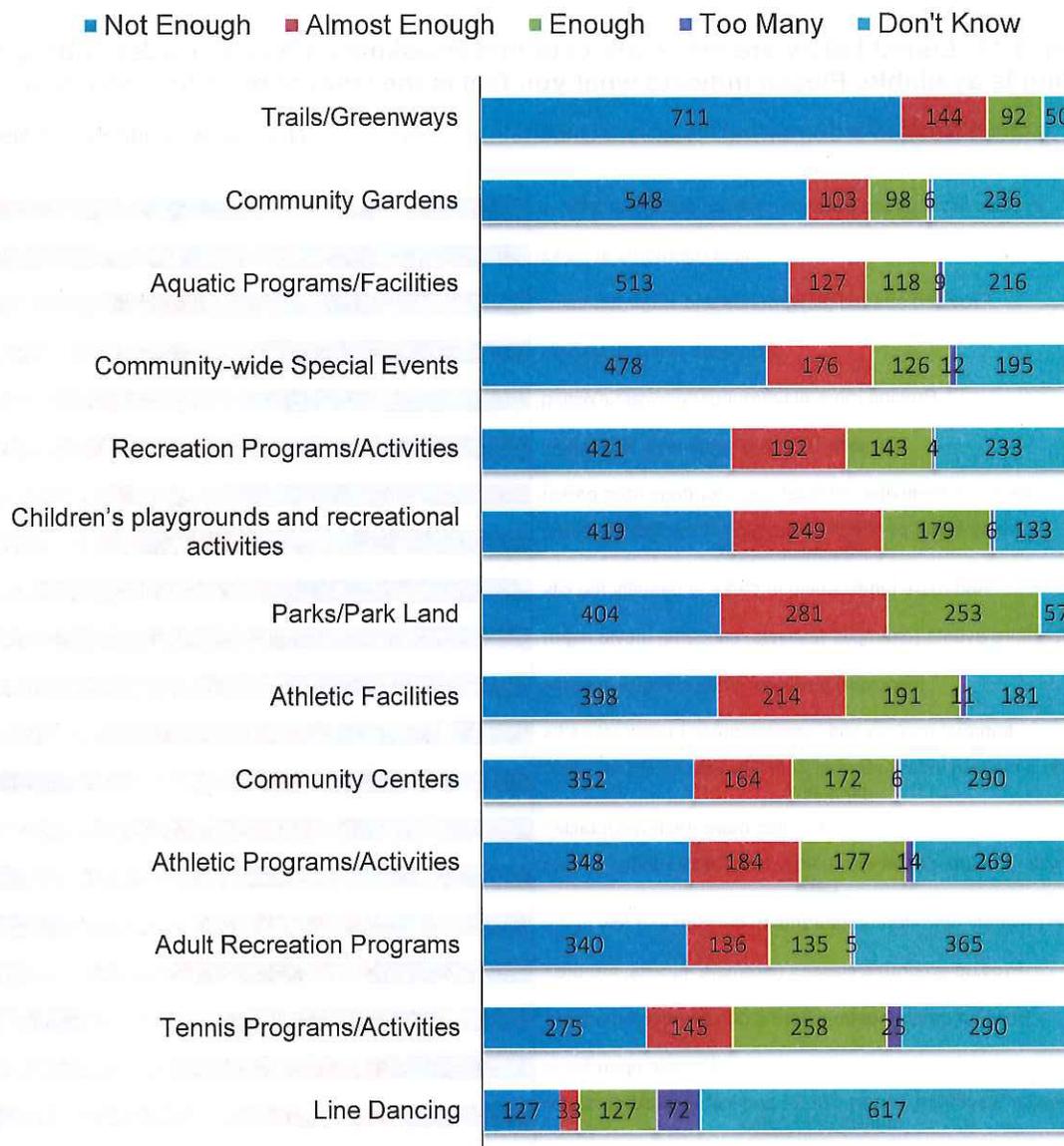
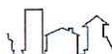


Figure 3.12: Overall, how well do you think the following facilities, former programs and activities previously provided by DeKalb County met the needs of the community? Please check appropriate response.



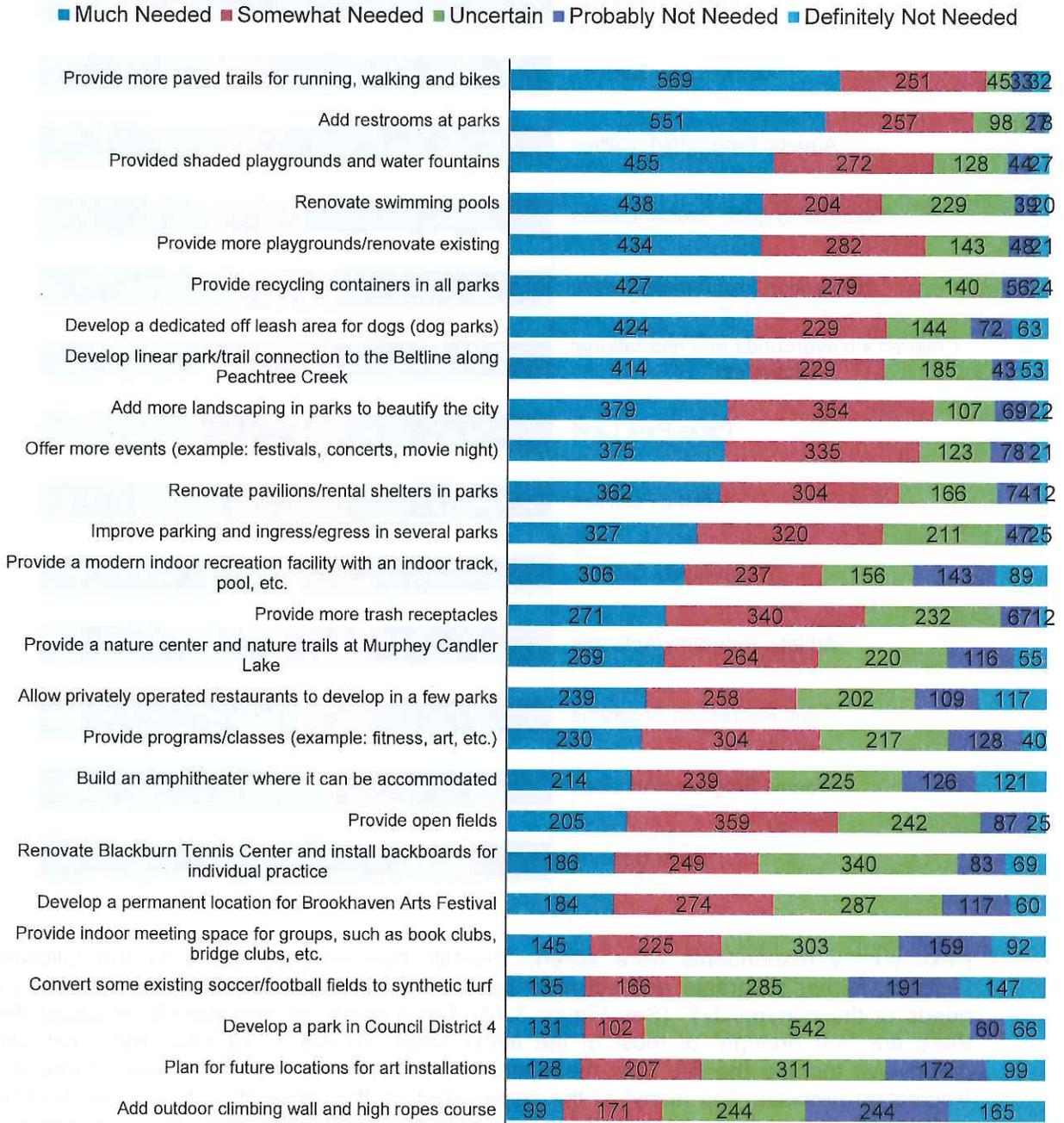
Next, survey respondents were asked, “Overall, how well do you think the following facilities, former programs and activities previously provided by DeKalb County met the needs of the community?” (See Figure 3.12) The majority of respondents indicated that there are “not enough” of most of the items listed (10 out of 13 total) with trails and greenways topping the list. Few respondents indicated that the Brookhaven Parks and Recreation provided “too many” of the items listed. In the “enough” category, we find the majority of respondents believe there are enough tennis programs and activities and parkland.



Facility Priorities

In order to get a better understanding of the facilities priorities, we asked respondents to help prioritize funding improvements (see Figure 3.13).

Figure 3.13: Listed below are some projects that Brookhaven may consider adding if funding is available. Please indicate what you feel is the level of need for each item.



Below are the top five selected as “most needed”, the top five “somewhat” and “much needed” and five “definitely not needed” items.

Top five most needed:

- Provide more paved trails for running, walking and bikes (569 responses)
- Add restrooms at parks (551 responses)
- Provided shaded playgrounds and water fountains (455 responses)
- Renovate swimming pools (438 responses)
- Provide more playgrounds/renovate existing (434 responses)

Top five somewhat AND much needed:

- Provide more paved trails for running, walking and bikes (820 responses combined)
- Add restrooms at parks (808 responses combined)
- Add more landscaping in parks to beautify the city (733 responses combined)
- Provided shaded playgrounds and water fountains (727 responses combined)
- Provide more playgrounds/renovate existing (716 responses combined)

Top five definitely not needed:

- Add outdoor climbing wall and high ropes course (165 responses)
- Convert some existing soccer/football fields to synthetic turf to increase access to more users (147 responses)
- Build an amphitheater where it can be accommodated (121 responses)
- Allow privately operated restaurants to develop in a few parks (117 responses)
- Plan for future locations for art installations (99 responses)

In reviewing answers for this question, it is clear that responders desire more paved trails for running, walking and riding bikes. They also support adding restrooms at parks and providing shaded playgrounds and water fountains at parks. We notice that adding an outdoor climbing walk and high ropes course scored low on this question. Given some of the comments at the end of the survey, Lose & Associates’ researchers believe one reason for the low score is due to safety concerns. Additional community outreach with a focus on safety concerns would be needed if the city considers adding this type of facility in the future. Notable, we find an overall low amount of votes given to the top “definitely not needed” items.

In order to determine if respondents support or oppose building a recreation center, we asked the following question and found that a majority (74.5%) would support it: however, based on some comments found in the following question, some residents feel it could compete with the existing YMCA facility.

Figure 3.14: Do you support or oppose Brookhaven developing a modern large recreation center that allows year-round programming of recreation and athletic programs?

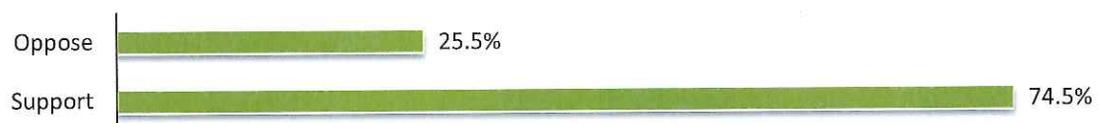
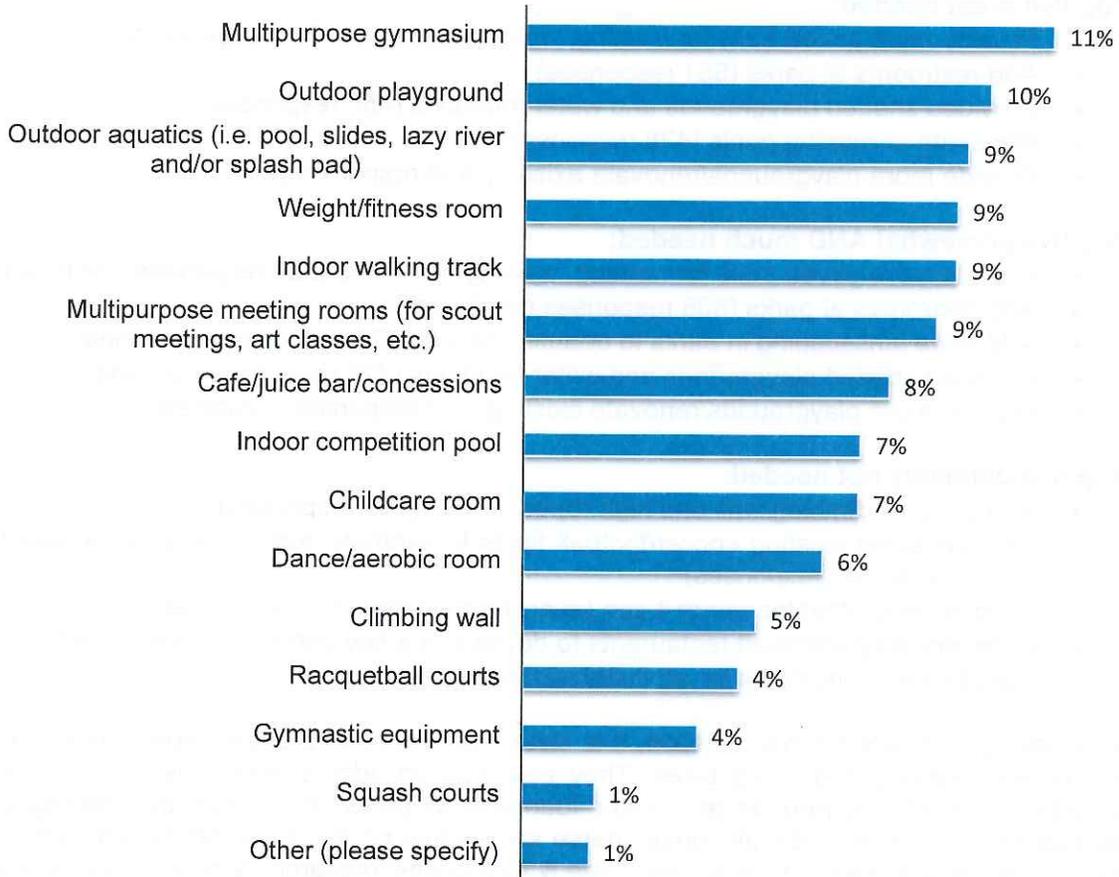


Figure 3. 15: If Brookhaven were to build a large recreation center, which of the components listed below should be included? Please check all components you want included.

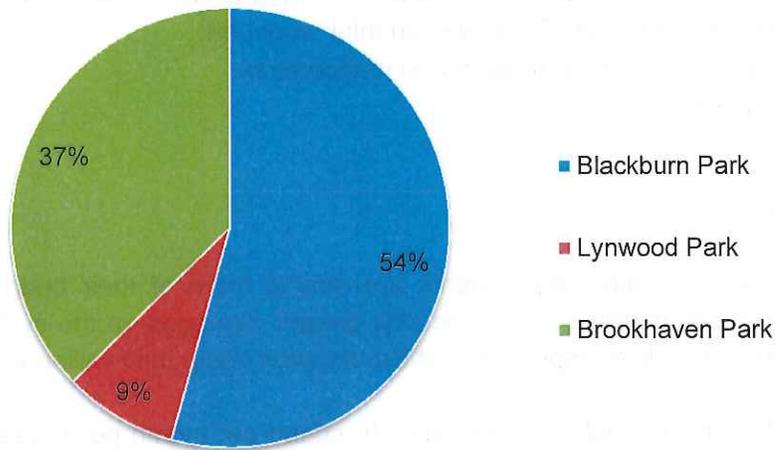


Comments provided in “Other(please specify)” included, spin room, basketball court, tennis courts, pickleball, ping pong tables. Several also reiterated the need for a pool facility. Approximately 20% of the 76 comments indicated “none” and/or mentioned concerns over the need for such as facilities, mentioning that improvements to the pools at Briarwood Park and Murphey Candler Park would be enough.

Next, we asked respondents which park would you choose as the location for the Brookhaven Arts Festival? We find that the majority are supportive of moving the festival to Blackburn Park with 54% (540 votes) supporting it over Brookhaven with 37% (370 votes) and Lynwood Park 9% (83 votes) for a total of 993 responses to this question.



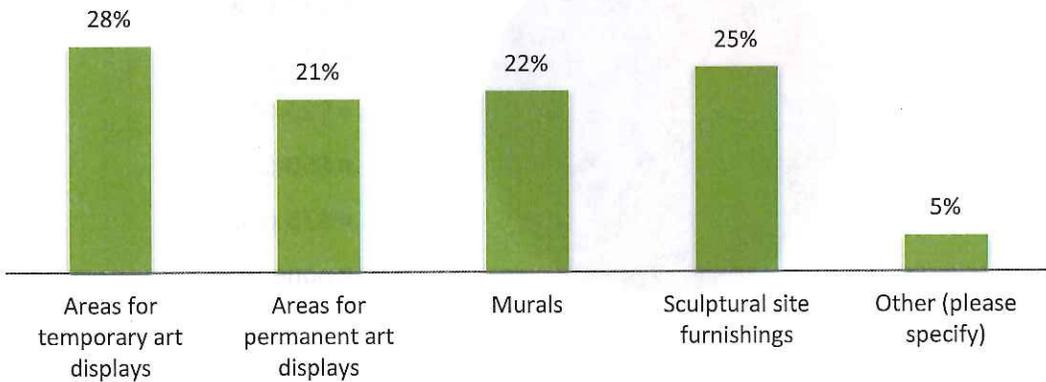
Figure 3. 16: From the list of Brookhaven Parks below, which park would you choose as the location for the Brookhaven Arts Festival?



54% SUPPORT

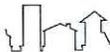
Cultural arts can be an important part of park enjoyment. With this in mind, Lose & Associates' researchers asked what types of art installations would you like to see in the parks.

Figure 3.16: Please check all types of art installations you would like to see in Brookhaven Parks.



Of the comments under "other," most respondents noted that they do not want to see art at Brookhaven Park. Other comments include:

- Bike trails, basketball courts
- Water gardens/ fountains
- A mural at Peachtree and Redding Road



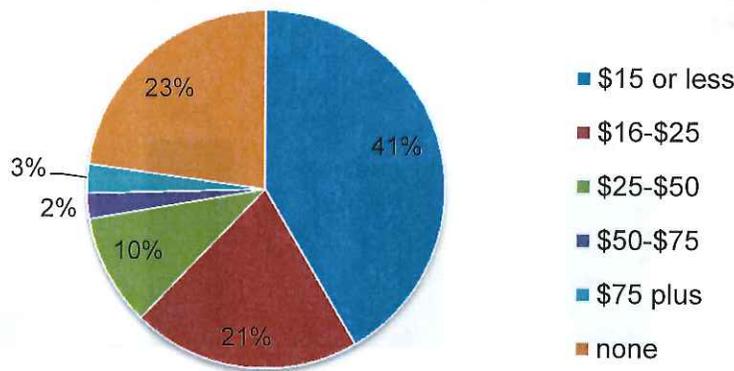
- Botanical Gardens
- I'd like to see better maintained playground equipment. I don't see a need for art. Parks are parks not art displays.
- Not sure what you mean. Let's clean up our parks first, make them safe and work to improve what we have. Then we can think about art.
- None- spend money on upkeep and maintenance
- Interactive art

Funding

Many parks and recreation departments are seeing more of their budgets cut and tax payers resisting any increase to fees despite greater demands on the system. In our next set of questions, we asked respondents of Brookhaven about their willingness to contribute.

We asked, "How much would you be willing to spend per month per household to support improved park maintenance and recreation services?" We found that overall, 77% would be willing to provide some type of financial support for improved park maintenance and recreation services with only 23% unwilling to provide any support. See figure 3.17 for a breakdown of the categories.

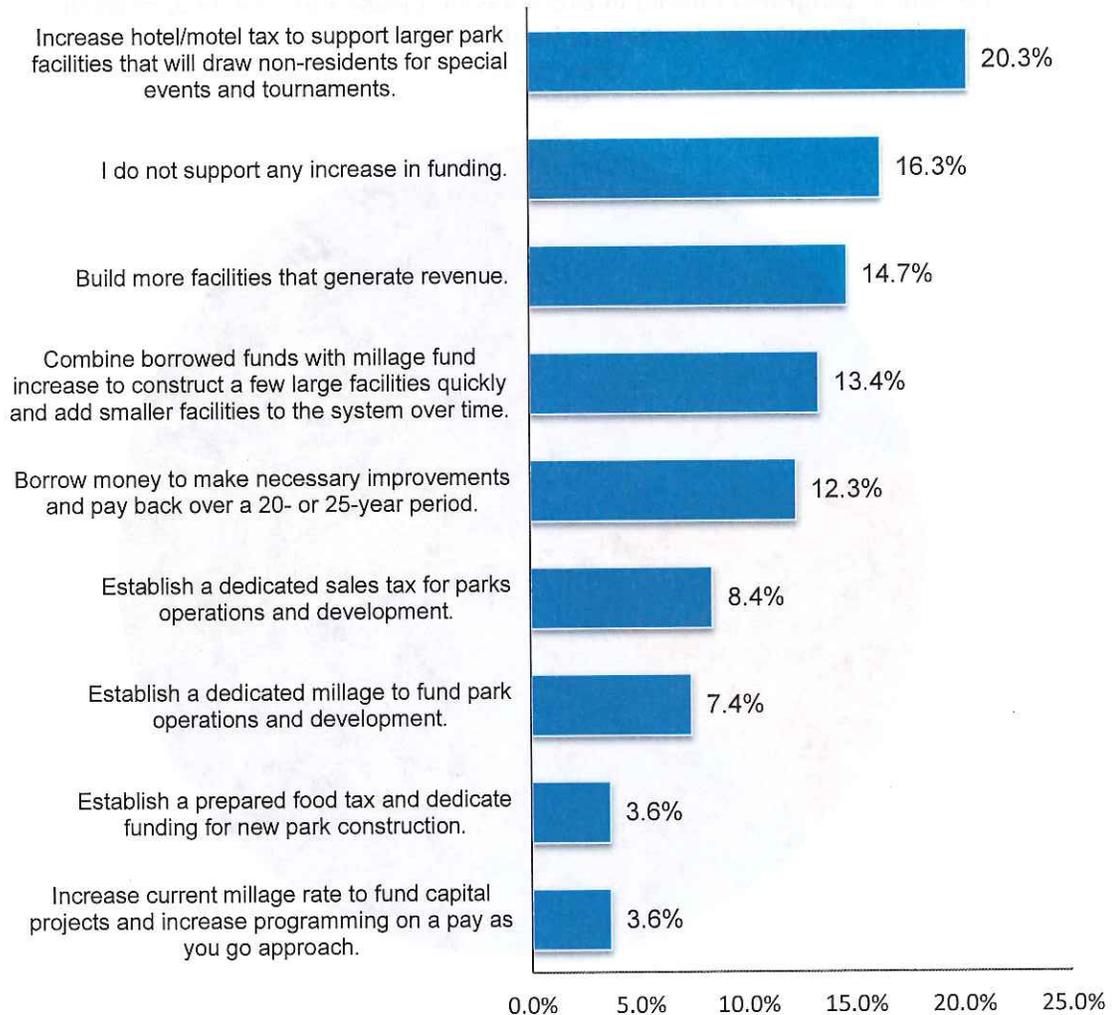
Figure 3.17: How much would you be willing to spend per month per household to support improved park maintenance and recreation facilities and services? (Check ONE)



The following question asked respondents what methods of funding they prefer for parkland acquisition, greenway and park facility renovation and development. Respondents were asked to indicate all funding options that they would support. The strongest support was "increase lodging tax to support larger park facilities that will draw non-residents for special events and tournaments" followed by "I do not support any increase in funding."



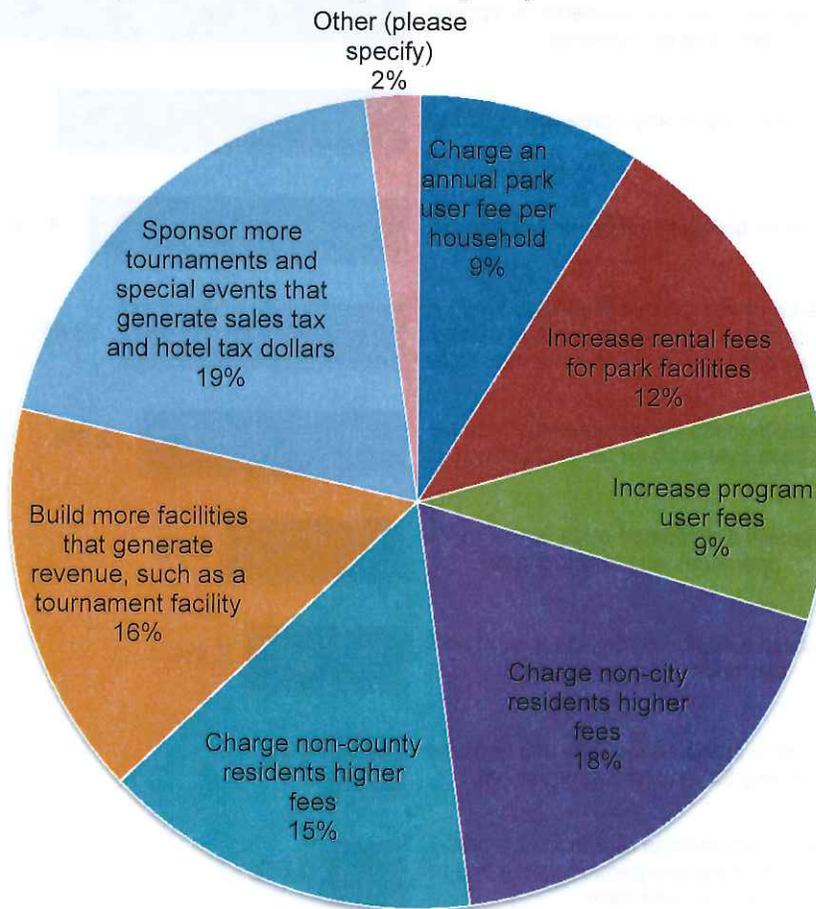
Figure 3.18: Which method of funding for park land acquisition, greenway and park facility renovation and development would you prefer?



In order to generate revenue to improve park maintenance and recreation programs offered in Brookhaven, we asked respondents to indicate all options that you would support for increasing funding for parks. The most popular answer was, “Sponsor more tournaments and special events that generate sales tax and hotel tax dollars” and “Charge non-city residents higher fees.” The least favorite options were “Charge an annual park user fee per household” which tied with “Increase program user fee.”



Figure 3.19: In order to generate needed revenue to improve parks and recreation programs offered in Brookhaven, please indicate all options that you would support for increasing funding for parks:



When asked what other ideas that respondents had for generating revenue, they stated that funding levels were fine and the city needs to spend wisely. Below are some additional comments from respondents (note: some answers were combined and/or paraphrased).

- *Love the idea of sponsored walks/runs and tournaments to generate revenue, awareness, and things to do. Also would love to see more food events with portion of proceeds to help parks*
- *Hold fund raising events*



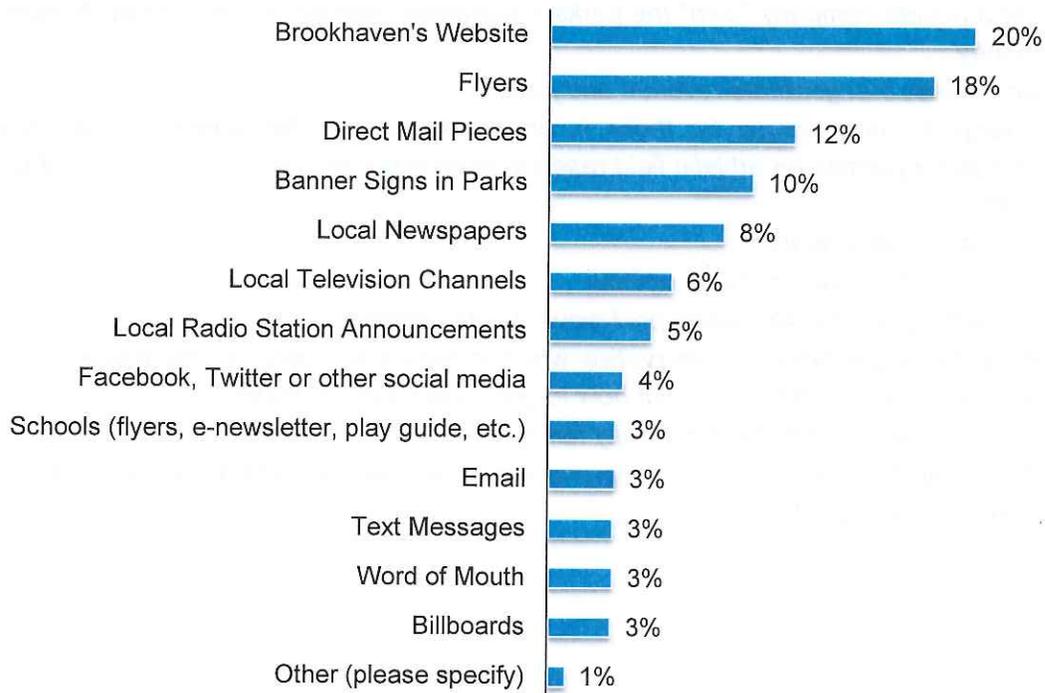
- *I do not fundamentally believe that we should be viewing our parks as a means to generate funding. We pay a considerable sum of taxes that can be used for this purpose.*
- *Increase gasoline taxes to get people out of their cars and onto trails and into parks with their families.*
- *Impact fees for new developments*
- *Homeowners should incur the cost of supporting high quality parks and facilities and keep costs down for general public users*
- *Allow commercial enterprises to establish facilities that pay rent. We don't have to run everything.*
- *Let a private company "own" the parks-I guarantee they will figure out how to make money.*
- *Art classes that generate revenue and jobs*
- *Charge for dog license for those in dog parks, charge for permits for shelters, charge for permits for athletic field reserve-all charges should be more for out of city users*
- *Disc golf tournaments*
- *I do not support any of these options*
- *Something like the Alpharetta pool would be awesome!*
- *Keep the expectations conservative when it comes to spending the money. That way, you don't have to figure out how to generate so much money.*
- *Parks are an amenity funded by city funds*
- *We generate enough money to improve & maintain facilities and amortize the debt*
- *Start a benevolent fund*



Marketing

To determine how individuals find out about upcoming activities, the survey asked respondents to indicate the most common method for obtaining information about Brookhaven's recreation events and programs. The most common information dissemination methods were through the Brookhaven Parks and Recreation Website (20%). The next most common method was "flyers" (18%). See Figure 3.21.

Figure 3.20: Please indicate which of the following ways you currently as well as prefer to get information about events and programs?

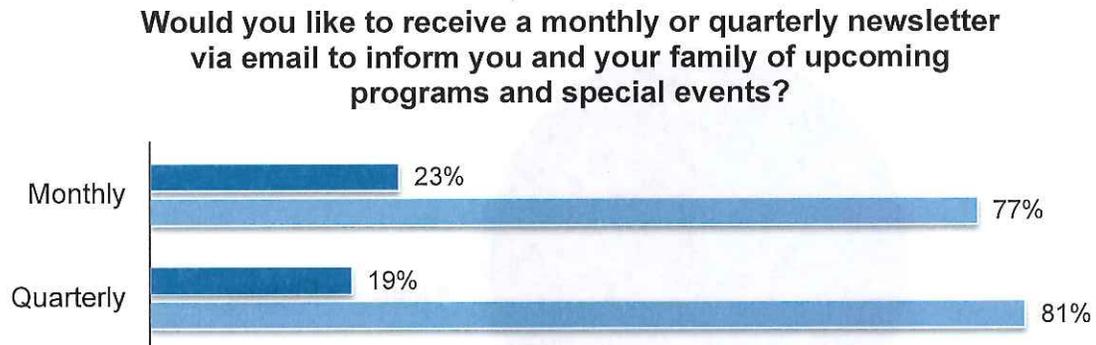


The Lose & Associates' researchers found the website to be up to date and easy to use. We found the calendar of events listed on the website helpful and suggested using an emailed monthly newsletter to publicize upcoming events. We recommend reviewing Team Green's website at www.teamgreenadventures.com for an example of a simple newsletter that provides a user-friendly and simple format for its members.



Below is the response to receiving a monthly or quarterly newsletter. We believe that Brookhaven should provide a monthly newsletter to keep users more informed about parks and recreation by having a sign-up on the Brookhaven website and an unsubscribe option on the newsletter itself.

Figure 3.21: Do you prefer a monthly or quarterly newsletter?

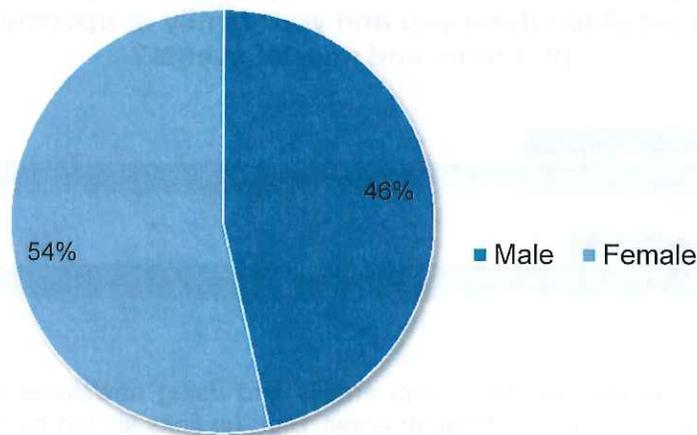


Brookhaven could consider sending direct emails and using newsletter services such as [Emma](#) or [MailChimp](#) for marketing through email. Sign-up links should be marketed through the Brookhaven website and through other social media outlets. The newsletters could solely focus on parks and recreation or include other city related information. Additional efforts might include utilizing radio advertising, which can be one of the most cost-efficient forms of advertising.

Respondents' Demographics

We find that for the gender and age groups of respondents (see Figure 3.32); females represented the majority of respondents in the surveys (54%), which is typically the case in the surveys we have conducted.

Figure 3.22: Please indicate your gender.



Lose & Associates' researchers found the majority of the respondents were in the 35-44 age groups (32%).

Figure 3.23: Please indicate your age.

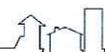
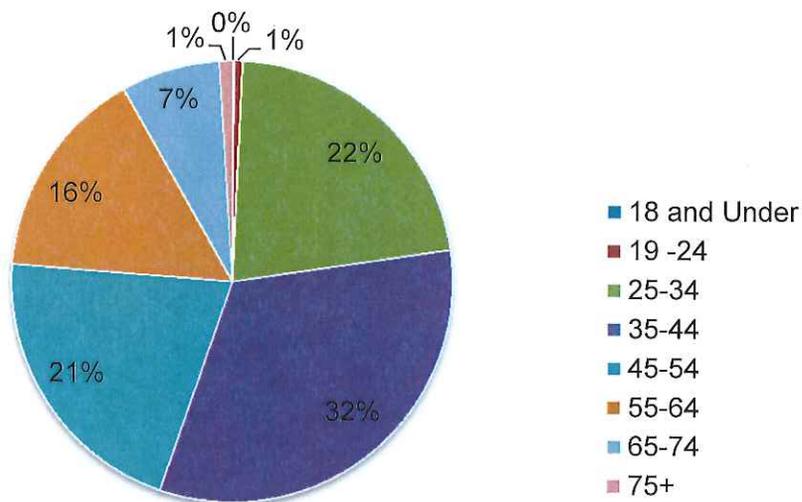


Figure 3.24 is a chart indicating how long respondents have lived in Brookhaven. The majority have lived in Brookhaven 6-10 years (29%)

Figure 3.24: How long have you lived in Brookhaven?

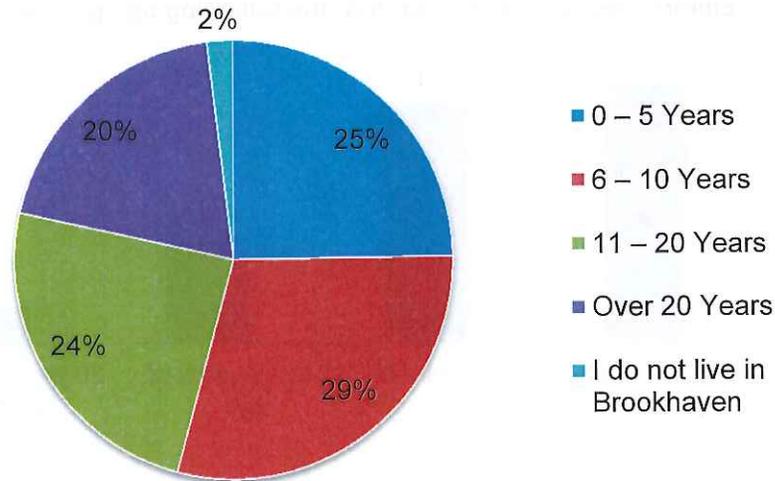


Figure 3.25 is a chart of the respondents' household types. The majority of respondents were couples with children (53%). Of those respondents that had children in their homes, most had children under 5 years old (374 total). The next most common household for the respondents was couples with children but children no longer at home (347 total).

Figure 3.25: Which of the following best describes your household?

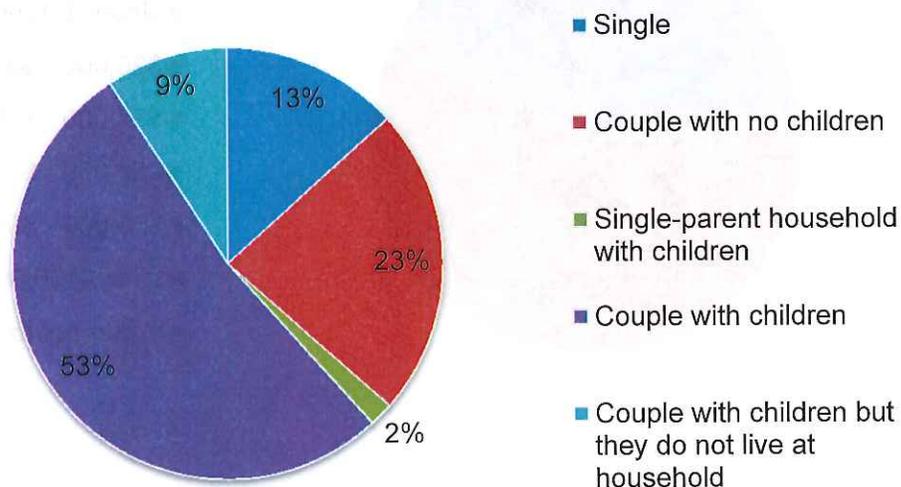
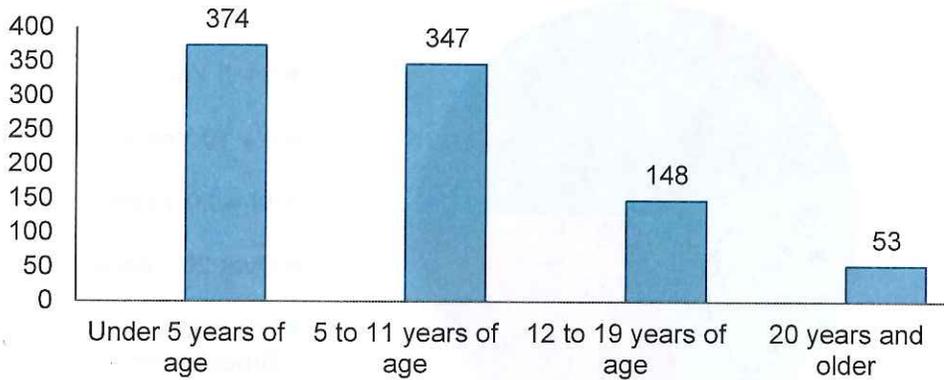
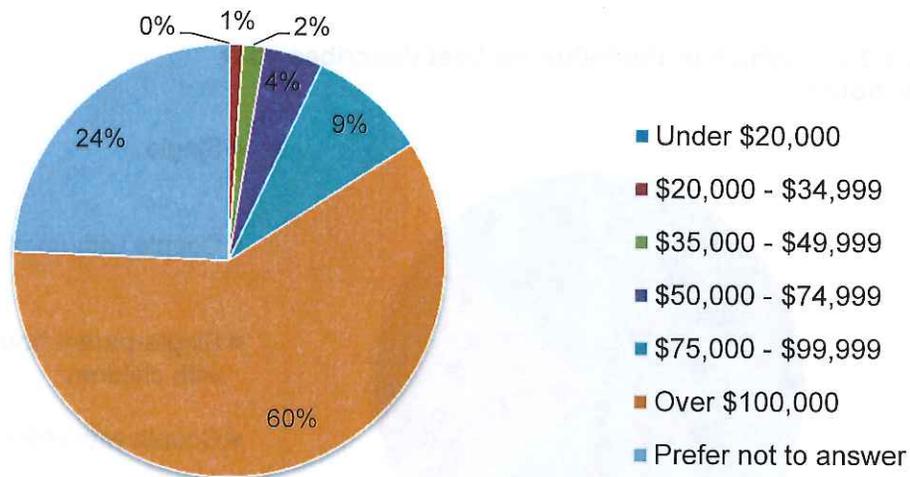


Figure 3.26: If you have children at home, how many children do you have in each of the following age groups?



The next charts illustrate respondent's income and housing status. In summary, 60% make over \$100,000 in total annual household income and 96% of respondents own their own home. We also found that 96% of the respondents are homeowners.

Figure 3.37: What is your total annual household income?



The last question in the survey asked, "Do you have any additional comments?" We had almost 320 responses (listed on the following pages).



Do you have any additional comments? Open-Ended Response

- I have lived in the Murphey Candler neighborhood for 41 years and love our park but it is in terrible shape from the eroding of the lake shore the dangerous playgrounds, the overgrown vegetation, broken fences , tennis courts in bad shape, needed general maintenance on trails and shelters. I do think the baseball and football programs at Murphey Candler have always been our biggest asset as they have always kept the fields in first rate condition with great volunteers!! It is well known everywhere and a great program for our young children. Hopefully this will stay the same. From the meetings I have attended about the parks in Brookhaven most have lots of problems that we need to address. So my suggestion for our parks is that we first clean them up and then improve with what we have making them safe and enjoyable. That would include safe playgrounds and good maintenance!!.*

I would love to see separate small and large dog parks as well as lighted tennis courts. I am a walker and it's very dangerous to walk to parks because of the lack of sidewalks in Brookhaven neighborhoods.
- If you have to pick one area to improve immediately, it would be the playground equipment. For example, Ashford Park has had the same playground for over 25 years. It is sorely in need of replacing. If you focused on updating the playground equipment in all of the parks, you would most likely see a lot of happy residents, especially those with children. :-) Thank you for listening to my opinion!*
- Higher quality parks for Brookhaven should be a priority. Increased budgets are good, but attention should be paid to the promises/projections made when city was incorporated. In particular, the idea of amphitheater might seem tempting to some, but traffic and surrounding infrastructure make it very difficult to see this as a benefit rather than as a grandiose idea that would simple compete with other nearby venues. Parkland acquisition and improvement should be approached with the idea that the first order of business should be the basics - open space, green space, activities that can encourage participation by all age groups, some emphasis on facilities for younger families. Use historically successful park projects as models, rather than ideas that may flourish for only a limited amount of time.*

I support any development of trails, walks - anything that encourages walking for all ages.
- Some facilities are in good shape (baseball, softball, football) but the pools are in terrible condition and swim team needs a serious boost! We spend about \$75/month for gym memberships and would be happy to move that money to Brookhaven if we were able to receive similar services. Tear down the Murphey Candler ugly house by the ball park!*
- Parks are so important to the quality of life for all ages. Brookhaven has a need for updated and new facilities.*
- Is the purchase of Bill Morrison's property a possibility? If so, a park with an outdoor pool would be beautiful there! Thanks for this survey.*
- We would support a pool at Ashford Park with membership fee*

Would love more playgrounds.



- *Please get toilets in our parks. thanks.*
- *I would love to see separate small and large dog parks as well as lighted tennis courts. I am a walker and it's very dangerous to walk to parks because of the lack of sidewalks in Brookhaven neighborhoods.*
- *We really need a city indoor pool facility (with usage fee is fine). Right now, there are no indoor pool options anywhere near unless you join the Y. There are many times during the winter I wish we were near to one. As it is now, we drive out to Gwinnett County to use an indoor pool.*
- *I've coached over 70 soccer teams at the Adymca and Buckhead and we need soccer facilities badly. Concorde hogs all the local fields and schools and the recreation teams get the shaft. It's going on as I type!*
- *We need to solve the traffic issues in Brookhaven prior to developing massive recreational centers. We have a HUGE traffic problem on Ashford-Dunwoody and we won't be able to handle high-volume activities at Blackburn or Murphey Candler Parks.*
- *This survey was heavy on references to Blackburn Park, which is disturbing. It already is the nicest park in the city. Other parks need love too. Also, few, large parks are a disservice because of large city size and traffic congestion, so getting there would be tough. More connectivity of alternative transport, and more parks is better.*
- *I'm obviously not familiar with all Brookhaven parks. but am interested in learning more. Perhaps an e-mail listing the parks and addresses would be helpful. I would like to see natural areas in parks and unpaved trails -- not all buildings, fields and pavement.*
- *Briarwood Pool and recreation center need desperately to be remodeled, updated, & enhanced to be in keeping with the improvements & developments from the communities and subdivision surrounding this park (we want it to be similar to Garden Hills). Our community is very involved and will continue to support Briarwood park and Brookhaven to continue improvements to Briarwood so that it is the best it can be.*
- *We live in Lynwood Park and never went to the pool last season. Having a 2 year old and 4 year old we want to use the pool but the hours are 12-6 5 days a week. Not open on Sunday. Even if they could open at 10 one day a week or stay open until 8 one day it would help. Being open both weekend days would also help.*
- *I appreciate being able to use Brookhaven park to play Ultimate Frisbee. I bring my wife and kids there and there is a playground (older), but also shade trees to sit under. The dog owners are for the most part agreeable and pick up their mess, but there needs to be more garbage cans and it would be nice to have an accessible (and clean, which is the hard part for sure) bathroom. Members from our group helped with maintaining the park and I think that's a good way to bring the community together as well as save money.*

One of the reasons we supported the creation of Brookhaven was to keep local tax dollars here and to use those to make our parks better. I want to see how those funds can be used before the city proposes bonds or increased taxes for new facilities. Also, a city-owned recreation center is not a priority unless it was a public-private partnership that would be minimal cost to city residents. The number one capital project that the city should focus on is multi-use trails and connectivity.

Access to the parks by walking and bicycle are very important. Currently many of the parks are surrounded by busy streets with no crosswalks or bike ways to get there.



Summary of Public Input

The public input process helped us gather information from staff, stakeholders, steering committee and residents. The survey respondents' demographics were similar to the community demographics as a whole and included both users and non-park users, which is why it is such an important component of the overall response. When comparing staff workshop comments to citizen workshop comments and survey results, we find, while some had stronger desires for specific facilities over others, the overall direction for future improvements was relatively parallel among the groups. The priorities were also consistent with the deficiencies noted during the planning team's analysis of the current parks and recreation system.

In summary, the public input process brought forward consistent themes. Below highlights some of the insight gained during the process and opinions expressed by a majority of respondents:

- Provide more paved trails for running, walking and bikes – connect parks to neighborhoods and other area attractions
- Provide clean, well-maintained restrooms at all parks
- Provide shaded playgrounds and water fountains at parks
- Desire for renovations at existing pool facilities, longer pool hours and new pools and aquatic facilities
- Provide more classes such as yoga and gardening
- There is a strong willingness to walk and bike to parks
- More marketing is needed to promote events. Consider using direct email newsletter to promote facilities and programs.

Various funding solutions were discussed throughout the public input process. The response by survey participants support increase to hotel/motel tax to support larger park facilities that will draw non-residents for specific events and tournaments.

In conclusion, the people of Brookhaven want programs that meet their needs and the needs of their families; they want walking and biking trails; they want to feel safe at their parks; they want facilities that will provide a range of recreation opportunities; and they want to be informed along the way. They want parks that are convenient and not overcrowded and they want the parks to be well maintained and safe.



Summary of Public Input

The summary of public input is provided in the following table. The table lists the comments received from the public and the responses to those comments. The table is organized into two columns: "Comments" and "Responses".

The following table provides a summary of the public input received during the public input process. The table lists the comments received from the public and the responses to those comments.

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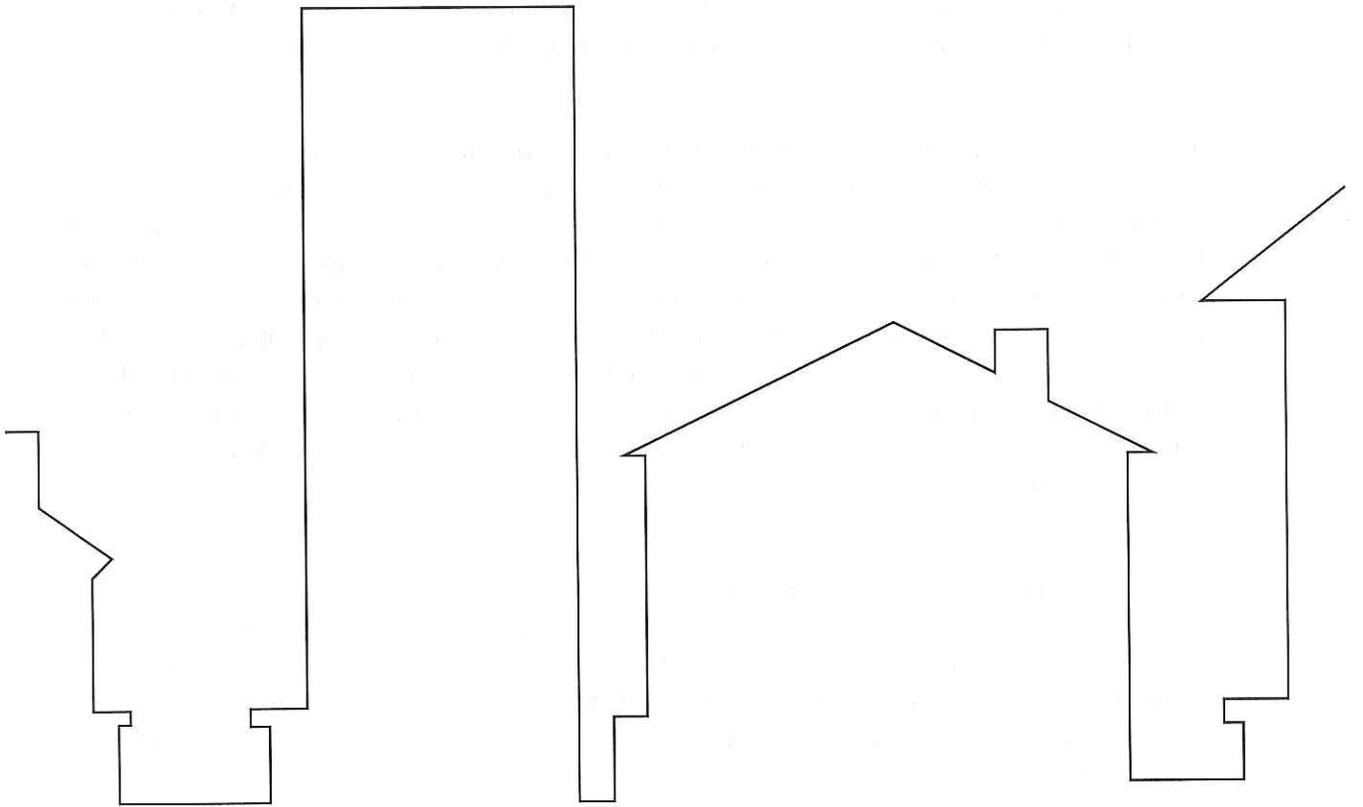
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04 Staffing, Operations, and Budget



04 Staffing, Operations and Budget

The City of Brookhaven incorporated in December 2012, and at the time of this study, was in the process of obtaining ownership of the parks from DeKalb County. In December 2013, Brookhaven hired a full-time permanent Parks and Recreation Director to develop and manage the Department. Until the city's incorporation, DeKalb County was responsible for public parks and recreation facilities and programs in the Brookhaven community. It is clear from the public input received for this study that the citizens of Brookhaven are interested in improved and expanded parks and recreation opportunities.

As a newly formed department, operations and administrative structures, standards, plans, policies, and procedures are not yet in place, as compared to established Parks and Recreation Departments in other cities. The Director of Parks and Recreation has been on the job for less than 6 months, and the city is experiencing a time of transition. While this presents many challenges, it also creates the opportunity to establish a system based on best practices customized to meet the needs of the residents of Brookhaven.

This section assesses the Parks and Recreation Department's staffing, operations, and budget, and provides recommendations with an implementation plan. In its assessments and recommendations, the planning team drew on best practices in the field of Parks and Recreation, input received from elected officials, staff, public workshops, and the Community Survey, as well as the knowledge and experience of the planning team members. Other primary team resources included the Georgia Statewide Comprehensive Outdoor Recreation Plan (SCORP) and the National Parks and Recreation Association (NRPA) Commission for Accreditation of Parks and Recreation Agencies (CAPRA), which provides national up-to-date best practice standards for operating and managing Parks and Recreation agencies.

Benchmarking parks and recreation services is complex due to the variety and diversity of parks and recreation facilities and services provided by different public agencies across the country. Every community is unique and there are multiple approaches, or models, to the provision of parks and recreation programs and services. This is in contrast to benchmarking municipal services, such as police, where the programs and services across jurisdictions are more standardized.



Recognizing an absence of a national database for Parks and Recreation, the National Parks and Recreation Association (NRPA) initiated PRORAGIS five years ago. PRORAGIS is a national benchmarking database for both operating data and GIS Mapping for Parks and Recreation. The 2014 Parks and Recreation National Database Report profiles and analyzes 500 agencies. As more agencies input data, the database will increase in value as a benchmarking tool. PRORAGIS benchmarking data is included, where applicable for this study.

The selection of specific cities as comparisons for benchmarking is a standard practice in Parks and Recreation planning. For the study, the selected benchmark cities include the neighboring jurisdictions of Dunwoody, Alpharetta, Roswell and Decatur.

Staffing

The Parks and Recreation Department is currently staffed with three permanent, full-time city employees: Director, Assistant Director and Executive Assistant. The 2014 budget includes \$428,500 in professional services for five additional contracted staff positions through Lowe Engineering. These positions are Grounds Coordinator, Athletic Coordinator, Program Coordinator, Special Events Coordinator and Senior Services Coordinator. At the time of the study, the contracted positions had not been filled. The job descriptions are included in Section 9, Appendix.

The department also includes private contractor management for the Brookhaven Tennis Center, the three swimming pools and parks maintenance activities. Partnership agreements have been executed with the three volunteer groups to run Murphey-Candler baseball, softball cheerleading and football programs and other non-profits are continuing recreation programs in the parks. The oversight of management contracts and the facilitation of community partners require staff resources.

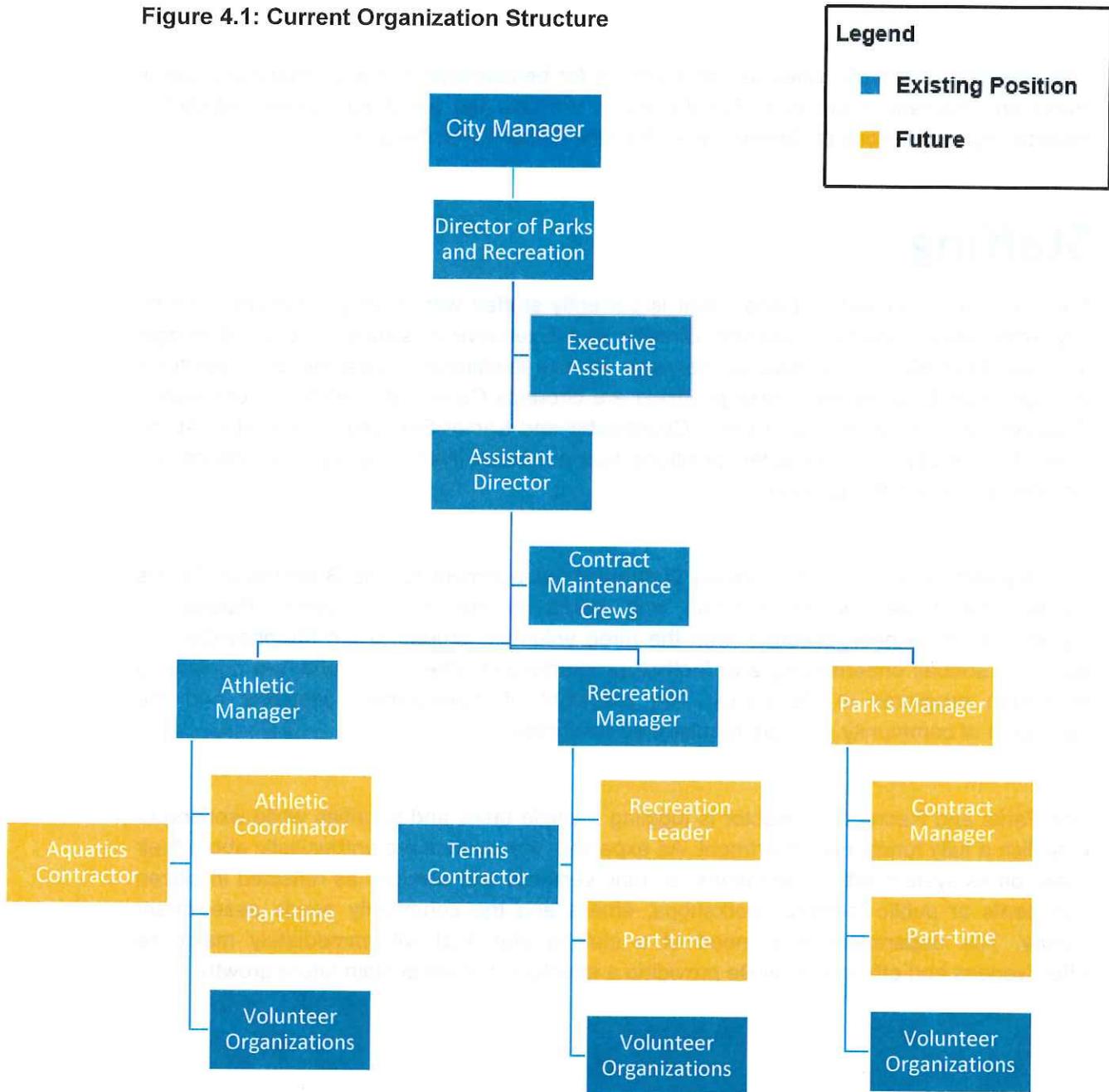
The Parks and Recreation Director is juggling multiple tasks and priorities while working to establish a fully functional department. As expected, the citizens are enthusiastic about their “new” parks system with expectations for improvements and services as reflected in citizen comments at public meeting, workshops, emails and the community needs assessment survey. The department is in need of a staffing plan that will immediately maximize effectiveness and efficiencies while providing a structure that will sustain future growth.



Assessment

Department positions have been funded in the FY14 budget. While job descriptions are provided, lines of responsibility are being identified by the Director as preliminarily outlined in Figure 4.1.

Figure 4.1: Current Organization Structure



As **Figure 4.1** illustrates, this structure includes a number of direct reports to the Director. In addition to overall operations, the Director should focus on financial planning and implementation of the overall mission of the department. Based on the hires that have already been made, the allocation of budget funding and for consistency with other facility recommendations, the study team suggests a department organization chart for the near term, as shown in **Figure 4.2**.

This recommendation represents a change in both organization structure and positions from the approved positions in the 2014 budget. A review is provided below of each position, as recommended in **Figure 4.2**.

Parks and Recreation Director

The Director was hired in December 2013, and reports to the City Manager. The study team recommends a Parks Manager, which is a new position, and Recreation Manager, as direct reports to the Director. These two positions will be responsible for overseeing the two core department areas of 1) parks maintenance, design, and construction; and 2) program development and management.

Assistant Director

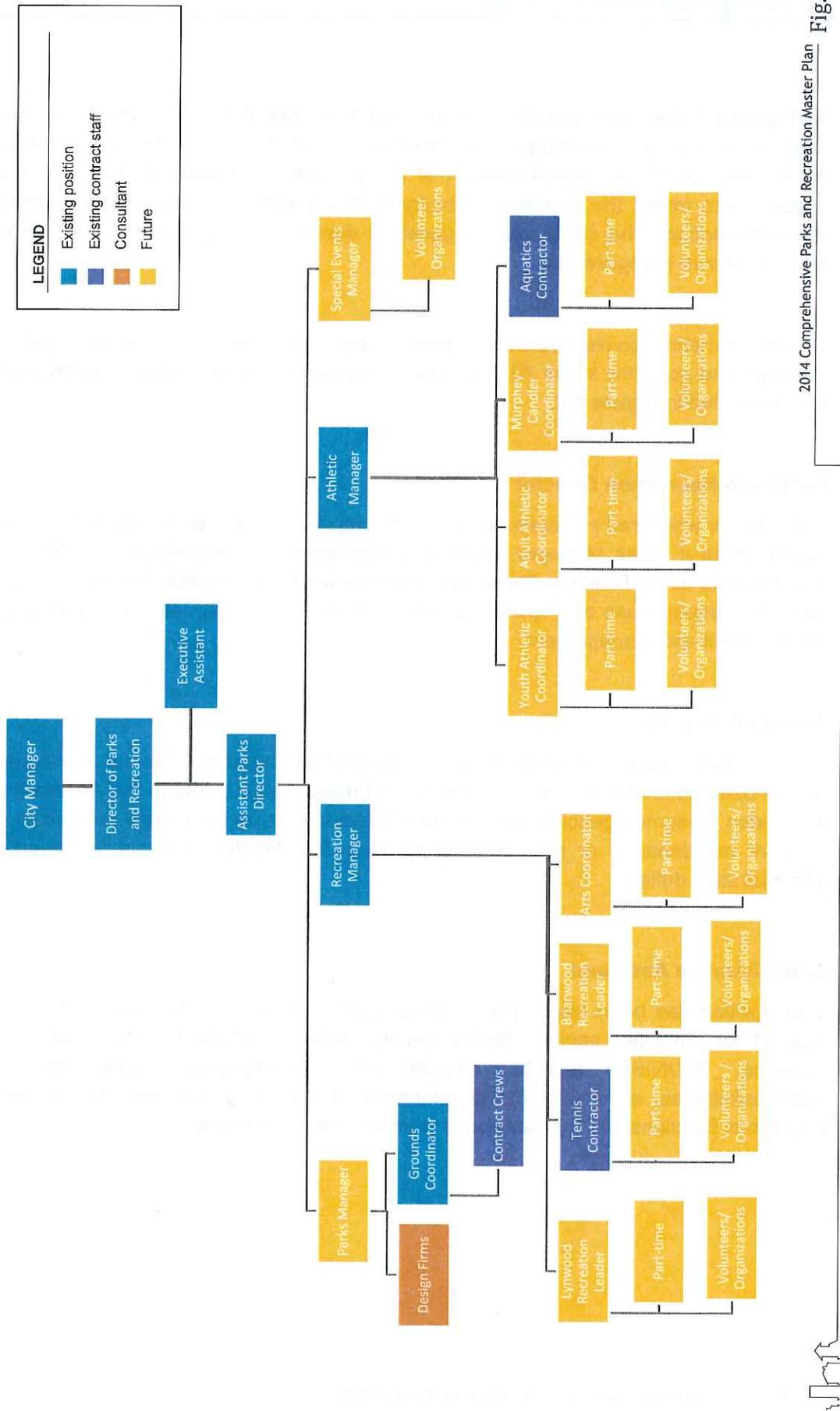
The Assistant Director's position, hired in May 2014 will assist the Director in overseeing the overall operations of the park. The Director will make assignments to the Assistant Director as needed. In some agencies, the Assistant Director will take on a major role focusing either on park maintenance or programming to allow the director to focus management and administrative duties

Administrative Assistant

This position has been hired. The Administrative Assistant job description includes direct support for customer service, facility rentals, daily operations for Municipal Information Systems (MUNIS), records management, bookkeeping, schedules, meeting agendas/minutes, as well as the development of marketing materials. These are priority operations functions and this position is critical to the department.



Figure 4.2: Proposed Organization Structure



Recreation Manager (filled)

There is an immediate need for a program position to implement city recreation programs and manage the existing private and non-profit program providers operating in the parks, including tennis and aquatics. The Recreation Manager should focus on developing and implementing a program plan to address the community needs with a mix of service delivery options including contracted staff, private provider agreements, community partners and volunteers. This represents a higher-level position than that of “Program Coordinator,” as budgeted. It establishes a division of responsibilities and reporting structure that will work effectively as the department grows. The Recreation Manager position can be hired by re-prioritizing budgeted funds for staffing. It is recommended that this position be hired as a full-time, permanent employee.

Special Events Coordinator

The addition of a Special Events Coordinator is recommended as the second priority programming position. This position is already included for funding in the 2014 budget. This position would have the responsibility of facilitating and enhancing existing events and recruiting and developing new events. Special events bring neighbors together and build community identity. Work should be coordinated with the Tourism Office and business community to maximize tourism dollars and promote local businesses. Sponsorships should be obtained to limit city funding. A mix of free and fee-based events with community wide appeal and for targeted populations are appropriate. The position should work closely with community partners and volunteers to develop a robust mix of special events. In traditional parks and recreation departments, this position is considered a permanent city employee. The 2014 budget funding for the position is included in the professional services account as contracted staff.

Park Manager

A staff position that is needed is the position of Park Manager. The Park Manager would be responsible for all maintenance operations for the department. They would direct both in-house maintenance staff and coordinate with contract maintenance staff.

Grounds Coordinator

Improving parks maintenance is the highest priority. The Parks Manager’s focus will shift away from day-to-day operations to the implementation of capital projects as new projects are funded. The Grounds Coordinator position will be needed to oversee the parks maintenance contract under the direction of the Parks Manager. This position is included in the 2014 budget as a contracted employee. It is recommended that this position be a direct hire.



Athletic Manager (filled)

This contract position was approved in the 2014 budget. The study team does not recommend the hiring of an Athletic Manager position in the near term since the athletic programs are operated by strong volunteer organizations that need minimal support or are being operated through contracts with private companies. This position should be added as new programs and facilities increase and a more effective distribution of supervisory responsibilities and workload are needed. This position will report to the Recreation Manager and will oversee the non-profit partner sports groups, tennis and aquatics and develop new sports programs based on assessed needs.

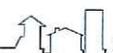
Murphey-Candler Center Coordinator

The Candler Caretakers House is recommended to be converted to a Nature/Arts Programming Center. This would require staff to operate the building and manage the programs and services. The study team recommends that a Murphey-Candler Center Coordinator be hired as a direct report to the Recreation Manager. This position will be responsible for managing all operations and programs at Murphey-Candler Park, excluding the sports complex and the swimming pool. A Nature Program Coordinator and Arts Coordinator are recommended as part-time contracted staff to work with volunteer organizations to provide customer service and implement programs.

Community Center Staff

The facility recommendations include, at a minimum, repairing and reopening the Briarwood Community Center. This will require a position for a Recreational Leader to manage the building and provide programming with the support of volunteers, partner groups and part-time contracted staff for customer service and program implementation. This study recommends the city undertake a Community Center Redevelopment Plan. Staffing and operations plans will be developed as part of the study. Partnership with the YMCA, health care providers, fitness clubs and other related industries are viable options to be explored for managing and funding new inter-generational community centers. This center is located in an area with high population densities and should offer programs that are consistent with the needs of the nearby residents.

The Coordinator positions, as funded in the FY14 budget, are professional service contracted employees rather than permanent city employees. The existing positions of Director, Assistant Director, and Administrative Assistant are direct city hires. While the use of contract employees is common for program leaders, class instructors and managers for special facilities, similar to staffing for the Blackburn Tennis Center and aquatics, it is not common place for staff programmers or coordinators who develop community-wide events and programs. Community needs assessments will determine the need for future coordinator positions targeting seniors, special needs, outdoor programming and other



areas common place for parks and recreation. The planning team would recommend the city shift to more traditional staffing practices where core staff members are city employees.

Staffing costs, whether direct hires or contracted, represent a high percentage of a department's operating budget. **Table 4.3** includes staffing and staffing costs as a percentage of the total city operating budgets for the benchmark cities.

Table 4.3: Benchmarking: Staffing

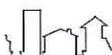
Location	2014 Budget Staffing	Staffing as a % of 2014 Operating Budget
Brookhaven	6	59%
Dunwoody	1FT	11.5%
Alpharetta	51 FTEs	55.8%
Roswell	106 FTE	55.8%
Decatur	7 FT; 49 PT	62.1%

Source: Base data obtained from on-line 2014 budget documents

As the table indicates, Brookhaven's 2014 approved budget for staff funding, including both direct hires (1) and professional services contracted employees (5), represents 59% of the operating budget. At 59%, the funding for staffing is very consistent with other agencies in the area that are operating a traditional recreation department. It is important to note that Dunwoody provides parks maintenance and capital parks development, but does not operate facilities or offer programs like the majority of the benchmark agencies. Rather, the city facilitates recreation services provided by community partners. At the current funding level, Brookhaven should quickly begin to expand park programming as staff positions are filled.

Key Observations and Summary Recommendations

The staffing plan, as provided in the FY14 budget, does not address supervisory responsibilities with an effective chain of command. The planning team recommends that an alternate plan include two Manager level positions - Parks Manager and Recreation Manager- as direct reports to the Director with the Coordinator positions reporting to the Managers. Parks Manager to be added in the future.



The near term staffing plan should focus resources on high priority areas that will have the most immediate impact for delivering services to the residents of Brookhaven. The recommended highest priority positions, in hiring order include:

- Recreation Manager
- Part-time Employees
- Recreation Leaders

Brookhaven has a strong tradition of volunteerism with organized partner groups. The facilitation of the partner groups should be a primary job function for all staff throughout the organization.

The FY14 staffing plan provides that staff responsible for core programming areas are hired as contracted employees. The planning team recommends these positions, in keeping with traditional parks and recreation department staffing, be hired as permanent city employees. At the very minimum, the Parks Manager and Recreation Manager should be direct city hires.

Staffing plans for new facilities and program areas should be developed as needs are identified and services expand. The city should continue to utilize the services of private contractors and non-profit partner organizations as viable options for meeting community needs.

Operations

While the city does not yet have administrative policies and procedures in place, the city has inherited existing operations and service contracts and agreements from DeKalb County. In some cases, the city has signed new contracts to avoid lapses in services. These include the following:

Parks Maintenance Services Contract

Prior to Brookhaven's incorporation, DeKalb county contracted the parks maintenance activities to a private company. The city recently approved a parks maintenance services contract to continue parks maintenance activities. An Assistant Parks and Recreation Director has been hired to manage the contract and oversee the contractor. At the time of the study report, the planning team did not have a copy of the parks maintenance contract for review.



Tennis Center Management: Contract with Universal Tennis Management (UTM) to operate and manage the Blackburn Tennis Center at Blackburn Park.

Universal Tennis Management entered into an agreement with DeKalb County to manage the Blackburn Tennis Center, beginning in March 2011. UTM staff provides full service tennis programming that would be expected at comparable public tennis facilities with 18 courts. The staff is responsible for scheduling courts and providing a full array of tennis programming including instruction, league play, individual reservation play, wheelchair tennis, USTA tournaments and other activities. UTM outsourced the pro shop to Your Serve, a tennis merchandise retailer.

The facility hours of operation are Monday - Thursday, 9am - 10pm; Friday - Saturday, 9am - 6pm; and Sunday 10am-6pm. Court fees are \$2.50 per hour before 6pm and \$3 per hour after 6pm. Private lessons are \$60 for an hour and \$30 per one-half hour lesson. There are additional fees established for other programs. UTM reported revenues of \$672,866 for the 2013 calendar year, a 21% increase from the 2012 calendar year. The reported expenses, exclusive of staff, were \$162,910 for 2012 and \$155,150 for 2013. Tennis facility staff indicated that UTM has invested \$50,000 in facility improvements. The tennis courts are overdue for resurfacing or reconstruction and the clubhouse is in dire need of repair or replacement. At the time of the study, the planning team did not have a copy of the city's contract with UTM for review.

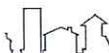
Aquatics Management: Contract with USA Pools to open and operate the swimming pools for the summer

The city met their goal of opening the three public swimming pools for the summer. The pools are located at Lynwood Park, Briarwood Park, and Murphey-Candler Park. USA Pools won a competitive bid process and entered into a contract with Brookhaven to operate the pools for the summer. The contract stipulates the city pay USA Pools \$99,800, which includes all staffing, chemicals and supplies for the swim year. The entrance fees are \$3 for adults, \$2 for 17 years and younger, and children under 2 are free. Seasonal passes are available for \$50 per person or \$200 per family. The hours of operation are 9am - 6pm daily and the pools are closed on September 1. Citizens have complained about the limited pool hours. The contract stipulates that with 7 days notice, the city may extend pool hours at a charge of \$25 per hour. The city reimbursed USA Pools for repair costs and permitting required to prepare the pools for opening.

- Pool management to be re-bid in 2015

Youth Sports Agreements: Contracts with the 3 non-profit youth sports organizations to continue their operations and programs at Murphey-Candler Park.

These volunteer-run organizations have a long history of providing youth baseball, softball, football and cheerleading in Brookhaven and for the surrounding communities. Over the



years, they have partnered with DeKalb County to invest in park improvements. The city now maintains the property “outside the fences” at Murphey-Candler Park, and the association(s) maintains the athletic facilities “inside the fence” and is responsible for daily clean-up. While the associations do not have exclusive use of the facilities, there is limited alternate access. The groups operate the programs, according to youth sports best practices, including policies for background checks, scholarship opportunities and discipline policies. The groups charge participation fees to cover the costs to operate the program and retain all revenues. Scholarships are available for low income families. The sports field complex is the best maintained public park facility in the city. The Murphey-Candler Associations also serve as the primary youth sports provider for the neighboring City of Dunwoody. As Murphey-Candler Park was developed as a county park, it was intended to serve the North Georgia area prior to the incorporation of the area cities.

- Best practices include policies for background checks, scholarship opportunities and discipline policies

Community Partnerships

Brookhaven prides itself on community partnerships and is interested in leveraging these partnerships to facilitate programs and funding for park improvements. Brookhaven citizens’ passion for parks is exemplified by the numerous Friends organizations that provide direct volunteer labor and funding for park improvement projects. The planning team learned that these groups organized in response to the lack of parks maintenance and improvements provided by DeKalb County. These volunteer groups have been the driving force for most of the recent facility improvements, such as ornamental plantings at entry signs, community garden construction, painting, Little Free Library installation and general park clean-up. Below is a list of the park groups:

- Park Pride
- Briarwood Park Conservancy
- Friends of Blackburn Park
- Murphey Candler Park Conservancy
- Friends of Georgian Hills Park

Other Community Partner organizations listed on the city website include the following:

- DeKalb County Fire & Rescue
- DeKalb County Public Schools
 - Cross Keys High School



- Woodward Elementary School
- Montgomery Elementary School
- Ashford park Elementary School
- Montclair Elementary School
- Neighborhood Associations
 - Historic Brookhaven Neighborhood Association
 - Brookhaven-Peachtree Community Alliance
 - Hillsdale Neighborhood Association
 - Ashford Park Civic Association
 - Drew Valley Civic Association
 - Brookhaven Heights Community Association
 - Nancy Creek Heights Neighborhood Network
 - Pine Hills Neighborhood Association
- Brookhaven Chamber of Commerce
- Additional Nonprofit Groups
 - The Latin American Association
 - Friends of Brookhaven
 - Ashford Park PTA
 - Cross Keys Foundation

There are no written agreements between the city and the partner organizations listed. Collaborative partnerships with these organizations can extend the reach of the Parks and Recreation Department, leverage funding, provide volunteerism and develop support and advocacy for parks and recreation. Partnership development requires staff resources.



Assessment

Maintenance

According to the Governor's Commission 2012 City of Brookhaven Parks and Recreation Committee Report, the majority of the park facilities are rated in fair to poor condition. There are immediate repair and improvement needs to meet basic safety and maintenance standards. The 2014 budget includes \$18,000 per month, or \$216,000 for a professional services contractor to perform parks and recreation maintenance activities, \$10,000 for maintenance and repairs, and a Grounds Coordinator contracted position. The Capital Budget includes \$2,000,000 for Parks and Recreation.

The International City County Managers Association (ICMA) data indicates a ratio of 1 FTE per 18-20 acres of maintained parkland as a general standard for parks maintenance with the best practice as a 12 to 1 ratio. PRORAGIS data reveals a wide range of park acres maintained per FTE with an overall median ratio of 9 to 1. Alpharetta's ratio, as reported in the 2014 budget, is 15 to 1. Applying an 18 acre per FTE standard for Brookhaven's 270.2 acres of parks indicates a need for 15 parks maintenance workers.

A focus on improving the safety, access and aesthetics of the parks system should be the highest priority for the Parks and Recreation Department. The planning team recommends that the city develop parks maintenance standards to serve as the basis of the parks maintenance contract. Going forward, future maintenance proposals should be evaluated against the contractor's proven experience and ability to meet the standards, including the appropriate staffing ratio of acreage maintained per employee and certifications for staff to perform the necessary work. At least one employee should hold a Certified Playground Safety Inspector (CPSI) Certification. In addition to routine maintenance, the contractor should implement a preventive maintenance plan and a regular inspections program. A digital inspections and work order system would assist in scheduling work, tracking costs and prioritizing the repair of unsafe conditions. Performance measures should be developed to track workload indicators and performance.

The Assistant Parks and Recreation Director is responsible for managing the contract. As previously indicated, this position is recommended to be retitled to Parks Manager. As the capital improvement plan is initiated, the Parks Manager's duties will be refocused to capital projects and the addition of a Grounds Coordinator will be needed to oversee the maintenance services contract.



Contract Management

Parks and Recreation Departments often extend their ability to offer programs or enhance services through private sector contracts. Brookhaven currently contracts tennis center management and seasonal swimming pool operations. Major reasons that cities contract with private providers include:

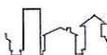
- The job, or service, requires a specialized skill that staff does not have, but is readily available in the private sector;
- The city would have to purchase specialty and costly equipment to perform a task, but private contractors have the equipment in inventory;
- The function is intended to be operated with a business model vs public sector model;
- The city wants to offer a service but wants to share, or reduce, its level of risk;
- A cost savings is realized.

Contract management is most effective when it is seamless, operating as an extension of staff. Its success is dependent on 1) the detail and clarity of the contract document and 2) regular staff oversight and evaluation of the contractor's performance. It is a common misconception that contract management eliminates the need for staff.

Public-Private Management Agreement Review: Blackburn Tennis Center

Based on information received from all sources, Universal Tennis Management is doing an excellent job managing the Blackburn Park Tennis Center. According to the UTM staff, following a formal bid process, UTM took over a fledging program in March 2011 and has grown it to over 2,000 participants. Programs range from adult leagues to instruction for most all ages, wheelchair tennis and walk-up play. UTM also hosts USTA tournaments at the facility. Tennis represents a bright spot for quality recreation programming in the community. Strategically, the city should support, to the extent possible, existing successful programs so they can continue to thrive. The planning team recommends the following:

- Invest in the tennis center facilities
- Provide a high level of routine maintenance and repair
- Fund capital projects for court and clubhouse improvements
- Develop a financial pro forma for the tennis center



- Develop, in collaboration with UTM, goals and performance measures for the facility and track performance on a regular basis
- Require program evaluations to track customer service and program quality
- Schedule regular meetings to communicate and build relationships with the staff
- Require scholarship opportunities for low income families
- Require city approval of fees
- Provide an annual report to the elected officials
- Consider a multi-year contract with Universal Tennis Management

Public-Private Agreement Review: Aquatics

USA Pools are currently operating the three swimming pools for the summer season. At the end of the season, a thorough evaluation focused on financial analyses, operations review, participation numbers and user feedback should be conducted. Staff should prepare a report of the findings and present to the Council with recommendations for the 2015 season. Additionally, the planning team recommends the following:

- Develop an aquatics master plan that includes a financial pro forma for all three pools
- Expand the swimming pool hours to increase use in times that are more convenient for families
- Consider offering programs (swim lessons/movie nights, etc.) to increase revenues
- Require city approval of fees and leverage revenues to reduce contract costs
- Require fee relief to low income families
- Schedule weekly reviews with the pool staff during the season
- Market the swimming pool hours and programs on the website, flyers, and other methods

The public-private partnership model for the management of special facilities is functioning well for Brookhaven. Clearly defined goals, performance standards, tracking, and evaluation systems will strengthen future contracts. Revenues, in addition to expenses, should be considered in contract negotiations. The city should move toward self-sustaining operations through enhanced revenue opportunities and contractor capital investments in facilities.



Public-Nonprofit Agreement Review: Murphey-Candler Sports Associations

The city's contractual relationship with the Murphey-Candler Sports Associations differs from that of the public-private facility management contracts for tennis and swimming. The three associations each have separate, but similar contracts to operate their youth sports leagues at Murphey-Candler Park. The organizations provide quality programming and contribute funding for park improvements. Although there are three different organizations, it appears to the planning team that several of the organization members, or leaders, sit on multiple boards. It would be more efficient for the city to contract with one umbrella Murphey-Candler association, rather than managing three separate contracts. This would remove the city from internal issues between the organizations and streamline contract management. The planning team recommends continuing the current operations at the park with the partnership of Murphey-Candler as a non-profit partner. Additionally, the planning team recommends increasing funding to maintain the sports facilities. Since the sports complex also serves as the primary youth sports option for the citizens of Dunwoody, the planning team recommends that the city engage in discussions with Dunwoody regarding the development of a joint agreement for equitable access and funding for facility usage across jurisdictions.

Community Partnerships

City officials have expressed an interest in developing community partnerships as a strategy to improve services while containing city costs. Brookhaven enjoys a tradition of strong non-profit participation in parks and recreation including the park Friends groups, youth sports associations and others. Members of the non-profit organizations participated in public workshops held specifically to receive their input. They expressed interest in partnering with parks and recreation.

The city's nonprofit partnership goals can best be progressed by creating a framework and process that facilitates non-profit volunteerism and cost sharing for park improvements. A policy needs to be developed that establishes the rules, conditions and priorities for matching contributions for park improvements. The Friends groups relationship with the Parks and Recreation Department should be formalized with policies, procedures and written agreements. The Parks Manager, as recommended in the staffing section of this report, should have the responsibility for managing the non-profit partnership program.



Other Potential Partnerships

Public- Public Partnerships

Partnerships with other public agencies provide additional opportunities for Brookhaven to efficiently provide expanded parks and recreation services for its residents. Citizens generally view cooperative public-public partnerships as a wise use of tax dollars.

The schools provide facilities that are also needed for community parks and recreation. Joint use agreements with schools are common practice for parks and recreation departments. With a shortage of park acreage and public green space, the city's investment in improving school facilities to new city standards in exchange for joint use should be an important strategy. It is important that the joint use agreement protects the city's investment on school property by providing an acceptable level of community use during reasonable hours. Often, the city also pays for the ongoing maintenance of the school joint use areas. School security issues are a threat to school use agreements. For success, the elected officials and staff from both agencies must have a clear understanding of the goals, the terms of the agreement must be specific, an exit strategy should be included and regular communication should be prescribed for key staff in the implementation of the agreement.

Brookhaven's neighboring jurisdictions of Dunwoody, Chamblee and Sandy Springs also offer parks and recreation services. Regional partnerships not only provide efficiencies in services, but also improve the opportunity for state and federal grants. Granting agencies' criteria for funding prioritize a regional approach to planning. For example, the best greenway systems do not stop at city or county lines but continue across jurisdictions to create interconnected transportation corridors and access to important destinations. The greenway systems require joint planning. There are many areas where joint planning and efficient use of existing facilities provide improved recreation opportunities without increasing costs. For example, Brookhaven's Murphey-Candler Park serves the families of Dunwoody for youth sports activities. Dunwoody's Spruill Arts Center provides services for Brookhaven residents. In these instances, a duplication of services would not be a wise investment. Rather, a joint agreement would assure access and funds that would have been needed to provide a similar, or duplicate need, is freed for an alternate priority. A joint venture to develop a regional recreation facility that would serve the citizens of multiple jurisdictions could be an efficient use of tax dollars. The planning team recommends that Brookhaven consider a regional approach to providing and sharing recreation facilities to eliminate unnecessary duplication of facilities and stretch tax dollars. Discussions should be initiated with other elected bodies.

Oglethorpe University

Oglethorpe University is a valued asset for Brookhaven. Cities with universities and colleges often work cooperatively for mutual benefit. Facility sharing may provide the opportunity for attracting events that boost tourism as well as provide an economic benefit. Students



provide a desired labor force for part-time parks and recreation employee needs. Professors may be interested in serving as instructors for related recreation classes. Student projects can assist the parks and recreation department in marketing, evaluation, business plan development and other areas where there is a related course of study. The city should explore cooperative ventures with the university to leverage resources.

YMCA

Through the public input gathered as part of the planning effort, numerous comments were made with respect to the quality of the YMCA programs. Many communities partner with their local YMCA to offer programs and activities. The city has an underutilized asset in the Briarwood Recreation Center, and the YMCA has expressed an interest in better serving the residents on the south end of the city. The city should enter discussions with the YMCA regarding joint redevelopment and operations of the Briarwood Recreation Center.

Policies, Procedures, Standards, and Plans

The Commission for Accreditation for Parks and Recreation Agencies (CAPRA) has established standards for the Management of Parks and Recreation. As a “start-up” parks and recreation department, Brookhaven does not have standards, policies and procedures in place for operating the department. CAPRA provides the most comprehensive guide for standards, plans, policies and procedures needed for properly functioning departments.

While Brookhaven is several years away from positioning itself for accreditation consideration, and may not even choose to seek accreditation, it is recommended that the city use the standards as a framework for developing policies, procedures, standards and plans. CAPRA specifically identifies standards that should be fundamental to parks and recreation agencies, along with other desired best practices. The planning team recommends that the staff prioritize policies, procedures, standards and plans based on CAPRA fundamental standards specific to parks and recreation and other immediate policy needs specific to Brookhaven, based on the study findings. The critical list includes:

- Strategic Plan with Mission, Vision, and Goals
- Administrative policies and procedures
- Maintenance and Operations Management and Standards
- Background Investigations
- Comprehensive Revenue Policy



- Recreation Programming Plan
- Public Information Policy and Procedure
- General Security Plan
- Risk Management Plan and Procedures
- Systematic Evaluation Processes
- Policy for Partner Cost Sharing for Investment in Parks
- Sponsorship Policy

The strategic plan should build on the city's current Visioning Project. The Recreation Programs Plan and Systematic Evaluation Processes will be discussed in more detail in Section 5, Programming. Examples of a Fees and Charges Policy and Sponsorship Policy are found in Section 9, Appendix. The development of these documents will take time to draft, debate and gain approval. It will be incumbent upon the Parks and Recreation Director to work with the City Manager to prioritize and develop realistic target dates in order to establish this work over the next 24 months.

Marketing and Customer Service

Marketing and customer service are basic functions of parks and recreation departments. The Administrative Assistant's position is responsible for marketing and customer service in addition to the other administrative responsibilities.

The public input findings revealed that additional marketing is needed to inform the citizens of programs and parks. The planning team recommends that additional funds be allocated in the budget for contracted marketing services through a private vendor for newsletter development and distribution. Social media has moved into the mainstream as a way for parks and recreation departments to connect with citizens. The demographic profile for Brookhaven suggests that social media, including Facebook and Twitter, would be successful tools for improving communications and promoting the parks and recreation programs.

Web links to local volunteer groups that operate in the parks are also important to marketing recreation opportunities throughout the city. During interviews with many of the existing organization that use the parks, many indicated they have web sites. Since they do much of the programming for youth sports, linking to their web sites will make it easier for new



residents to find out who to contact for various sports and registration periods. All contract vendors who operate in the parks should also have web links posted.

Booth space should be obtained at special events for staff, volunteers and engage citizens and build awareness about the parks in order promote programs. Flyers should be outsourced for distribution. A speaker's volunteer group could be trained to deliver a presentation specifically designed for civic organizations and other community groups.

On-line program registration provides easy access for citizens to sign-up for programs. The ease of registration drives program participation and revenue. Registration software interfaces with financial systems for improved fiscal control. Valuable data for tracking and reporting program participation and facility use is easily accessed for goal setting and performance measurement. The planning team recommends that the Director work with the IT department to evaluate and make budget recommendations to implement an on-line system.

Another important part of the marketing effort is the ease at which citizens can interact with the staff. The current park offices do not reflect well on the city or the department. In addition, the current offices are hard to reach due to the location and street configuration required to reach Lynwood Park. It is recommended that the parks offices be housed at a location that is large enough to house the entire department in an easily accessible location. The office should have at least one large conference room for staff meetings, a workroom for assembling documents and sufficient office space to house the staff. Signage should be provided to clearly identify the buildings as the parks administrative headquarters. In the lobby, there should be racks for program guides and fliers, and at least two work stations for on-line registration for those who need assistance or do not have a home computer.

Citizen Advisory Board

The function of a Citizen Advisory Board is considered a parks and recreation best practice. While Board structure, responsibilities and activities vary from community to community, they play important roles by enhancing public involvement, providing input and guidance to staff and elected officials on important decisions, engaging the public, and advocating for parks and recreation. Citizen Advisory Board membership should represent broad interests in parks facilities and recreation programs and opportunities.

Boards are established by the elected officials in the code of ordinances stipulating the purpose, membership qualifications and numbers, appointment procedures, length of appointment and method for removal or replacement. By-laws and meeting schedules are often set by policy for ease in making future modifications. Members are appointed by the



elected body, and the Parks and Recreation Director provides staff support for Board meetings and activities.

While a Steering Committee for the Master Plan process was established, the city has not established a Citizen Advisory Board for Parks and Recreation. It is clear from the level of participation in the public input process that many citizens would be interested in serving on a Parks and Recreation Citizen Advisory Board. A Board would provide valuable input and public engagement as the city moves forward with completing and implementing the Parks and Recreation Master Plan.

For Reference, the following example documents are found in Section 9, Appendix.

- Ordinance Establishing Parks & Recreation Advisory Board
- Board Appointment Process

Key Observations and Summary Recommendations

- Improved parks maintenance and repairs is the most immediate high priority need. Standards and performance measures should be developed, implemented and tracked as a part of the parks maintenance contract.
- Private provider contracts will continue to be a desired means to deliver parks and recreation services in Brookhaven. The contracts should be based on measurable performance standards and include best practices. A financial pro forma should be developed for the tennis and aquatics facilities.
- There is an immediate need for key policies, procedures, standards and plans. A plan should be developed to complete a prioritized list of documents and obtain approvals with a 24-month schedule for completion.
- The citizens are very enthusiastic, engaged and interested in parks and recreation. Programs and processes should be established to encourage input, leverage volunteerism and funding, and foster advocacy for parks and recreation. The city should establish structure to the Friends program through policy and written agreements. A Citizens Advisory Board should be established.
- The Murphey-Candler sports associations represent the largest provider of youth sports programs in the area. Brookhaven officials should encourage an umbrella Murphey-Candler organization to increase staff efficiencies.
- The city needs to develop plans and implement improvements in communication, marketing and customer service. The production of marketing materials should be outsourced. An on-line registration system should be implemented within the next two years.



- The planning team has identified opportunities for partnerships with schools, adjacent communities and Oglethorpe University. A dialogue should be initiated and partnership opportunities explored.
- The city should explore joint redevelopment and operation of the Briarwood Recreation Center with the YMCA.

Budget

Brookhaven approved the city’s initial start-up budget in March 2013 with a total operating budget of \$18,366,690 including \$708,134 for the newly established Parks and Recreation Department.

Table 4.4 compares the FY13 and FY14 operating budgets. The FY2014 operating budget included \$939,950 for Parks and Recreation. Funding was provided for staffing to hire a Department Director and Professional Services for contract employees (\$547,450). Parks Maintenance activities were budgeted at \$18,000 per month, or \$216,000. Operating budget revenues included \$25,000 for recreation program fees and \$25,000 for pavilion rentals. The 2014 Capital budget included \$2,000,000 for Parks and Recreation and \$150,000 for a special needs field.

Table 4.4: Brookhaven Parks and Recreation FY2013 and FY2014 Operating Budgets

	FY13	FY14
Staffing	0	\$547,450
Official/Admin Services	\$80,000	0
Professional and Technical Services	\$500,000	\$356,000
Repairs and Maintenance	\$108,417	\$10,000
Rentals	\$1,000	0
Travel, Dues, and Fees	\$400	\$1,500
Supplies	\$6,817	\$10,000
Utilities	\$11,500	\$15,000
Total	\$708,134	\$939,950

Source: Courtesy of the Finance Department



Assessment

Per Capita Expenditure

The per capita expense for parks and recreation is a standard benchmark statistic for comparing and analyzing the level of a community's investment in parks and recreation. In the Community Survey, 77% of the respondents indicated that they would be willing to provide some type of financial support for improved park maintenance and recreation services with only 23% unwilling to provide any support.

Table 4.5 compares Brookhaven's per capita spending for parks and recreation to the selected benchmark communities in Georgia, as well as the median per capita expenditure as reported in PRORAGIS. The operating costs, rather than operating plus capital costs, are used as a comparison. Capital costs often vary widely from year to year based on the funding of construction and acquisition projects, whereas operations costs typically remain relatively constant from year to year.

Table 4.5: Benchmark City populations and Per Capita Operating Expenses for Parks and Recreation for 2014

Location	Population	Parks and Recreation Per Capita Expenditures (2014 Operating)
Brookhaven	55,418	\$17
Dunwoody	48,081	\$22
Alpharetta	60,659	\$113
Roswell	94,105	\$109
Decatur	20,178	\$75

Source: Base data from online Budget Documents

In its most recent publication, PRORAGIS reported a median operation expense per capita of \$77 for the 500 agencies profiled. A 2006 study conducted by the International City/County Management Association (ICMA) of 125 cities indicated a per capita operations expense of \$45.96 for cities under 100,000 population.



Brookhaven has the lowest per capita spending level (\$17) for parks and recreation for the selected cities. Dunwoody, incorporated in 2008, is not far ahead of Brookhaven with a per capita spending of \$22. This is in contrast with Alpharetta and Roswell with per capita spending that is well ahead of the PRORAGIS median expense of \$77 per capita. Decatur falls in the middle and just under the PRORAGIS median with a per capita spending of \$75.

It is important to note that Dunwoody develops and maintains parks and facilities and facilitates program delivery by non-profit community groups. The other benchmark cities offer more traditional “full service” parks and recreation departments with both facility management and program service delivery.

Percentage of Total City Operating Costs

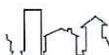
The percentage of the city’s operating expenses allocated for Parks and Recreation also serves as a measure of commitment to Parks and Recreation. Budgets establish city priorities. In the Community Survey, notably, 94% (756 respondents) feel that a good parks and recreation system is just as important as schools, fire and police protection. **Table 4.6** below, includes a comparison to the Benchmark cities.

Table 4.6: Percentage of City Operations Budgets for Parks and Recreation

Location	Parks and Recreation Operating Budget as a % of Total Operating Budget
Brookhaven	5.1%
Dunwoody	6.4%
Alpharetta	13.1%
Roswell	16.9%
Decatur	8.6%

Source: Base data online Budget Documents

Brookhaven also lags behind the benchmark communities for the percentage of the city operating budgets funded for Parks and Recreation operations. Comparison data was unavailable from PRORAGIS. Again, the more recently incorporated City of Dunwoody is only slightly ahead of Brookhaven, whereas both Alpharetta and Roswell dedicate significantly higher percentages of operating costs to Parks and Recreation.



Staffing

Staffing represents the largest commitment of funding for public parks and recreation departments across the country. (Note: Dunwoody model as an exception below.) Brookhaven's 2014 budget includes a total of \$547,450 in Personal Services and Professional service accounts for staffing. **Table 4.7** shows staffing costs as a total of the benchmark cities total operating parks and recreation budgets.

Table 4.7: Staffing as a Percentage of Operating Budget

Location	Personnel Services as a % of Operating Budget
Brookhaven	59.2%
Dunwoody	11.5%
Alpharetta	55.8%
Roswell	55.8%
Decatur	62.1%

Source: Base data from online Budget Documents

Brookhaven's 2014 staffing budget for parks and recreation is consistent with the benchmark cities that offer "full service" parks and recreation departments. At the current funding levels, the city should be able to begin to implement programming as staff positions are hired.

Maintenance

As previously stated, Brookhaven's parks need significant repairs and improvements and parks maintenance is a high priority. The 2014 budget includes \$18,000 per month, or \$216,000 for a professional services contractor to perform parks and recreation maintenance activities, \$10,000 for maintenance and repairs, and a Grounds Coordinator contracted position. The Capital Budget includes \$2,000,000 for Parks and Recreation.

International City County Managers Association (ICMA) data indicates a ratio of 1 FTE per 18-20 acres of maintained parkland as a general standard with the best practice as a 12 to 1 ratio. PRORAGIS data reveals a wide range of park acres maintained per FTE with an overall median ratio of 9 to 1. Alpharetta has a 15 to 1 FTE ratio for parks. Applying the 18



acre per FTE standard for Brookhaven's 270.2 acres of parks indicates a need for 15 FTEs for parks maintenance.

The maintenance and improvement of parks is the most important parks and recreation priority for Brookhaven. Based on the budgeted funding and the standards for parks maintenance employees, the planning team assesses that parks maintenance is drastically underfunded. The capital funds (\$2,000,000) should be allocated to address major park repair projects.

Revenue Recovery Rate

Revenues generated for Parks and Recreation services are expressed as a percentage of the operating costs and reported as the Revenue Recovery Rate. The implementation of financial sustainability practices, in the form of revenue and pricing policies, has risen in importance with parks and recreation agencies across the country. Best practice agencies establish a philosophical basis for revenue recovery rates that vary by program type, service level tier and population served with fees based on the cost of service. The draft 2014 -2016 Georgia SCORP identifies "help recreation providers generate revenue and ensure financial sustainability" as one the top three priorities.

While revenues collected by cities for parks and recreation services are not typically applied directly to the parks and recreation budget, they are viewed as an offset to the cost of operating the parks and recreation department. **Table 4.8** shows the sources and percentages of direct revenue generated as profiled and compiled in PRORAGIS.



Table 4.8 Parks and Recreation Direct Sources of Revenue

Sources of Direct Revenue	% of Total
Programs and class fees and charges	44.49%
Facility entry fees/memberships	22.59%
Facility rentals	16.15%
Other	9.9%
Concessions, resale items	4.83%
Facility or property leases	1.97%
Sale of real property	0.06%

Source: NRPA PRORAGIS 2014 National Database Report, Page 9

Although not included in the PRORAGIS database, sponsorships for teams, programs and facilities (naming rights) and grants are also important revenue sources that should not be excluded in the Revenue Recovery Rate calculation.

As a “start-up” operation, Brookhaven is in the process of developing revenue fees and charges policy. The 2014 budgeted revenues include pavilion rentals (\$25,000) and program fees (\$25,000). The benchmarking revenue recovery rate data is shown below, in Table 4.9.

Table 4.9: Recovery Rates for Cities Based on 2014 Budgeted Expenses and Revenues

Location	Revenue Recovery Rate as a % of Operations
Brookhaven	5.3%
Dunwoody	0.9%
Alpharetta	25.5%
Roswell	44.9%
Decatur	40.3%

Source: Base Data from online Budget Documents



The 2014 PRORAGIS report indicates a median revenue recovery rate of 26.9%. Dr. John Crompton, a noted Texas A&M professor in the study of benefits and impacts of Leisure Studies, has estimated the national average revenue recovery rate at 34%.

Programs drive revenue in parks and recreation as evidenced, in **Table 4.9**. Dunwoody does not provide programs, but facilitates the use of facilities for programs offered by community non-profit organizations. Dunwoody’s sole direct operations revenue source as reported in the 2014 budget is pavilion rentals. Of course, the calculation does not take into account in-kind services provided by volunteer groups. Roswell has the most aggressive revenue policies.

A revenue policy would enable Brookhaven to structure a sustainable system that is supported by both taxes and user fees. **Table 4.10** below, illustrates the impact that fees and charges have on the per capita costs by comparing the net (expenditures - revenue) operating per capita costs for the benchmark cities.

Table 4.10: Based on 2014 Budgeted Expenses and Revenues

Location	Parks and Recreation Per Capita Expenditures (2014 Operating)	Parks and Recreation Per Capita NET Expenditures (2014 Operating)
Brookhaven	\$17	\$16
Dunwoody	\$22	\$22
Alpharetta	\$113	\$84
Roswell	\$109	\$60
Decatur	\$75	\$45

Source: Base Data from online Budget Documents

Income levels are an indicator of the ability to pay. The average household income levels as documented in the study’s Community Profile and included in **Table 4.11**, compares Brookhaven to the benchmark cities and demonstrates that Brookhaven is well above the state and national averages. Additionally, the citizens of Brookhaven are accustomed to the “paying as you play” philosophy, such as the Murphey-Candler cost recovery fee model and YMCA membership fee structure.



Table 4.11: Average Household Income

Location	Average Household Income
Brookhaven, GA	\$97,731
Dunwoody, GA	\$112,224
Alpharetta, GA	\$117,249
Roswell, GA	\$111,396
Decatur, GA	\$89,914
DeKalb County	\$73,419
Georgia	\$68,741
United States	\$74,349

Source: *Community Profile, Section 2*

Revenue policies define tiered service levels such as basic services, supplemental services, and special facilities with fees set to recover a specified percentage of the cost to deliver the service. Tiered service levels address both populations served and the level of exclusivity of the use. For example, the cost recovery rate for an exercise class as a part of a senior program may be less than the cost recovery rate for an adult program exercise class. As another example, a pavilion rental by a private company would be considered an exclusive use and would be expected to cover costs, at a minimum.

The City should design new facilities with a strategic focus on revenue generation. For example, incorporate food and beverage and retail sales. As another example, consider designing dog parks with electronic membership pass card entry to provide revenues to offset costs.

The implementation of revenue policies requires staff training to understand the cost of service in order to calculate fees. Scholarship opportunities should be made available as a component of the policy. An example policy is included in Section 9, Appendix.

Capital Development Funding

Funding the study’s capital development recommendations will require careful planning with multiple funding sources. A complete list of alternative funding sources for capital projects are found in Section 8, Funding Recommendations.



The city needs to develop a 10-year Parks and Recreation Capital Improvement Plan based on the study recommendations. The recommendations for the plan can be found in Section 7.

Key Observations and Summary Recommendations

- Develop a Revenue Policy based on the cost of service with a three tiered service level system and a phased approach to move toward a more self-sustaining system. Track revenues as a percentage of department operating costs.

Increased funding is necessary to initiate and expand operations of the Parks and Recreation Department. Target funding for parks and recreation operations at \$45 per capita in the short term.
- The FY14 budget does not provide adequate funding for parks maintenance. Develop parks maintenance performance standards and budget funding to provide a parks maintenance worker to park acreage ratio of 1:18.
- Develop a 10-year capital improvement plan to fund the parks and recreation projects.

Recommendations with Implementation Plan

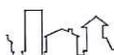
Tier 1: 0 to 24 months

Staffing

- Hire a Parks Manager
- Hire a Grounds Coordinator
- Hire Recreation Leader – Lynwood and Briarwood
- Implement an operations plan for the renovated Briarwood Community Center by either hiring staff or developing a partnership to manage the center and provide programming

Operations

- Implement Administrative Policies and Procedures to manage existing facilities
- Create a Strategic Plan
- Establish a Parks and Recreation Advisory Board
- Implement a Background Investigations Policy



- Outsource marketing services
- Develop Parks Maintenance standards
- Develop a Risk Management Plan
- Develop a Public Information Policy
- Develop a General Security Plan
- Develop a financial pro forma for the tennis center
- Develop aquatics master plan and pro forma

Budget

- Develop a Comprehensive Revenue Policy
- Fund parks maintenance to provide a parks maintenance worker to park acreage ratio of 1:18
- Budget funds for Parks and Recreation Department operations at \$45.00 per capita
- Create a 10-year Parks and Recreation Capital Improvement Plan

Tier 2: 25 to 60 months

Staffing

- Hire staff for the Murphey-Candler Community Center
- Hire an Athletics Coordinator

Operations

- Implement a structured Friends Program with Policies and written agreements
- Implement an on-line registration system
- Complete a Community Center Redevelopment Plan
- Parks and Recreation administrative offices locate at Lynwood Park
- Develop a Sponsorship Policy

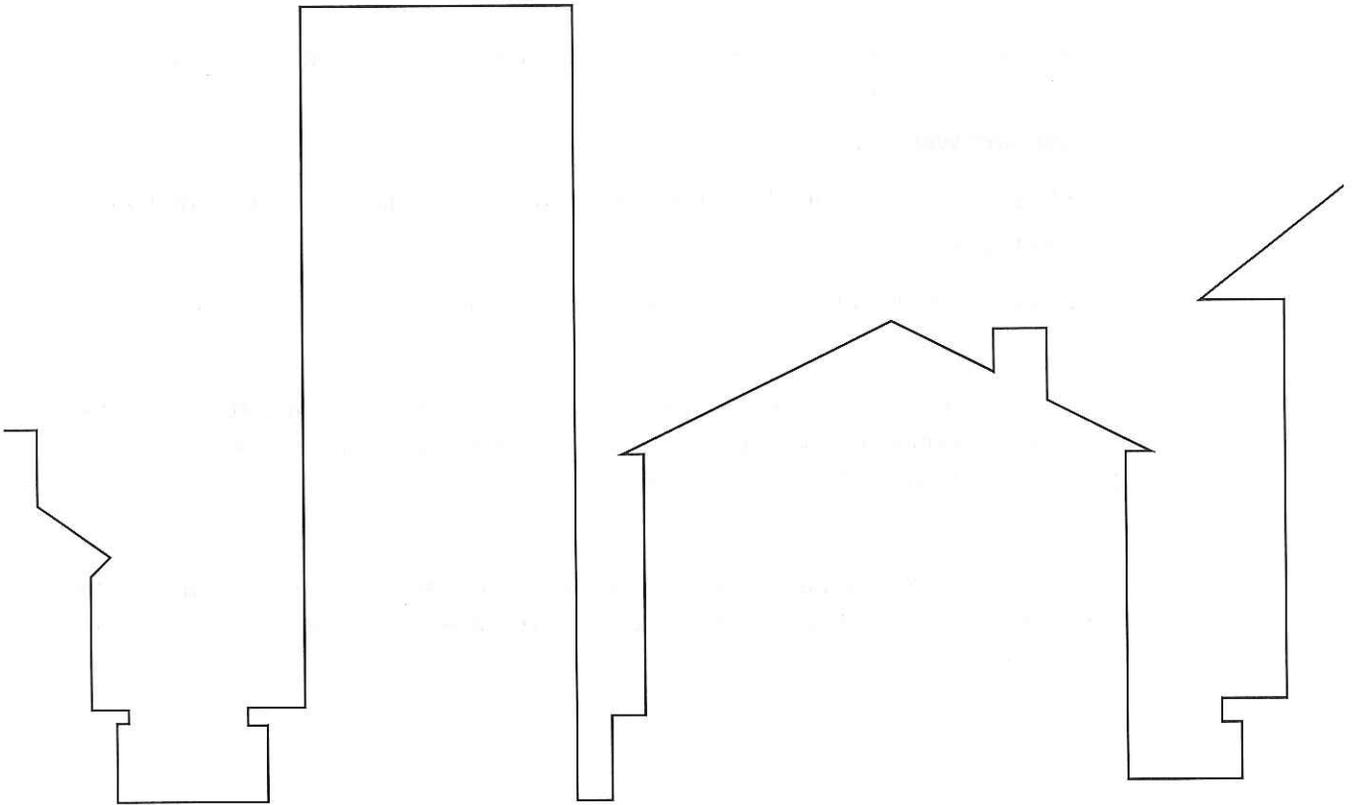
Budget

- Implement the Capital Improvement Budget
- Update the Capital Improvement Budget each year maintaining a five year projection



05

Programming



05 Programming

Recreation programming activates parks and facilities with laughter, learning, competition, creativity, and fun. Successful parks and recreation departments deliver diverse and innovative programs across the demographic spectrum and geographic reaches of its community.

The *NRPA Synopsis of 2010 Research: The key to Benefits* identified physical health, mental health, social functioning, youth development, environment and economic impact as benefits of parks and recreation programming. Programs bring people together and build community, impacting the community's quality of life. The National Parks and Recreation Association (NRPA) created Three Pillars that define the critical role of parks and recreation in our communities. The Three Pillars are:

1. Conservation

Protecting open space, connecting children to nature, and engaging communities in conservation practices.

2. Health and Wellness

Leading the nation to improved health and wellness through parks and recreation.

3. Social Equity

Ensuring all people have access to the benefits of local parks and recreation.

The Three Pillars are supported by a body of research that confirms the importance of parks and recreation in addressing societal issues, improving the wellbeing of individuals, and creating positive economic impacts for communities.

This section of the study documents and assesses existing recreation programming in the community, provides trend data and information, and makes recommendations for parks and recreation programming.



Program Inventory and Assessment

Brookhaven Parks and Recreation Program

The newly formed Brookhaven Parks and Recreation Department offered its inaugural programs this summer (2014). Summer camps were scheduled for Lynwood Park Recreation Center and Men's and Coed softball league play was offered at Blackburn Park.

Table 5.1 Brookhaven Parks and Recreation Department Programs - Summer 2014

Program	Program Description	Facility
Summer Camp for 5-13 year olds	11 weeks 7am-6pm Fee: \$75 per week	Lynwood Park Recreation Center
Sports FUNdamentals Summer Camp for 3-4 year olds	3 day sessions June, July, August Fee: \$100 per session	Lynwood Park Recreation Center
Mens C Open Softball	Monday, Wednesday, and Thursday Leagues Mid-May - Mid-June Team Fee: \$600 (plus transaction fee)	Blackburn Park
Coed C Open Softball	Tuesday and Sunday Leagues Mid-May - Mid-June Team Fee: \$600 (plus transaction fee)	Blackburn Park

At the time of the study, no information was available regarding program participation for the programs listed in **Table 5.1**

The Parks and Recreation Department also offers tennis and swimming through private contractor management agreements. A summary of each is provided below.

Tennis

The Blackburn Park Tennis Center includes 18 courts, plus a tennis center with a pro shop. Universal Tennis Management (UTM), under a contract management agreement with the



city, offers a broad spectrum of tennis programming at Blackburn Park Tennis Center. **Table 5.1** lists programs and estimated participants.

Table 5.2 Blackburn Tennis Center Participation

Tennis Program	Estimated Participant (6/1/13-6/1/14)
Adult Drills	1,245
Private Lessons	3,000
Friday Night Round Robin (Adult)	576
Senior Round Robin	175
Teams (Math play - Adult)	7,700
Teams (Practice- Adult)	4,500
Junior Drills	1,680
Public Reservations	8,600
High School Teams and Practices	5 total team practices or matches each week for 2.5 months - 6 courts
Wheelchair Tennis	No information provided
USTA Tournaments	No information provided

Source: Universal Tennis Management staff

The Community Survey conducted for this study found that while tennis ranked fifth in sports that ages 12 and under have participated, tennis was the top ranked sport in which ages 12 and under wanted to participate. The results were similar for the 13 - 18 age group where tennis was again the top ranked sport in which the group wanted to participate, but was the fourth ranked sport in which they have participated. For adults, tennis teams were the top ranked sport for participation, and tennis ranked fourth in "would like to participate."



The study results indicate that there is a market for all tennis, and especially for youth tennis. The addition of four 36' permanent courts would boost youth participation and increase revenues. These courts fit the footprint of one regulation size court. The USTA has developed numerous new programs for youth tennis and has facility assistance grants available for renovation and new facilities with youth court development a priority. The Parks and Recreation Department should help promote the tennis programs with links on the website and in future marketing materials.

Aquatics

The city operates swimming pools at Briarwood Park, Lynwood Park and Murphey Candler Park through a management contract with USA Pools. The pools are open for the summer season daily from 12:00 PM to 6:00 PM through September 1. No participation numbers were available at the time of this report.

Opening the pools for the summer season was a high priority goal for the city staff, elected officials and the citizens, as evidenced in comments gathered in focus group meetings, interviews, and the public workshops. The city has received complaints regarding the limited pool hours, and the study team recommends extending the daily hours of operation to improve access for families during more convenient times.

Swimming consistently ranks high in participation levels and interest across all ages in studies nationwide. The Brookhaven Community Survey indicated a desire for swim teams by the 12 and under age group and the 13-18 group, with the 12 and under group indicating the higher level of interest. The planning team learned that in past years, swim teams competed at the pools. It is recommended that the Parks and Recreation Department work with volunteers to once again offer swim teams. The addition of learn-to-swim classes are also recommended to increase water safety and awareness as well as to boost participation and revenues.

Alternate Providers of Programs in Parks

Youth Sports at Murphey-Candler Park

The volunteer-run Murphey-Candler Sports Associations provide the majority of the youth sports programming in the city and the surrounding area. These organizations have a long tradition of operations at Murphey-Candler Park. Brookhaven entered into an agreement with the Murphey-Candler Sports Associations to continue operations and programming at Murphey-Candler Park.



Girls Softball

The Murphey-Candler Softball Association offers both fall and spring seasons and three levels of play for girls - Rec, select, and travel teams. Ages served include 6-12 year olds with an estimated 400 participants.

Baseball

Murphey Candler offers Little League Baseball for ages 4-12 with t-ball for 4 year olds and competitive qualifying teams for the oldest age group. They reported 1,000 participants with 10% of the participants special needs players.

Football and Cheerleading

The Atlanta Colt Youth Association offers cheerleading, flag football and tackle football and serves participants ages 6-13.

While nationwide, the traditional youth sport team participation has shown decreases in participation, Murphey-Candler officials indicate that their participation has remained relatively flat over the last few years. In keeping with national trends, the Community Survey responses noted a drop-off in youth team participation for all sports for those in the 13-18 age group. However, baseball was the top ranked sport for participation in both the 12 and under and the 12-18 age groups. Interestingly, baseball ranked second and softball ranked fifth for sports in which the 13-18 year olds would like to participate. While Murphey-Candler offers programs through age 13, leagues for the older age group are provided in Dunwoody. Football did not appear as one of the top 5 sports for participation or "would like to participate" for either age group.

The study team recommends that the city continue to partner with the Murphey-Candler Associations rather than offering competing city leagues. Murphey-Candler officials indicate that 10% of their baseball participants are special needs kids and approximately 1%-3% of their participants receive relief of participant fees through their scholarship programs. Going forward, access to participation for all kids should be an important focus and performance criteria. As stated in Section 4, it would be more efficient for the city to contract with a single Murphey-Candler umbrella association than to administer three separate contracts.

Soccer

There are many private and non-profit providers of soccer in the area, some of which use fields at Blackburn Park. The Concorde Fire Soccer Club has expressed interest in



partnering with the city to use fields in Blackburn Park. DeKalb soccer has contract for use of soccer fields in 2014.

The Community Survey showed soccer participation second only to baseball in the 6-12 age group and soccer ranked third behind baseball and swim team for the 13-18 age group. For both age groups, soccer ranked third for their interest in participating. Soccer participation, like other organized sports, is declining nationwide. However, the number of non-profit and private providers of soccer and the growing Hispanic population suggests that soccer will remain popular in Brookhaven. The study team recommends that the Parks and Recreation Department facilitate soccer in the community by providing facilities. Policies and procedures need to be developed to govern the access, use of the fields and protect them from overuse.

Social Sports and Fitness Activities

The northern Atlanta area includes a number of organizations that utilize park facilities in multiple jurisdictions that offer sports activities and fitness primarily for young adults. While there may be additional groups, **Table 5.3** provides a list of the groups the study team has identified.

Table 5.3: Other Organizations offering programs in parks

Organization	Activity	Park	Population Served
GO Kickball	Kickball	Lynwood Park Blackburn Park	Young Adults
The American Boot Camp	Fitness	Blackburn Park	Adults
Meetup Group	Ultimate Frisbee	Brookhaven Park	Young Adults
The Tree Climbers International	Technical Tree Climbing for all ability levels	Blackburn Park	Families and all ages

GO Kickball, created in 2006 in Atlanta as “Atlanta’s Premier Social Experience,” has very rapidly grown into a national program with branches in metropolitan areas in over 20 states. While it provides sports competition, GO Kickball is a social organization that primarily attracts young adults offering a social outlet, social networking and a way to build friendships. It is co-ed play for all levels of ability and open to anyone 21 years and over. GO Kickball relies heavily on social media. The organization has expanded its brand to include



GO Cornhole, GO Bocceball, and GO Outings and Events that now operate under the parent company, GO Sports Unlimited.

The American Boot Camp Company began offering fitness workouts at Brookhaven Park in 2005 and has expanded to include a running training program. A company representative indicated that they have 60-80 participants with 85% being Brookhaven residents. Two to three trainers lead the fitness groups at Blackburn Park early in the morning to avoid conflicts with other groups. The company pays a fee for use of the park. They have expressed a need for restrooms at Blackburn Park. The American Boot Camp Company has expanded their operations with a fitness program at Chastain Park in Buckhead.

Meetup, as defined in Wikipedia, is “an online social networking portal that facilitates offline group meetings in various localities around the world. Meetup allows members to find and join groups unified by a common interest, such as politics, books, games, movies, health, pets, careers or hobbies.” Meetup allows people to self-organize and schedule their own activities. An Ultimate Frisbee Meetup group regularly meets at Brookhaven Park.

There has been a rapid growth of sports and fitness related profit, non-profit and self-organized groups offering activities in parks around the country. Similar to the Brookhaven groups, they primarily serve the younger adult population but may also include the more active Baby Boomer adults. Brookhaven’s location in the Atlanta Metro area and strong demographic profile in the target market makes it a perfect fit for these types of programs. As these programs do not fit into the traditional model of parks and recreation programming, new challenges have emerged for city officials in terms of impacts to park facilities, issues of conflicts with general park visitors, equity among current and potential user groups, appropriate fee rates and permitting requirements, and communication with the organizers.

It is obvious to the study team that these groups formed in Brookhaven and around the country to fill a programming gap are not offered by local parks and recreation departments or other established community recreation organizations. The parks and recreation department should develop fee and user policies and procedures that will equitably facilitate these types of programs while protecting park resources and considering the needs of other park users.

Technical Tree Climbing - Sport of Rope and Saddle Tree Climbing

The Tree Climbers International, Inc.(TCI) provides a very unique activity at Blackburn Park for families and individuals of all ages. They utilize the trees located in the open spaces in front of the park to teach technical tree climbing. The group estimates that they have 1,000 to 1,500 participants in the tree climbing school, which also includes tree workers.



TCI offers a unique activity not typically found in other communities. They have expressed an interest in offering classes through the Parks and Recreation Department and the study team recommends that a partnership be explored. Concerns have been raised about issues related to soil compaction around tree roots due to overuse of the area by multiple groups. TCI may be a resource or partner to assist the city in developing a plan for protecting trees in the parks. TCI, along with other groups, have expressed the need for a restroom at Blackburn Park.

Source: <http://treeclimbing.com/>

Alternate Community Recreation Providers

Cowart Family/Ashford-DunwoodyYMCA

The YMCA focuses on youth development, healthy living, and social responsibility. Brookhaven residents comprise 60% of their 13,000 membership. Facilities include an indoor swimming pool, gymnasium, racquetball courts, fitness area with exercise studio, fitness equipment area and children's activity areas. The YMCA serves all age groups in their program categories of swim, wellness, gymnastics and cheer, sports and recreation, kids and family, and camps. The YMCA rents the pavilion at Blackburn Park for camp programs, which serve 400 children.

The YMCA has a club for special needs kid and offers an adaptive swim program. The YMCA offers targeted programs for the Hispanic population for children with after school enrichment and an early learning program.

The YMCA provides quality facilities and programs for the community. Their club for special needs kids is an asset for the city in meeting the needs of an often underserved segment of the population. The YMCA has also expressed an interest in outreach programs in the Buford Highway area, also an underserved population. The YMCA is interested in partnering with the city to improve parks. The study team recommends that the Parks and Recreation Department partner with the YMCA to provide programming for the underserved. Additionally, discussions should be initiated with the YMCA regarding the potential for providing management for a future community center.

Source: <http://www.ymcaatlanta.org/cay/>



Brookhaven Boys and Girls Club

The mission of the Brookhaven Boys and Girls Club is to offer “generation-changing programs” to young people. The program areas and activities include:

- Latino Outreach: Intramurals/Traveling teams for soccer, baseball/softball
- Dance - Latin, Hip Hop & Cheerleading
- Homework help and tutoring
- Tournaments/Traveling teams for billiard, table tennis and chess

The hours of operation are 2pm-8pm with summer and holiday hours 7:30am -6pm.

The Boys and Girls Club pick up children from designated schools.

The Boys and Girls Club provides important programs for youth, especially the Latino population. The Community Profile provided in Section 2 of this study indicates that the Hispanic population in Brookhaven is growing and that the highest majority of Hispanics live in the southeast area of the city, an area of multi-family housing. The Boys and Girls Club has operated consistently in Brookhaven since 1999. The Parks and Recreation Department should approach the Boys and Girls Club to explore the viability of a partnership to provide services targeted for the minority population in the southeast.

Source: <http://www.bgcma.org/club/brookhaven>

Faith-based Recreation Providers

St. Martins-in-the Fields Episcopal Church

The church facilities include a gymnasium and one small field. The church has six basketball teams and offers soccer. Their cross-country team competes with 20 other cross-country teams with meets held at Brookhaven Park and Blackburn Park. During meets, space is limited for other park visitors. Church representatives indicated their interest in gaining access to the city's gyms and soccer fields.

Brookhaven Baptist Church

The church has a gymnasium and offers a Summer Science Camp and a Basketball and Cheerleading Summer Camp.



Private Health Clubs

Table 5.4 Private Health Clubs located in Brookhaven

Private Health Clubs
Body Fit Atlanta
Brookhaven Body Works
Fitness Together
Liberty Fitness of Brookhaven
RJG Fitness - Personal Training
Workout Anytime 24 Hour Fitness Center

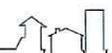
Program -Based Analysis

Athletics

The non-profit sector is the primary provider of athletics for both youth and adults in Brookhaven. The city provides tennis, outdoor seasonal aquatics and adult men’s and coed softball. The non-profit youth athletic programs have been existence for many years and have successful programs. There are limited youth sports opportunities for those over the age of 13, although Dunwoody does offer baseball for the over 13 age group. In most cases, the adult sports are geared toward social interaction. Due to the lack of city indoor facilities, there is a lack of adequate basketball, indoor volleyball, and other gymnasium-based sports. The YMCA and churches with gymnasiums provide some indoor sports. The recommended strategy for sports is to facilitate the non-profit groups with agreements and policies and procedures that provide equity of access, prevent overuse and damage to the sports fields, and encourage investment in the facilities. The Parks and Recreation Department should consider offering swim teams and develop a plan for programming gymnasiums based on the renovation of existing community centers and the development of new community centers.

Fitness and Wellness

The private and non-profit sectors provide fitness programs in the parks and in their facilities. These include the YMCA and fitness clubs and businesses. The city does not have adequate indoor space to offer fitness programs until existing facilities are renovated. The recommended strategy for Parks and Recreation Department is to facilitate private



fitness activities in the parks with written agreements and policies and procedures that provide equity of access, prevents over use, provides funding to maintain areas of use, and respects other park users. The Parks and Recreation Department should explore ways to incorporate healthy living education into city programming.

Camps

The Parks and Recreation Department and the non-profit organizations, including sports groups and churches, offer camps for children. PRORAGIS indicates that over 80% of the departments profiled in the national database offer camps. Themed camps have become very popular ranging from sports related camps to Clown Camp, Space Camp, Technology Camp and healthy lifestyle camps. City camp programs are limited by the inadequacy of the current community centers. It is recommended that the Parks and Recreation Department evaluate the existing camps and develop a plan based on assessed needs for future camp programs.

Cultural Arts Programming

There are very limited opportunities for parks and recreation arts programming in Brookhaven due to inadequate indoor space in recreation centers. Citizens expressed interest in the parks and recreation department offering arts programming during the public workshops, interviews, and focus groups conducted for this study. The Spruill Arts Center in Dunwoody is the largest provider of arts programming in the area and serves Brookhaven residents. As the parks and recreation department improves the recreation centers and add new facilities, arts programming should be an important component of the programs offered. The Spruill Arts Center staff may have an interest in partnering with Parks and Recreation to offer outreach arts programs in Brookhaven. This study recommends that the Caretakers house at Murphey-Candler Park be renovated as a programming center for arts and nature programming. It is recommended that in the near term, arts programming be incorporated in special events. A strategy going forward should include the cultivation of the existing arts community so there is a market established to support and provide programming once facilities are improved and available for use. The Parks and Recreation Department should explore the potential for partnership opportunities with Oglethorpe University's Georgia Shakespeare, a premier and award winning performance group.

Nature Programming

Nature programming is also limited in Brookhaven, but, as with arts programming, the primary provider for nature programming is found in Dunwoody. The Friends groups have also provided some nature related activities in the parks, including park improvements such as plantings and community garden installations. As previously stated, this study recommends that the Caretaker's House at Murphey-Candler Park be renovated to a



community center with a nature and art programming focus. Interest in nature programming was expressed in the public input workshops, focus groups and interviews. The Community Survey showed that ages 55 and over ranked nature programs as the fifth ranked activity that they have participated in, and nature programs ranked 5th, as well, for programs that they “would like to participate in.” Gardening was the top rated program that they would like to participate in. For adults, kayaking/canoeing was the second highest rated sport that they were interested in participating. The Murphey-Candler Conservancy has expressed interest in facility improvements and nature programming at Murphey-Candler Park. The study team recommends that the Parks and Recreation Department engage the Conservancy in offering nature programming and cultivate interest prior to the building renovation.

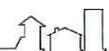
Special Events

There are a number of special events held in Brookhaven each year including:

- The Food Truck Roundup
- Holiday Tree Lighting
- Ashford Park Elementary Fall Festival
- Brookhaven Bolt
- Soccer Fest
- Brookhaven Chili Cook-off
- Brookhaven Beer Fest
- The Brookhaven Arts and Crafts Festival, organized by the Brookhaven Arts Alliance (2013 marked the two day event’s 10th anniversary, but the organizers have announced that it will not be held in 2014.)

Brookhaven offers movies, music and other special events on a regular basis. Modern shopping centers include specifically designed event space to activate the center. Special events bring neighbors together and build community identity. The study team recommends that the city develop a mix of free and fee-based events with community wide appeal, along with other events for targeted populations. Community partners and volunteers should be recruited to plan and conduct the events and with business sponsors to offset a portion of city expenses.

The implementation of special event programming provides a means for the Parks and Recreation Department to quickly expand services since indoor space is not required. Events can increase awareness about the Parks and Recreation Department and celebrate the city’s “new” parks system. Holiday celebrations are popular, including such events as Haunted trails at Halloween, 4th of July children’s bicycle parade, and Easter egg hunts in



parks. Dog events are also popular with Bark in the Park runs and festivals featuring dog baths, frisbee competitions, and costume contests. Cultural festivals educate and help to break down barriers in communities. Another idea is to augment existing events or activities. For example, add crafts vendors, art for kids, or music at the Farmer's Market. The ideas for special events are endless and can make an immediate, positive impact for the Parks and Recreation Department. The city should determine if there is a way to assist the Brookhaven Arts Alliance for the continuation of the successful Brookhaven Arts and Crafts Festival.

Outreach Programming for the Underserved

The NRPA Commission for the Accreditation of Parks and Recreation Agencies (CAPRA) defines parks and recreation department's responsibility to the underserved as follows:

"To encourage participation in parks and recreation programs, agencies shall identify and address barriers that may limit access including physical, social, and mental abilities and financial geographic and cultural barriers."

The 2008 Women's Sports Foundation study found that "about 9 out of every 100 U.S. families have a child who has a disability that can interfere with sports and exercise." The study further shows that kids with disabilities are interested in sports and exercise. The Community Profile found that the southeast area of Brookhaven represented the most concentrated population of the underserved in terms of minority and lower income households.

In terms of existing community efforts in outreach programming, Murphey-Candler Sports Association indicates that special needs children comprise approximately 10% of their baseball participants. The YMCA and the Boys and Girls Club offer programming targeting underserved populations. Brookhaven has put aside \$150,000 in the capital budget for a special needs baseball field. The YMCA has expressed interest in working with the parks and recreation department to offer programs in the southeast area of the city.

While additional study and planning will be ongoing, the study team recommends that the city initiate outreach programming in the southeast in a collaborative partnership between the Parks and Recreation Department, Police Department, the YMCA and The Boys and Girls Club. The facilitation of services for the underserved will remain an important role for the Parks and Recreation Department.



Age-Based Program Analysis

Teens

The YMCA and Boys and Girls Club offer programs target for teen development. Youth or teen activities are provided by most area churches. Many parks and recreation departments offer program designed for teens to promote leadership, civic responsibility, socialization, preventive substance abuse education, and volunteerism. The traditional teen centers of the past have been replaced with the integration of multi-generational facilities that serve all age groups. Police departments team with parks and recreation to provide programs targeted for at risk teens. The study team recommends that the Parks and Recreation Department consider the viability of developing a Teen Council program with the Brookhaven Police Department as a program partner.

Seniors

PRORAGIS benchmarking data indicates that almost 80% of the Parks and Recreation Departments profiled offer senior programming. There is limited programming specifically designed for seniors in Brookhaven. Within the last two years, DeKalb County opened a senior center in Chamblee that provides a lunch program. Brookhaven’s population is gradually aging in line with the national trend. The 55 years of age and older compiled responses to the Community Survey were as follows:

Table 5.5 Community Survey Results for Ages 55 and Over

Top 5 Active Programs that they have Participated	Top 5 Active Programs that they would like to Participate in
Aerobic Classes	Gardening
Health/Fitness Classes	Health/Fitness
Gardening	Aerobic Classes
Cooking Classes	Cooking Classes
Nature Programs	Nature Programs

It is likely that younger Baby Boom seniors are participating in fitness activities offered in the community. The study team recommends that the Parks and Recreation Department target a percentage of future programming for seniors. The staff should build on the study results and further assess senior needs and interests. Seniors are also a great resource for volunteerism for offering community based programming based on their particular areas of expertise and experience.



TRENDS

Emphasis on Health and Wellness

The Center for Disease Control and Prevention (CDC) reports that in 2012, one out of three children is either overweight or obese with a rate of 40% for African American and Hispanic children. Childhood obesity has doubled in children and quadrupled in adolescents in the last 30 years. Children that are obese are more likely to be obese as adults. According to the CDC, almost 35% of U.S. adults are obese. The 2012 data revealed Georgia as the 20th most obese state with 29% of adults considered to be obese.

Parks and recreation is in the forefront of the battle against the national epidemic of obesity. The CDC Childhood Obesity Demonstration project identified “efforts in local park and recreation centers to increase children’s active participation in parks programs” as an important intervention strategy. NRPA has partnered with the National Wildlife Federation’s 10 Million Kids Outdoor Campaign and First Lady Michelle Obama’s Let’s Move! Initiative. The 10 Million Kids Outdoor Campaign cites that, while a generation ago, 75% of kids played outside, that percentage has dropped to 25% for this generation of kids. The Let’s Move! Initiative’s goal is to reverse the unhealthy trends for the next generation by increasing physical activity and healthy food choices for children.

Across the country, cities have adopted community health and wellness goals with policies that emphasize interconnected bicycle and pedestrian plans to get people out of their cars, parks located close to where people live, and access to parks and recreation programs that connect kids to nature and get people active. Parks and recreation departments have responded by increasing fitness programming options. PRORAGIS, NRPA’s benchmarking database, reports that during 2013 “the number of agencies offering organized team sports, fitness, health and wellness, and environmental programs remains strong, indicating the importance of these values to communities and their park and recreation departments for keeping area residents healthy and teaching about local environmental health.” More parks and recreations agencies are creating community gardens and offering farmers markets and creating innovative programs to teach kids about healthy eating and nutrition.

An Aging Population

The Department of Health and Human Services Administration on Aging (AoA) predicts that by 2030 the senior population, defined as 65 years or older, will be doubled from that of 2000. In 2009, seniors represented one out of every eight Americans, or approximately 12% of the population, and that number is expected to rise to 19% of the population in 2030.



US Census Bureau data shows that Georgia's senior population, at 11.5%, tracks closely to that of the national statistic. Brookhaven's Community Profile, as presented in Section 2 of this report, indicates that the 55 years and older age group comprised 16.5% of the 2013 estimated population with a forecast for steady growth in the percentage of older adults.

Baby Boomers, as defined by the US Census Bureau, were born between 1946 and 1964. The oldest Boomers are approaching 60 years of age and the youngest Boomers are turning 50. This generation has changed the profile of the traditional senior citizen recreation program. The Boomers do not view themselves as senior citizens and are not likely to participate in a program located at a "senior" center or a program for "golden agers." They are active and intend to remain active, especially running/jogging, walking, and hiking. They swim for fitness. This generation is knowledgeable about fitness and is interested in educational classes and social activities.

Parks and recreation departments' traditional approach to senior programming will be extended to meet the more active needs of the new generation of Baby Boomer seniors. At the same time, the role of social responsibility, in terms of improving the lives of the elderly, will remain an important emphasis for parks and recreation, especially as the population continues to age. In the December 2013 issue of *Parks & Recreation Magazine*, Dr. John Crompton, noted Texas A&M professor in Leisure Studies research, concluded that "focusing on this senior demographic will impact the viability of park and recreation agencies in the near future, and forward-thinking agencies are already adjusting operations to better serve seniors."

Participation in Sports, Physical Activities and Recreation Programs

Research consistently shows that walking is the most popular sports activity in America. Swimming, running/jogging, biking, and exercising with equipment are the next most popular activities, and vary in place order from study to study. The Bureau of Outdoor Recreation reported that 50% of people participated in outdoor recreation in 2012. A Sports and Fitness Industry study asked non-participants in what activity they would find like, or "aspire" to participate and the top choice among all age groups was swimming.

National Sporting Goods Association (NSGA) provides data annually related to the participation in activities and sports. Over the past 10 years, the trend for organized sports has overall declined. The 2013 data revealed that participation in sports and physical activities was up over the past year and that increased participation by females drove the increased levels of participation. Participation in basketball, baseball, and ice hockey and



soccer was down compared to the previous year with football seeing the largest drop in participation. Increases in participation were reported for softball, volleyball, and lacrosse.

A 2008 nationwide Women's Foundation study of boys and girls in 3rd - 12th grade identified the most frequent sports and activities that kids participated in by gender.

Table 5.6: Most Frequent Sports and Activities for Kids by Gender

Girls	Boys
Dancing	Basketball
Swimming/diving	Football
Basketball	Soccer
Jogging/running	Jogging/running
Volleyball	Swimming/diving
Bowling	Baseball/softball
Soccer	Bowling
Baseball/softball	Weight training
In-line skating	Cycling/mountain biking
Camping/hiking	Skateboarding

Source: 2008 Women's Sports Foundation Study



05 Programming

Table 5.7 shows the top ten programs offered by parks and recreation as provided in the National League of Cities 2010 Report.

Table 5.7: Top Ten Parks and Recreation Programs

Holidays and special events	75.1%
Youth sports teams	66.9%
Day camps and summer camps	65.6%
Adult sports teams	62%
Arts & crafts	62%
Education	60%
Sport-specific training	55%
Swimming	54.3%
Active older adults	54.3%
Sports Tournaments or races	54.2%

Source: National League of Cities 2010 Report



Table 5.8 lists the top 10 programs that parks and recreation programs were planning to add, as reported in the National League of Cities 2010 Report.

Table 5.8: Top Ten Programs Parks and Recreation Plan to Add

Environmental education
Day camps and summer camps
Education
Holidays and special events
Teen programs
Mind-body balance
Fitness
Adult sports teams
Arts & crafts
Active older adults

Source: National League of Cities 2010 Report

New trends in facility development impacts recreation programming. It is estimated that 25% of parks and recreation departments have dog parks. Skateparks are a relatively new facility that is now in the mainstream for the public sector. The smaller multi-purpose neighborhood community centers are being replaced by larger multi-generational centers with fitness and aquatics. Community gardens and farmers markets have become popular as more people are interested in healthier lifestyles.

The tourism industry has recognized parks and recreation as an important partner. Parks and Recreation serves as hosts to large special events and sports tournaments that attract visitation and bring dollars to the local economy. Communities bid competitively for events and design facilities that not only meet community needs, but also have added features for attracting events. The economic impact of these events boosts support for parks and recreations.



Participation and program trends assist parks and recreation departments in program planning to meet changing community interests and efficiently allocate resources. It is important that regular needs assessments be conducted by communities to determine the specific interests and needs of their citizens.

Program Implementation

NRPA CAPRA standards provide the best resource for identifying standards and best practices for recreation programming. A Recreation Programming Plan is a fundamental standard for parks and recreation departments. This section provides key administrative and organizational best practices for developing and implementing successful parks and recreation programs.

Community Assessment

Programs should be based on the assessed needs of the community. The Public Input section of this study provides the beginning point for assessing the recreation programming needs for Brookhaven. The study team recommends that Brookhaven conduct a program needs assessment in two years and on a five year interval moving forward.

Partnerships

The increased importance of partnerships is a growing trend in Parks and Recreation. The recession's impact on local government budgets required creative solutions for continuing recreation programming. Partnerships extend the reach of parks and recreation, provide alternative programs and program delivery models, but they also build advocacy for parks and recreation. The National League of Cities 2010 report illustrated the importance of partnering.



Table 5.9: Parks and Recreation Partnerships

Partner Organization	Percentage of Departments
Schools	75%
Other Local Governments	69%
NonProfits	60%
State Government	43%
Businesses	38.5%

Source: National League of Cities 2010 Report

As previously discussed in this study, partnerships are important to Brookhaven. Assuming that Brookhaven implements the study recommendations, Brookhaven's Parks and Recreation partnership profile should fit in line with the study results in **Table 5.9**. During the next two years, Parks and Recreation should develop written agreements for moving forward with partner organizations and explore opportunities for new partnerships. Joint use school agreements should be developed to expand alternative programming space for parks and recreation. Joint agreements should be developed with adjacent municipalities to assure access and provide more recreation opportunities for residents. These measures are also an efficient use of tax dollars, as sponsorship policy is needed to facilitate private sector investment in programs and facilities.

Volunteerism

Parks and recreation departments would not function without volunteerism. Volunteers provide the foundation of parks and recreation service delivery. Brookhaven residents organized as Park Friends groups and invested labor and investment in the parks system as it was neglected by DeKalb County. The Parks and Recreation Department should embrace the community volunteers and establish a Volunteer Program based on best practices tailored for Brookhaven's needs. The plan should, at a minimum, include background checks, evaluation processes, and a plan for volunteer recognition. Written agreements should be developed with the Park Friends groups and policies and procedures developed to provide city support of the Parks Friends and encourage investment in the parks system.

Marketing and Customer Service

Programming is dependent on an executed plan for marketing and customer service. A detailed analysis of marketing and customer service with best practices and strategies



recommended for Brookhaven is include in Section 4, Operations Assessment, of this report. This should be a focus area for the Program Manager when hired.

Systematic Evaluation Process

A systematic approach to recreation program evaluation is a CAPRA fundamental standard for parks and recreation. Goals and standards should be established for all programs and the programs should be measured against the goals and standards. The evaluation results are used to determine if programs should be continued, eliminated or modified. At a minimum, the Parks and Recreation Department should develop a user survey to receive feedback from participants in the current programs offered by the department. Going forward, the Program Manager should develop and implement a systematic evaluation process.

Recommendations

Tier 1: 0-24 months

- Develop a Systematic Evaluation Process for evaluating programs. Establish goals and standards as new programs are developed.
- Evaluate the summer camp programs and the men's and coed softball leagues and make plans for additional programming for the community.
- Extend the facility management contract model for delivering tennis and aquatics programs.
 - Encourage the expansion of youth tennis
 - Initiate swim teams and aquatic safety programs at the swimming pools
 - Require contractors to conduct user evaluations
 - Establish standards and track progress
- Continue the partnership with the Murphey-Candler Sports Associations as the provider of baseball, softball, football, and cheerleading.
 - Require Associations to conduct user evaluations
 - Require participation reports
 - Monitor to assure accessibility for all youth
- Develop facility use policies and procedures to approve, regulate and facilitate the use of parks facilities by park user groups. The policy should provide equitable access and protect the parks from over use.



- Develop a Volunteer Program that encourages, evaluates and recognizes volunteerism.
- Obtain approval of a background check policy .
- Initiate programs in parks by partnering with the Park Friends groups.
- Initiate Special Events programming.
- Develop a partnership with the YMCA, the Boys and Girls Club, and the Police Department to develop and implement a plan to provide outreach programming in the southeast area of the city.
- Partner with the Murphey-Candler Conservancy to begin offering nature programs at Murphey-Candler Park.
- Initiate discussions with the arts community to develop opportunities for arts programming.

Tier 2: 2 5 - 60 months

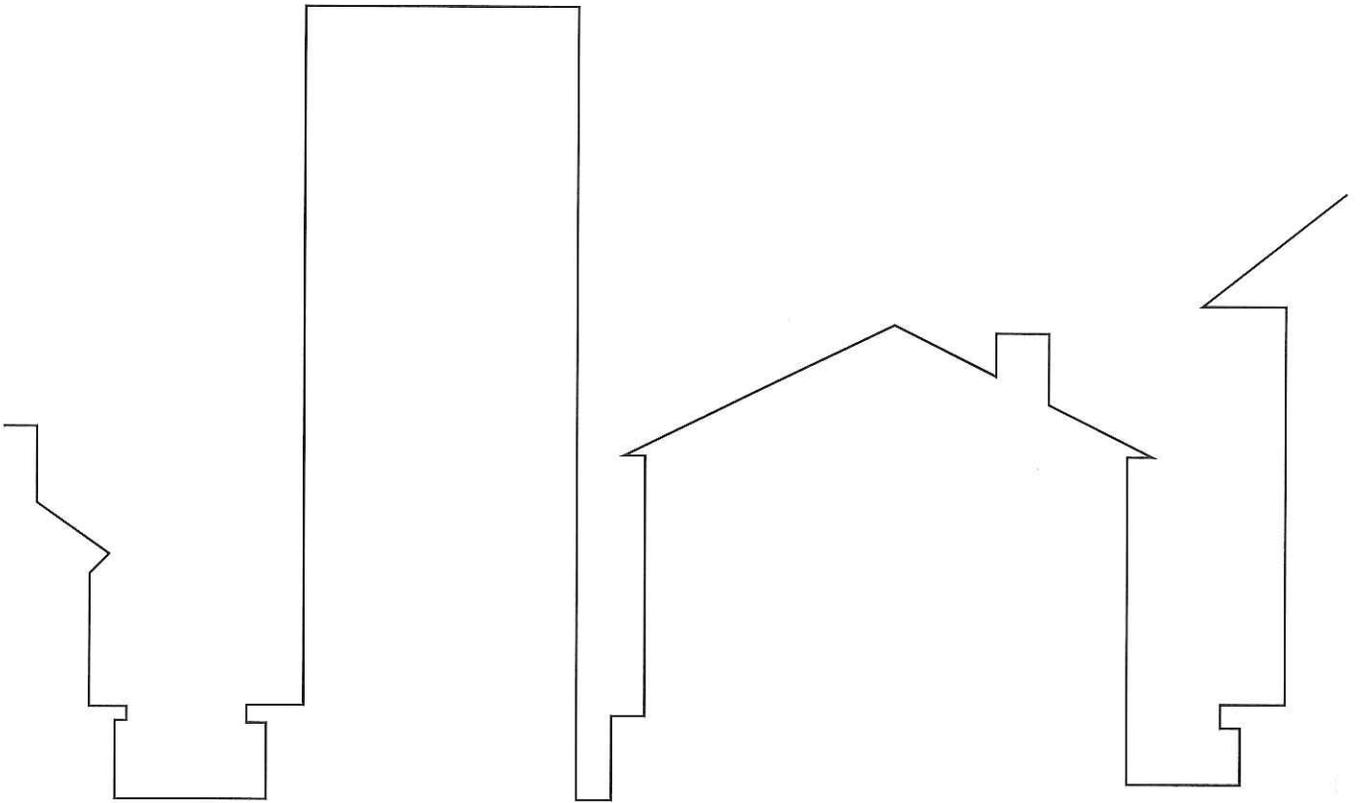
- Conduct a Community Programming Needs Assessment.
- Evaluate the potential for joint use agreements with the schools.
- Study the potential for establishing a Teen Council program.
- Implement arts programming and programs targeted for Seniors in the newly renovated community center(s).
- Create innovative camp alternatives for children in the renovated center(s).



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06 Facility Assessments & Recommendations



06 Facility Assessments and Recommendations

As we evaluate the Division's delivery of recreation services in a community, a primary task of the planning team is an assessment of existing parks and recreation facilities. This assessment includes facilities provided by the City of Brookhaven, as well as other public and private recreation providers in the area, to determine the level of access to facilities and recreation services in the city. The primary groups providing recreation facilities in and around Brookhaven are the Recreation and Parks Division, DeKalb County Parks and Recreation Department, the cities of Dunwoody, Sandy Springs and Chamblee, the YMCA, churches and other religious organizations, and private not-for-profit providers who use Brookhaven park facilities to offer programs. There are also some private recreation providers in the city, primarily in the form of swim/tennis clubs and homeowners' associations that offer swimming, tennis and a few other amenities and private country clubs.

All 14 of the City of Brookhaven's parks were visited and an individual site assessment was made for each facility. These assessments were to determine the diversity of facilities, distribution patterns, maintenance practices, age, condition and compliance with the accessibility requirements of the Americans with Disabilities Act (ADA). Staff members were interviewed regarding the programming and maintenance of the facilities in order to gauge the level of use at each park. If there was a private group (such as Murphey Candler Little League) who operate programs in the park or provide any facility maintenance in a park, these groups were interviewed in addition to staff. The planning team also looked for design characteristics that either reduced or increased maintenance requirements or affected the way a park functions. After completing site visits and inventories, a written narrative of recommendations were prepared for each park to address existing conditions, use patterns and the potential for redevelopment and expansion. Concept plans were developed for several of the parks in the system. See the Appendix for these concept plans as well as their recommendations.

Each existing park, along with proposed parks and greenways, were mapped according to the National Recreation and Park Association's (NRPA) guidelines for service areas to determine the level of service offered to citizens throughout the city and to identify service gaps based on the location of the existing parks. The team also made recommendations for future park development patterns that will better serve citizens by providing improved access



to parks and will reduce travel time and service gaps throughout the city. Existing and proposed greenway routes were also examined to look at possible connections between parks, neighborhoods and other recreation facilities throughout the city.

The NRPA guidelines for facility development and parkland on a per capita basis were reviewed along with current NRPA PRORAGIS inventories for cities under 35,000 in population to gain an understanding of the level of service, in terms of parkland and facilities, being provided in Brookhaven. The planning team then developed the recommended levels of services, which have been included in this master plan. These recommended standards were then presented to a citizen steering committee appointed by the Mayor and Council and used to develop local standards based on the unique characteristics of Brookhaven. These community-based standards were then used to identify deficiencies within the system based on acreage, facility type and distribution. These same factors, along with interviews and public comments gathered as part of this planning process, were used to make the recommendations found throughout this section. Recommendations have been made for all existing park properties and new park construction to help reduce current deficiencies and provide more equitable park opportunities for all City of Brookhaven residents. General park recommendations have also been made for issues that exist throughout the entire park system, particularly those that deal with safety, ADA requirements and maintenance reduction.

Overall Plan Recommendations

Parks

- Acquire land in Planning Areas 2 & 3 and develop neighborhood parks, and find a large parcel near the Buford Highway Corridor to develop a new community park
- Set a target to obtain 8.0 acres of parkland per 1,000 residents over the next 10 years
- Develop a network of small neighborhood parks throughout the city connected by a community greenway system
- Complete the redevelopment of Blackburn Park
- Do major renovations throughout the park system to improve safety, ADA compliance and to create a unified appearance for park architecture, signage and site furnishings
- Develop a redevelopment Master Plan for each park in the system.



Recreation Facilities

- Develop new sports fields at the proposed new community park near Buford Highway Corridor
- Develop multi-use synthetic sports fields at multiple parks to increase use of the parks
- Develop a dog park in one or two of the existing parks
- Perform a community center and aquatics study to determine if the city would be better served to replace existing community centers and pools with one or more modern new facility
- Expand community gardening programs
- Redevelop parking at Murphey Candler Park to reduce the impact on surrounding neighborhoods
- Create more walking trails in existing parks
- Remove unnecessary and unsightly fences throughout the park system
- Develop picnic facilities and rental pavilions throughout the park system

Greenways

- Create major east-west greenway corridors that will begin a regional trail system connecting with surrounding communities - highest priority is along the North Fork of Peachtree Creek.
- Create north-south greenway corridors connecting community parks and neighborhoods to the proposed regional greenway
- Improve sidewalk and bicycle lanes throughout the city to provide access to greenways, parks and public transportation
- Create walking and running clubs when greenways are developed
- Sponsor a minimum of one 5K and 10K run/walk on community greenways and trails
- Greenways should complement complete street initiatives in the city and street crossings should be at controlled intersections or through grade separation (when possible) to improve safety for the greenway user
- Greenways should have a minimum 14' paved surface where space allows to better accommodate different user groups
- Good directional signage and rules should be provided at all trailhead access points

Conservation

- Promote the formation of friends groups for each park
- Promote the use of green infrastructure in all parks
- Develop bank stabilization plans for the lake at Murphey Candler Park
- Begin a beautification program in parks including a tree planting program



- Begin a program to remove invasive plant materials from parks to create more open views in parks
- Look at mandatory park land dedication, or fees in lieu of dedication, as part of zoning code
- Create green density bonuses within the land use code to encourage the development of public open space and the elimination of large surface parking lots
- Create more non-vehicular access routes to MARTA Station to promote healthier lifestyles for community residents
- Minimize impervious surfaces in parks where possible and use porous pavements where possible
- All parks should have a recycling program and add site furnishing to promote recycling
- Use synthetic turf on some sports fields to reduce use of water and other natural resources as part of maintenance of the fields

When viewed collectively, these recommendations reflect the development of a park system that is commonly found in other communities in the Atlanta Metro Region, and are also consistent with comments heard during the public input process and in the survey responses gathered during this master planning effort. Brookhaven is unique because it inherited only portions of a county park system and has not had 30 to 40 years to develop a complete park system as the community has grown. While the residential and commercial areas developed in direct relationship to the population growth, the county did not provide the same level of park facilities. The city now contends with a park system that lacks a proper mix of facilities, parkland, recreation opportunities and a balanced level of service. Many of the goals outlined above will allow the city to create, over time, a more balanced park system that is more consistent with typical park systems.

NRPA Guidelines

In 1995, the NRPA published *Park, Open Space, and Greenway Guidelines* by James D. Mertes, Ph.D, CLP, and James R. Hall, CLP. The book presented a template of typical park classifications, number of acres a system should have, and recommended service levels based on population. Strictly intended as a guideline, the book did not take into account the unique character of each community throughout the country. Local trends and the popularity of some activities often dictate a greater need for particular facilities. The guidelines serve as a good baseline for determining a minimum standard.



To supplement the 1995 guidelines we looked at more recent data compiled by NRPA through their PRORAGIS database. **Table 6.1** below lists the median population served per facility.

Table 6.1: Facility Types, Fiscal Year 2013

Median Jurisdiction	Population Per Facility
Playground	3,840
Diamond fields (e.g., baseball/softball)	3,403
Rectangular fields (e.g., football/soccer)	4,202
Tennis court (outdoor)	4,283
Basketball court (outdoor)	6,644
Recreation/community center	24,645
Swimming pool (outdoor)	30,376
Community gardens	32,529
Dog Park	50,852
Golf course (9 holes)	29,631
Swimming pool (indoor)	61,322
Tennis court (indoor)	22,852

In addition, if we look at agencies serving similar populations and with a budget of less than 4 million dollars, we have additional data with respect to the number of acres provided per 1000 residents based on the response of 38 park agencies across the country. See **Table 6.2**.

Table 6.2: Acreage of Parkland per 1,000 Population

Number of Responses	38
Lower Quartile	6.5
Median	10.8
Upper Quartile	18.5
Average	16.3



These guidelines, coupled with input received from the community, analysis of participation numbers for various activities and comparisons to similar communities, were used to develop recommended level of service standards for Brookhaven.

For a public park provider, the guidelines suggest, “A park system, at a minimum, should be composed of a ‘core’ system of park lands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population” (Mertes,1995). In looking at the 2014 PRORAGIS database for similar departments, we see the lower and median quartile agencies following within the range. Brookhaven has approximately 280 acres of parkland serving a population of approximately 50,000 residents. This is approximately 5.6 acres per 1000 residents. This would place the city in the lower quartile when compared with similar agencies. Based on the city’s high-income levels and other agencies with similar income levels that the planning team has worked with, a much higher ratio of parkland would be expected.

Due to the limited availability of open space and undeveloped land in the city, the planning team recommends a park acreage goal of 8.0 acres of parkland per 1000 residents. This would increase overall park acreage to 400 acres. The recommended community standards chart showing all the recommended park and facility standards for the City of Brookhaven, along with current and projected deficiencies, is shown in **Table 6.3**.

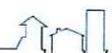


Table 6.3: NRPA Standards and Developed Standards for Park Facilities

NRPA Standards for Park Facilities	NRPA Recommended Level of Service	Community-based Desired Level of Service	Existing Number of Brookhaven Park Facilities	NRPA Facility Recommendation Based on Brookhaven Estimated 2013 Population 55,418		Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service) Community-based Desired Level of Service Brookhaven Estimated 2013 Population 55,418		Current Facility Deficit/ Surplus (using Desired Level of Service)		NRPA Facility Recommendation Based on Brookhaven Estimated 2018 Population 57,631		Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service) Community-based Desired Level of Service Based on Brookhaven Estimated 2018 Population 57,631	
				NRPA Facility Recommendation Based on Brookhaven Estimated 2013 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	NRPA Facility Recommendation Based on Brookhaven Estimated 2018 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	Current Facility Deficit/ Surplus (using Desired Level of Service)	NRPA Facility Recommendation Based on Brookhaven Estimated 2018 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	Community-based Desired Level of Service Based on Brookhaven Estimated 2018 Population	2018 Facility Deficit/ Surplus (using Desired Level of Service)	
Acreage	10.5/1,000	8/1,000	280	582	-302	443	-163	605	-325	461	-181		
Outdoor Basketball	1/5,000	1/7,500	5	11	-6	7	-2	12	-7	8	-3		
Tennis (outdoor)	1/2,000	1/3,000	28	28	0	18	10	29	-1	19	9		
Volleyball (outdoor)	1/5,000	1/10,000	0	11	-11	6	-6	12	-12	6	-6		
Baseball/ Softball	1/2,500	1/3,500	14	22	-8	16	-2	23	-9	16	-2		
Football / Multi-use	1/20,000	1/4,500	2	3	-1	12	-10	3	-1	13	-11		
Soccer/ Multi-Use	1/10,000	1/4,500	7	6	1	12	-5	6	1	13	-6		
Swimming Pool/ Aquatics ¹ (outdoor)	1/20,000	1/30,000	3	3	0	2	1	3	0	2	1		
Running Track	1/20,000	1/20,000	0	3	-3	3	-3	3	-3	3	-3		
Indoor Pool	n/a	1/60,000	0			1	-1			1	-1		
Indoor Tennis	n/a	1/25,000	0			2	-2			2	-2		

Developed Standards for Park Facilities	NRPA Recommended Level of Service	Community-based Desired Level of Service	Existing Number of Brookhaven Park Facilities	NRPA Facility Recommendation Based on Brookhaven Estimated 2013 Population 55,418		Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service) Community-based Desired Level of Service Based on Brookhaven Estimated 2013 Population 55,418		Current Facility Deficit/ Surplus (using Desired Level of Service)		NRPA Facility Recommendation Based on Brookhaven Estimated 2018 Population 57,631		Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service) Community-based Desired Level of Service Based on Brookhaven Estimated 2018 Population 57,631	
				NRPA Facility Recommendation Based on Brookhaven Estimated 2013 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	NRPA Facility Recommendation Based on Brookhaven Estimated 2018 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	Current Facility Deficit/ Surplus (using Desired Level of Service)	NRPA Facility Recommendation Based on Brookhaven Estimated 2018 Population	Future Facility Deficit/ Surplus (using NRPA Recommended Level of Service)	Community-based Desired Level of Service Based on Brookhaven Estimated 2018 Population	2018 Facility Deficit/ Surplus (using Desired Level of Service)	
Trail System	1mile/3,000	1/3,000	2.3	18	-16	18	-16	19	-17	19	-17		
Playground	1/1,000	1/5,000	14	55	-41	11	3	58	-44	12	2		
Community Center	1/50,000	1/25,000	2	1	1	2	0	1	1	2	0		
Picnic Pavilion	1/2,000	1/4,000	2	28	-26	14	-12	29	-27	14	-12		
Dog Park	n/a	1/40,000	0			1	-1			1	-1		
Community Garden	n/a	1/32,000	2			2	0			2	0		

¹Includes spraygrounds

* From City of Brookhaven Comprehensive Plan, June 2010



Table 6.3 uses Brookhaven's estimated population of 50,000 and NRPA standards to determine where deficiencies and surpluses in the park system exist. The recommended community-based standards reflect other recreation providers in the community, such as churches, schools, neighborhood associations and private clubs. The figures shown in **Table 6.3** do not include facilities found on school properties that are not open to the public during the school day, nor do they include the park acreage of churches and private facilities, as they are not fully accessible to the public, either. However, these facilities were considered in order to develop the recommended service levels. Based on research and interviews, the planning team has recommended lower facility numbers in some categories and higher ratios in others to provide services that are more balanced in the future. As an example, even though the YMCA offers soccer programs, the condition of soccer fields in Brookhaven reveals the need for more field space. The recommended soccer/multi-use field ratio was recommended at 1/4500 to be more in line with current national averages and to decrease the overuse of existing fields. New standards were recommended for greenways, dog parks, community gardens, indoor aquatics and indoor tennis, which were not part of the original NRPA standards.

Based on both the established NRPA standards and the recommended community-based standards, the city is deficient in almost every category. The city currently lacks public parkland, multiuse/soccer fields, outdoor basketball courts, indoor swimming pools, greenways and volleyball courts. Based on population growth in the next five years, the shortage of sports fields will grow to include baseball. The facility shortages are being slightly offset by other providers, including the City of Dunwoody, where senior baseball for the area is played as well as a previously mentioned YMCA who has soccer fields in the city. It is clear that additional parks, facilities, greenways and natural areas are needed throughout the community. This evaluation is also consistent with the comments heard in the interviews, the public meetings and the community survey. The planning team's observations and review of public input indicate deficiencies other than just a lack of facilities.

Other deficiencies in the parks include overuse, causing increased maintenance needs and environmental degradation of resources, lack of diversity of facilities and deferred maintenance that are now creating safety and ADA issues. Soccer fields and open spaces at Blackburn Park are overused and have very poor turf condition. The one open lawn area at Murphey Candler Park is completely bare and creating erosion above the lake. The banks of the lake at Murphey Candler are bare from overuse and are contributing to siltation issues at the lake. The community centers are in very poor shape as are most of the pools and need major updating to serve the community. Many survey comments and public input comments spoke to the need to make the parks more attractive and to improve the overall level of maintenance. Based on these findings, it is clear that the city needs to acquire more parkland in order to provide additional facilities. In addition, existing parks should be redeveloped where possible to maximize diversity and the quality of current facilities.



According to the desired level of service ratios per 1000 residents, the city's greatest deficiencies include a deficit of 13 rectangular fields (soccer/football/multi-use fields) as well as a deficit of 14 miles of trails. Again, we know some of the sports field needs are being met by other providers, but it is clear additional multi-use sports fields – particularly sports fields that can serve soccer, lacrosse, ultimate Frisbee, kickball and pickup games are needed. In addition, there is a need to add diversity in the parks by adding more basketball and sand volleyball courts that serve all ages and to offer quality picnic facilities and rental pavilions for group gatherings. Survey responses indicated a high desire to have more restrooms in the parks and to beautify the parks. The current lack of facilities and the condition of those that are provided are limiting and reducing the quality of the recreation experience for Brookhaven residents.

There is also a deficit in useable indoor programming space. While the city does have two community centers, neither is conducive to active programming based on the current condition. While the Lynwood Community Center is open, it is so antiquated and in need of repair to meet current programming needs that, it is functionally obsolete. The Briarwood Community Center is newer and better suited for programming, but it needs a new roof and major cosmetic repairs before it can be reopened. The city also lacks an indoor aquatics center that could serve both competitive swimming and recreational swimming needs of the community. Without a functional community center or indoor aquatics facility, the city lacks a major recreation resource that the surrounding city and county recreation agencies are providing to their citizens. The recommendations for meeting these needs are detailed in the facility recommendations discussion later in this section.

Park Classifications

For many years, communities across the country have developed parks within a basic classification system developed by NRPA in order to offer balanced parks and recreation opportunities to residents. The standard park system is made up of the following park classifications:

- Mini-Park/Pocket Park
- Neighborhood Park
- School Park
- Community Park
- Large Urban Park
- Natural Resource Area
- Special-Use Park
- Greenway
- Sports Complex



Critical to the service delivery system of any parks and recreation department is the provision of the four basic park categories: mini, neighborhood, community and regional/large urban park. In urban or high-density areas where the proper level of neighborhood and community parks are not adequate to meet the community needs, a larger hybrid park has developed in recent years known as the large urban park. These parks are larger in size and provide activities commonly found in community parks but also offer areas that preserve natural settings and provide community open space. Beyond these five basic park types are sports complex, special-use parks, natural areas/preserves, greenways, school parks and private parks/recreation facilities that complete the system of parks in most communities. Each is classified differently based upon the types of amenities, size, service area and how access is gained to the facility. The following gives a description of the different types of parks and facilities common to a system.

Mini-Park

The smallest type of park, a mini-park, is typically a site less than five acres. Another term, "pocket park," has been used in some instances to identify a mini-park. The park is designed primarily to attract residents who live within a quarter mile of the park. The park is generally a walk-to type park, meaning no parking facilities for vehicles are normally available. Mini-parks' service levels are 0.25 to 0.5 acres per thousand residents.

Size normally prescribes these parks to be passive, limited-activity park facilities. Common elements include benches, playgrounds and tables in an attractively landscaped setting. The parks are sometimes themed to blend in with the surrounding neighborhood. Designs sometimes match the existing homes, fencing, sidewalk pavers, etc. A park of this size is not developed with fields for league play or community-wide events.

Neighborhood Park

Neighborhood parks are found in most county and city systems. The park normally has 2 to 10 acres and typically serves a population living within a half mile of the park. Neighborhood parks concentrate intense recreation activities and facilities into a limited amount of space. Facilities typical to this park include:

- Playing Fields
- Playgrounds
- Shelters
- Walking Paths
- Swimming Pool
- Parking Facilities



- Restrooms/Concessions

Parking is necessary for this type of facility due to its scope of activities and size. The standard for parking is a minimum of seven spaces for the first ten acres and one additional space for each additional acre. This may vary based upon the activities and program appeal. If team sport facilities or special features such as a swimming pool are included, parking spaces in the range of 40 per field or greater will be needed.

Although the park is classified as a neighborhood park, the scope of people served can vary based upon densities and the number of other parks available. Typically, one neighborhood park should serve between 10,000 to 20,000 residents, or one to two acres per 1,000 people.

Community Park

Community parks are needed within a system to ensure that all users' recreation needs and interests are addressed and included. This type of park expands beyond a local neighborhood and may sometimes include several neighborhoods. The concept behind community parks is to include essentially a one-stop-shop for all recreation users. It should include a mix of active and passive activities and attract users of all ages. From sports fields to a community center, the park should provide as many recreation and support services as possible. A park of this size and scope commonly has from 30 to 50 acres.

Community parks have both day and night activities. Large facilities, such as a large indoor fitness/recreation center or multi-field sports complex, can be placed in such a facility because of the amount of space available and ability to buffer from the surrounding community.

The service area for such a facility can vary based upon the size and scope of activities offered. However, a facility of this type may serve anywhere from 50,000 to 80,000 people, or 5 to 8 acres per 1,000 people. User analyses are often based upon a service radius, while others in more urban areas may be based upon drive times.

Large Urban Park

A large urban park is typically the largest park within a system. These parks are normally found in large park systems, highly populated communities or in communities with pockets of high populations. The size of these parks varies from a minimum of 50 to 75 acres, up to several hundred acres, depending on the type of activities and the amount of use.



The service radius for this type of facility is tied to the facilities provided in the park and the overall community makeup. In many large urban systems where there are multiple large urban parks, each park will serve a five-mile or 15 to 30 minute drive time for core recreation services and may serve an entire community if a unique or one-of-a-kind facility is provided there.

Special-Use Park

Special-use parks are designed to meet the needs of a specific user group. An example of a special-use park would be a golf course, a zoo or a museum. A typical feature of these parks is that they are normally good revenue generators. If maintained and properly staffed, these parks can provide a substantial cash flow for the designated entity.

These facilities can vary in size according to the demand and type of layout. For example, a regulation size (par 72) golf course would need at least 140 acres, while an executive style (par 60) layout may only require 100 to 120 acres, based upon amenities such as driving range and practice facilities.

Natural Resource Area/Preserve

According to the NRPA, natural resource areas are defined as “lands set aside for preservation of significant natural resources, remnant landscapes, open space and visual aesthetics/buffering.” These lands consist of:

- Individual sites exhibiting natural resources
- Lands unsuitable for development but offering natural resource potential (examples: parcels with steep slopes and natural vegetation, drainage ways and ravines, surface water management areas and utility easements)
- Protected land, such as wetlands, lowlands and shorelines along waterways, lakes and ponds

Acquisition of natural resource areas and preserves serves to enhance the quality of the community by maintaining a portion of its natural amenities.

Greenways

Greenways have become one of the most popular family recreation activities across the country. The value of greenways in terms of recreation, education and resource protection is invaluable. Greenways serve as linkages between cities, parks, schools, commercial areas and neighborhoods. They provide a safe mode of transportation that preserves the environment.



Typically, greenways can vary between 10 to 14 feet wide and can be paved or natural surface. When developing a greenway system, corridors should be identified where people will access the area easily. Greenways connect elements within the community and incorporate all the characteristics of the natural resource areas. Greenway corridors should be no less than 50 feet in width, except in neighborhoods, where 25 feet may be acceptable. In his article published in 1995, Julius Fabos, a former professor of Landscape Architecture at the University of Massachusetts, divides greenways into three categories: ecological, recreational and cultural.

Greenways can be located in a variety of settings and can be utilized for active and passive recreation activities. Ecologically speaking, they are typically located along natural environments such as rivers, ridgelines and coastal areas. These trails provide connections to nature, protect and maintain biodiversity, minimize development, and provide for wildlife migration across natural and manmade boundaries.

Recreational greenways commonly link elements that have diverse and significant landscapes. Many link rural areas to more urban locales and range from local trails to larger systems. Most are paved trails that accommodate pedestrians, skaters and bicycles.

Another type of greenway is the cultural trail, which connects areas of significant historic value and culture. Economic benefits from these types of trails may be significant if linkages can be directed toward areas of commerce to provide an infrastructure for commuting.

School Park

School park sites are an excellent way to combine resources and provide accessible recreation amenities to the community. Depending on the school type (i.e. elementary, middle, high school) the size of the park will be dictated by the land available adjacent to the school. Typically, middle and high schools are constructed with youth athletic fields to support team sports. These facilities provide the basis for developing a community park or, at the very least, youth athletic fields for recreation programs. The selection of school sites is determined by the school district, and the countywide or citywide distribution of students. The school site selection criteria may or may not meet the needs for parkland distribution. When development of school parks is possible, guidelines for neighborhood/community parks should be followed to meet the needs of residents. When joint developments occur, features common to other parks in the county and surrounding cities (i.e. signs) should be used to identify the property as a public facility.



Private Park/Recreation Facility and Church/Non-profit Groups

The private park and recreation facility, as described by the NRPA, meets one of the two following characteristics:

“Private Parks, such as swimming pools, tennis courts, and party houses, are generally within a residential area developed for the exclusive use of residents and are maintained through a neighborhood association. They are not, however, a complete substitute for public recreation space. Private Recreation Facilities that are for-profit enterprises, such as health and fitness clubs, golf courses, water parks, amusement parks and sports facilities. Not-for-profit private providers include the YMCA, churches, and private schools and colleges that offer sports and recreation facilities.”

These facility types can be entirely private or, in many cases, be a joint venture between a public entity and a private organization. Partnerships of this kind allow for the provision of facilities and programs at a reduced cost to the public sector. One opportunity for partnering might be redevelopment of the rental pavilion and lawn at Blackburn Park. The YMCA uses this area extensively for the summer camp programs. The YMCA may have some specific facility needs that they would be willing to spend money on if they would not have to rent the facility for some defined period of time. The city would benefit by having a new facility to use and rent when the facility is not being used by the YMCA. Other opportunities may exist with other repeated users of park property.

Determining the impact of private providers on the delivery of park and recreation opportunities in a community is difficult to quantify. However, in the case of Brookhaven, the large number of church, not-for-profits and private school providers indicate that the community’s need for recreation facilities and opportunities was not being met by the County for a good number of years and further strengthens the community comments for more parks and greenways.

Other Park and Recreation Service Providers

Brookhaven is unique compared to most communities in Georgia in that it has taken over a portion of what was a County park system as part of the incorporation of the city. This unique trait is one that has recently occurred in several other communities within the ARC region, including Dunwoody, Milton, Sandy Springs and Johns Creek. Because Brookhaven parks were formally DeKalb County parks, many of the facility users are not city residents. In fact, many of the children under the age of 12 still play baseball, softball and football at Murphey Candler Park are not city residents. Conversely, many of the children over the age



of 13 who play baseball play at a Dunwoody Park. The county only developed one skate park in the area and it is located in Dunwoody, so children and adults have to travel outside the city to use a skate park. The survey findings indicate that 75.5 % of residents go outside the city for park activities. The primary reasons stated for this travel outside the city were:

- We go to private pool because the hours are better
- Recreation centers are closed on weekend when we could use them
- Murphey Candler pool is dirty
- Programs are not offered in Brookhaven
- Go to private facility

The park locations and service areas are shown in maps that are described in detail in the service area analysis, later in this section.

Private Providers

As previously mentioned, the biggest providers of recreation facilities other than the city are local churches and religious-based organizations. **Table 6.4** below lists churches which provide some type of recreation opportunities at their facility.

Table 6.4: Church Facilities

CHURCH NAME	FACILITIES
Brookhaven Christian Church	Small Playground
Cross & Crown Lutheran Church	Fitness Room and on-site Preschool
Oglethorpe Presbyterian	Daycare on-site and medium-sized playground
Our Lady Of The Assumption Catholic Church	Soccer Field (artificial turf) and Small Playground
Episcopal Church Of St Martin	Soccer Field and Large Playground. Pre-K thru 8th Grade School
Skyland United Methodist Church	Small Playground
Iglesia De Dios Hispana De Atlanta	Small Multi-Purpose Field with Soccer Goals
Congregation Or Veshalom Inc	Small Playground
Clairmont Baptist Church	Medium-sized Playground

The Cowart Family Ashford Dunwoody YMCA offers a wide variety of facilities at their main facility, located in Brookhaven. They have facilities for swimming, wellness, a gymnasium and soccer fields. What they lack is open play space and facilities for their summer camp program. In addition to the YMCA, other for-profit private gym or health clubs have facilities in the city. These private providers are listed below.



Private health clubs include:

- Body Fit Atlanta
3677 Womack Rd.
Brookhaven, GA 30360
- Brookhaven Body Works
2480 Jett Ferry Road
Brookhaven, GA 30338-3040
- Fitness Together
5482 Chamblee Brookhaven Road
Brookhaven, GA 30338
- Liberty Fitness of Brookhaven
5495 Chamblee Brookhaven Road
Brookhaven, GA 30338
- RJG Fitness - Personal Training
6205 Ashford Gables Dr
Brookhaven, GA 30338
- Workout Anytime 24 Hour Fitness Center
4630 Shallowford Road
Brookhaven, GA 30338

These private providers are all membership-based and are commonly found in metropolitan areas. It is the planning team's experience that most private providers serve a different user group than public recreation facilities. Public providers tend to be more family orientated and offer programs that, in many cases, are not revenue generators for the facility, while private facilities offer programs that can cover cost. The same is true for religion-sponsored facilities; there is a segment of the population that does not feel comfortable participating in programs that are religion-based. Therefore, a good mix of all types of providers is needed to meet the needs of the entire community.

Community Green Space and Zoning Provisions

Other factors that can impact the delivery of parks and recreation services and the provision for greenways and open space in the community are the requirements associated with land development within a community. There is a broad range of community zoning and open space standards across the country. Some communities have very strict requirements for funding park development, which range from setting aside land for public parks to paying fees that help construct parks. Several rapidly growing communities have charged park impact fees in an effort to keep pace with the growth, while others have used a less clear-cut approach and have negotiated with landholders and developers to acquire parkland.

Brookhaven is still using the DeKalb County zoning regulations to guide development within the city. Within the county regulations, there are no mandatory parklands or regulatory fees to promote the development of new parks to offset the impact new development has on the park system. There are minimum greenspace requirements within the zoning regulations, but none that dedicate the greenspace as public parks.

Many communities have set up detailed requirements that look at the total recreation needs of a community other than those that can be met on site by each individual development. Many communities start with mandatory park dedication requirements with an option to pay



a fee in lieu of dedicating the land. The parkland dedication takes into account the facilities that would normally be found in both neighborhood and community parks. This is done by keeping an inventory of current facilities on an annual basis and developing level of service ration on a per capita basis. The better ordinances seek to balance the dedication of land that is provided in the community where the development is occurring, or at the nearest community park that will actually serve the development. In a city like Brookhaven where high-density vertical development is anticipated such as is proposed in the new MARTA plan, a fee in lieu of arrangement would be a good alternative to address the impact of thousands of new residents living in multi-story units. The money collected could then be used to upgrade or add facilities at one of the existing community parks to meet sport field needs and interior programming space. Collierville, Tennessee, has a good ordinance for both parkland and greenway ordinance tied to new development and would be a good one to review if the city decides to pursue mandatory parkland dedication requirements.

Another new trend for green development is to offer incentive programs to developers who set aside open space or utilize green infrastructure solutions in their developments. Nashville, Tennessee, has developed a form-based zoning code for the central business district that has incentives for green roofs, rain gardens and structured parking. The incentive is in the form of density credits, which can in turn be used to increase density of the development or be sold as credits to other developers, who can use them on a different property. These types of incentive programs could work well around the MARTA station to gain valuable green space and parkland.

Service Area Analyses

Gap Analysis

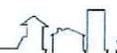
A gap analysis is an assessment of the service areas of facilities to determine if there are areas of a community that are being underserved and represent gaps in the overall service standard for each park category. The service area analysis begins by classifying existing parks using the NRPA park categories. All existing parks were classified as follows based on use patterns as well as size and NRPA standards. Service areas for each category were also provided.



Table 6.5: Park Acreage by Service Area

SERVICE AREAS	CLASSIFICATIONS	PARK ACREAGE	TOTAL PARK ACREAGE
0.25 miles	Mini-Parks / Playlots		3.00
	Clack's Corner	0.25	
	Fernwood Park	1.00	
	Parkside Park	1.75	
0.50 miles	Neighborhood Parks		81.70
	Ashford Park	3.40	
	Blackburn II	3.00	
	Briarwood Park	15.70	
	Brookhaven Park	20.80	
	Georgian Hills	5.90	
	Lynwood Park	10.80	
	Osborn Park	11.50	
	Skyland Park	10.60	
2.00 miles	Community Parks		51.20
	Blackburn Park	51.20	
.5 to 1 hour drive	Regional Parks		120.60
	Murphey Candler Park	120.60	
Total Park Lands			256.50

Our findings related to service area gaps reveal that the best-served area of the city is Planning Area 1, which is served by the two largest parks in the system, Murphey Candler and Blackburn Parks. These two parks contain 171.8 acres of the total 256.5 acres of parkland in the city, shown in **Table 6.5**. They offer the most diversity of services and contain the majority of active recreation facilities found in the city. Planning Areas 2 and 3, which serve the north central and south central sections of the city, respectively have a similar level of service being provided by neighborhood parks. They have some active recreation opportunities, but for the most part, are open greenspace and have playgrounds. Other smaller mini-parks are located in Area 2, but these have limited recreation opportunities.



The maps on the following pages illustrate the service area analysis and are described in the text below. **Figure 6.1** through **Figure 6.8** show the relationships of existing parks, schools and other recreation providers and to the community as a whole. Their service areas reflect the NRPA community park standard of .25 mile for mini parks, .5 mile for neighborhood parks and 2 miles for community parks. **Figure 6.5** also shows Murphey Candler as a Regional Park with a 5-mile radius, which was its intended purpose when initially developed by DeKalb County to serve as a major park for the region.

Figure 6.1 is a map showing the location of the city's 14 parks, private recreation providers and school facilities located within the municipal boundaries. The Brookhaven Parks and Recreation department does not own or operate programs in these parks, but rather facilitates the use of the parks by organized groups who do the programming or private contractors who are managing programs. The majority of the parkland lies in the northern half of the city. The largest private providers, the YMCA and Merist School, which have large sports field facilities, are also located on the north side of the city. Neighboring communities of Dunwoody, Sandy Springs and Chamblee also have parks within easy reach to residents who live in northern Brookhaven.

Figure 6.2 is a map showing the most densely populated areas in the southern section of the city, between Peachtree Road and Interstate 85. The highest density is along Buford Highway where densities average 3,719 people per square mile. This is approximately 1,000 people per square mile more than the density on the north side of the city where most of the parks are located. Planning Area 2 also has higher population densities than the northern part of the county where most of the parks are located.

Figure 6.3 through **Figure 6.5** show what is commonly called gap analysis maps. These maps show the existing park service areas.

An analysis of the park service area shows that current park properties do not allow the city to offer a balanced level of service to all residents. While the distribution of parks is geographically balanced, the facilities in the parks are not well balanced. All the organized active recreation facilities are on the north side of town creating a drive to park system for team sports and active recreation. Travel to the north side is not easy for all residents, and particularly for lower income residents who are concentrated in the south end of the city.

There are major service area gaps in Planning Areas 2 and 3. In the smaller parks in Planning Areas 2 and 3, Brookhaven Park and Skyland Park are the only parks with large green spaces that could potentially be programmed for more active recreation. Both of these





FIGURE 6.1

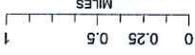
EXISTING FACILITIES

MAP

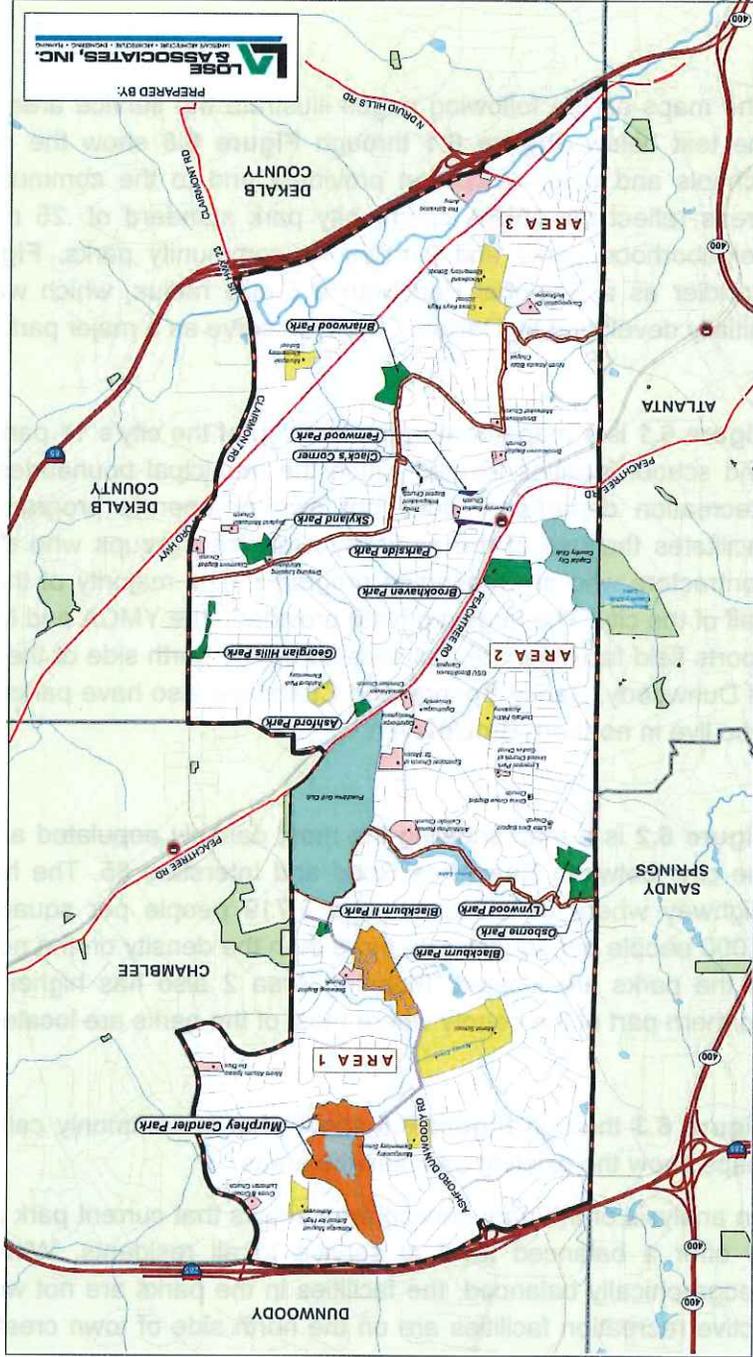


LEGEND

- Brookhaven Parks: Mini-Parks
- Neighborhood Parks
- Community Parks
- Regional Parks
- DeKalb PATH
- K-12 Schools
- Golf Courses
- Houses of Worship
- Surrounding Parks
- Planning Districts
- Brookhaven City Limits
- MARTA Rail Station



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LOSE & ASSOCIATES, INC.
 PREPARED BY:

2014 Comprehensive Parks and Recreation Master Plan Fig. 6.1





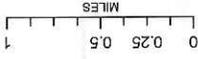
FIGURE 6.2

CITY PARKS & POPULATION DENSITIES MAP

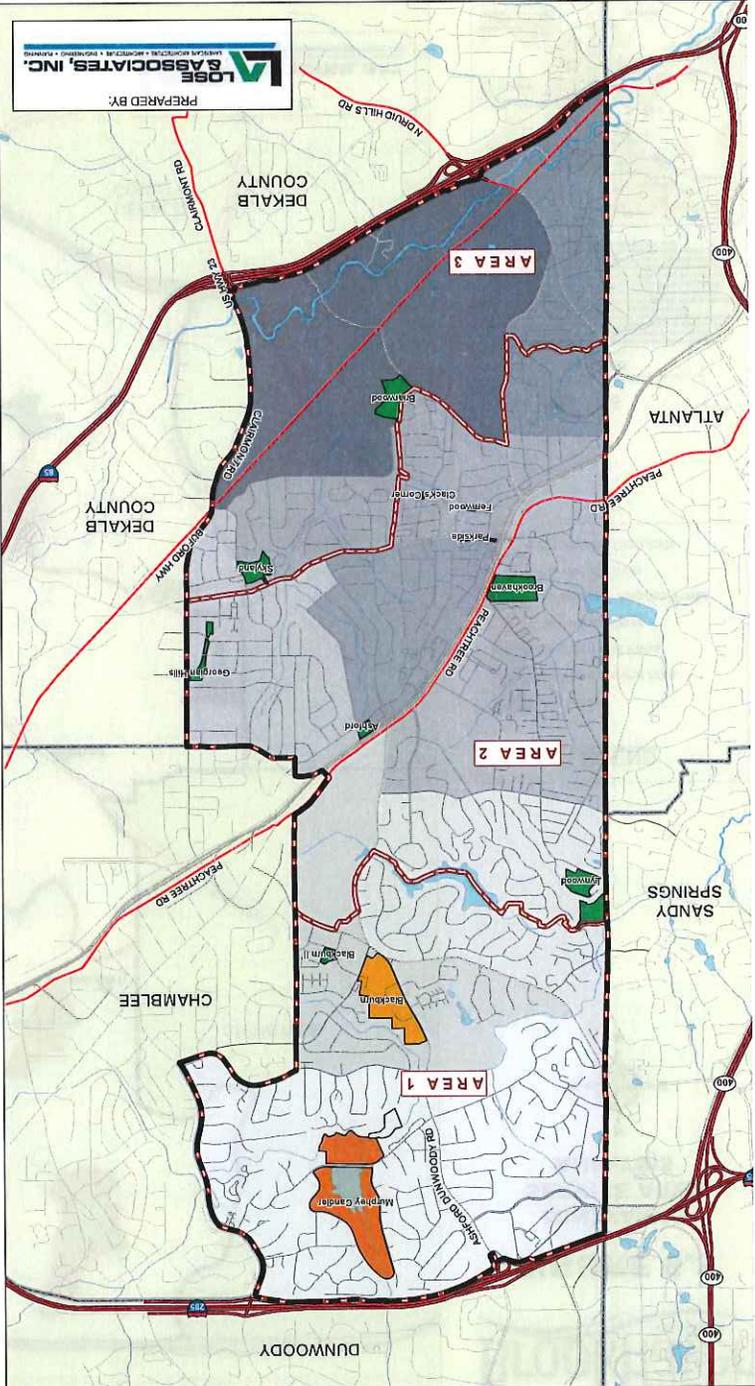


LEGEND

POP. DENSITY / SQ. MILE	14,300
	11,323
	10,431
	8,284
	5,123
	4,892
	4,885
	3,719
	2,997
	2,991
	2,890
	2,435
	Mini Parks
	Neighborhood Parks
	Community Parks
	Community / Regional Parks
	Planning Districts
	Brookhaven City Limits



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2014 Comprehensive Parks and Recreation Master Plan

Fig. 6.2

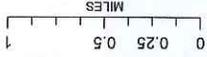


FIGURE 6.3
MINI-PARKS
SERVICE AREA
ANALYSIS

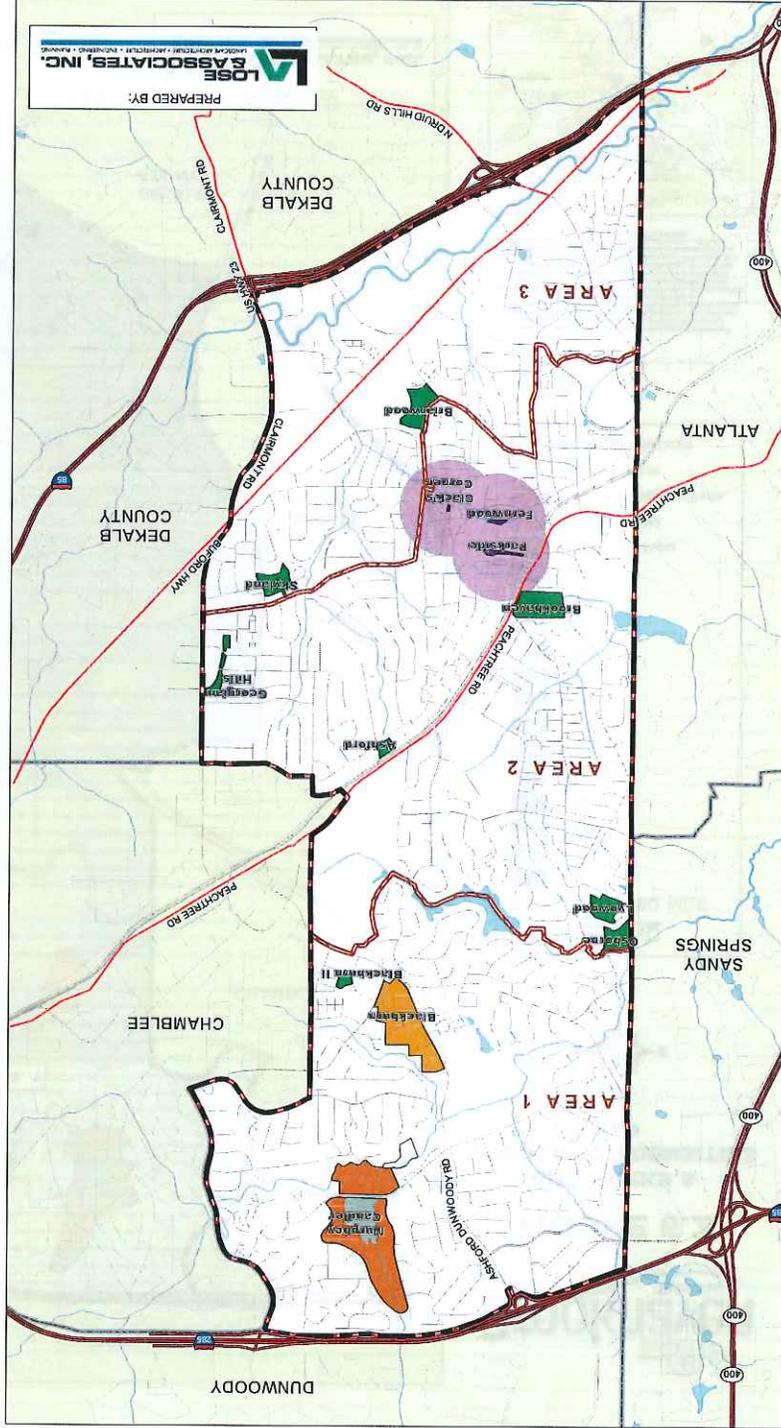


LEGEND

- Mini Parks
- Mini-Park Service Area
- Neighborhood Parks
- Community Parks
- Community / Regional Parks
- Planning Districts
- Brookhaven City Limits



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LOSE ASSOCIATES, INC.
 LANDSCAPE ARCHITECTURE • INTERIOR DESIGN • PLANNING • ENGINEERING • ANALYSIS

2014 Comprehensive Parks and Recreation Master Plan **Fig. 6.3**





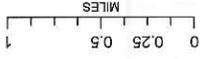
FIGURE 6.4

NEIGHBORHOOD PARKS SERVICE AREA ANALYSIS

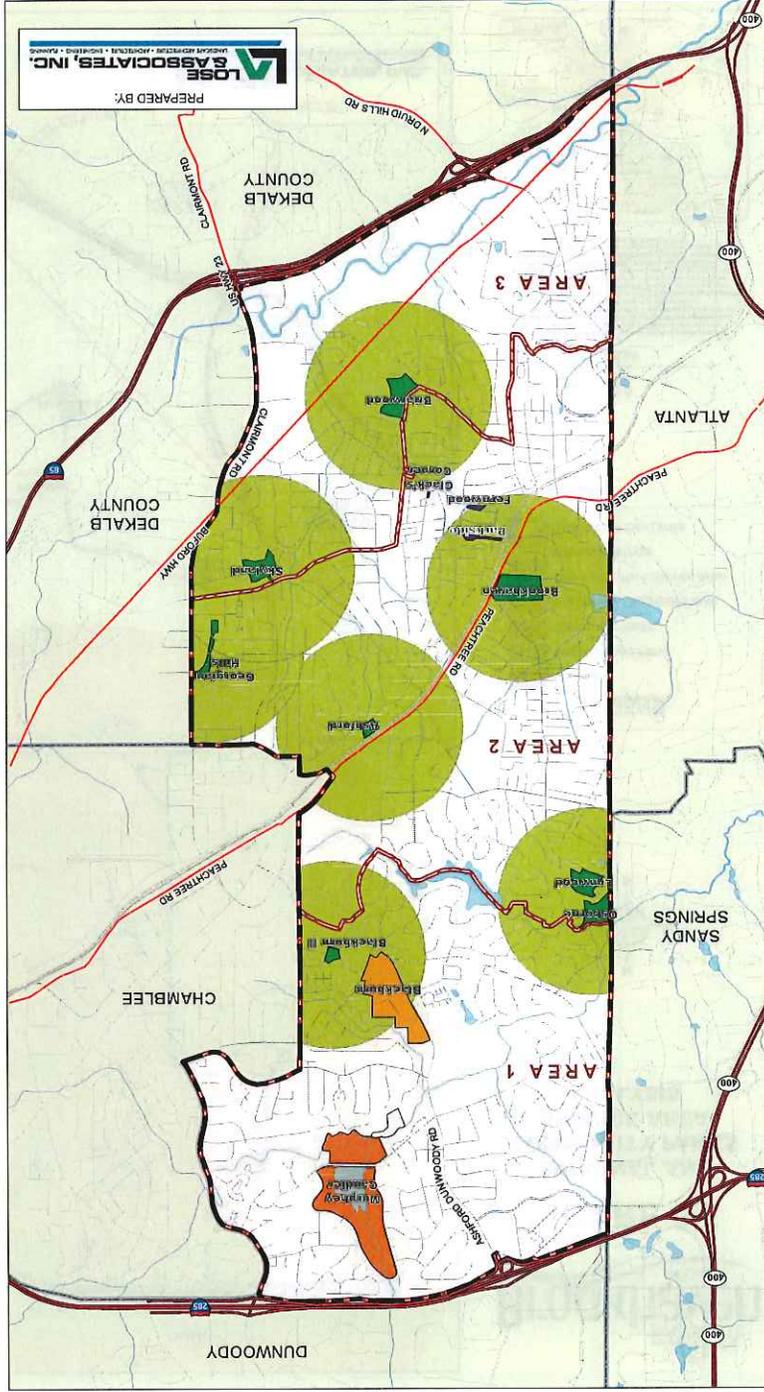


LEGEND

- Brookhaven City Limits
- Planning Districts
- Community / Regional Parks
- Community Parks
- NBHD Park Service Area
- Neighborhood Parks
- Mini Parks



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2014 Comprehensive Parks and Recreation Master Plan Fig. 6.4

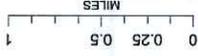


FIGURE 6.5
REGIONAL AND
COMMUNITY PARKS
SERVICE AREA
ANALYSIS

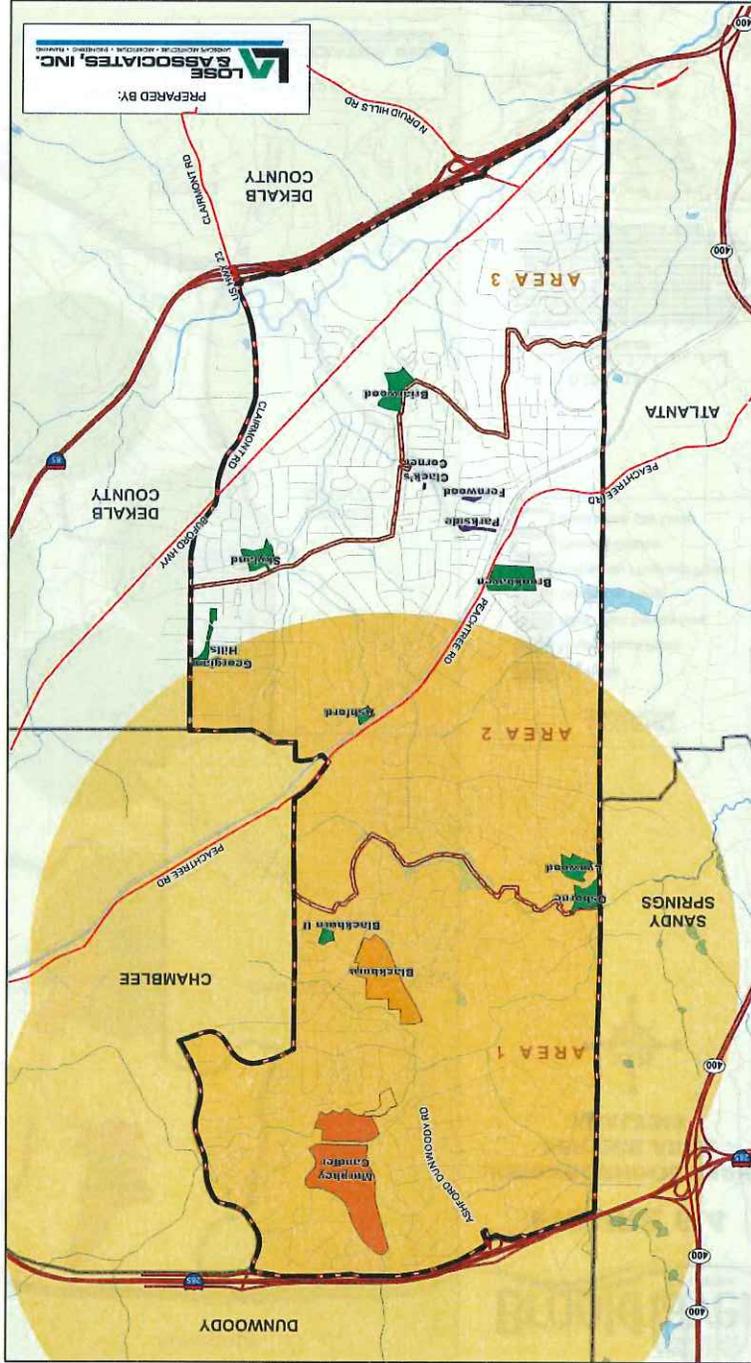


LEGEND

- Mini Parks
- Neighborhood Parks
- Community / Regional Parks
- Community Park Service Area
- Planning Districts
- Brookhaven City Limits



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2014 Comprehensive Parks and Recreation Master Plan **Fig. 6.5**





FIGURE 6.6
PARCELS PURCHASED BY FEMA

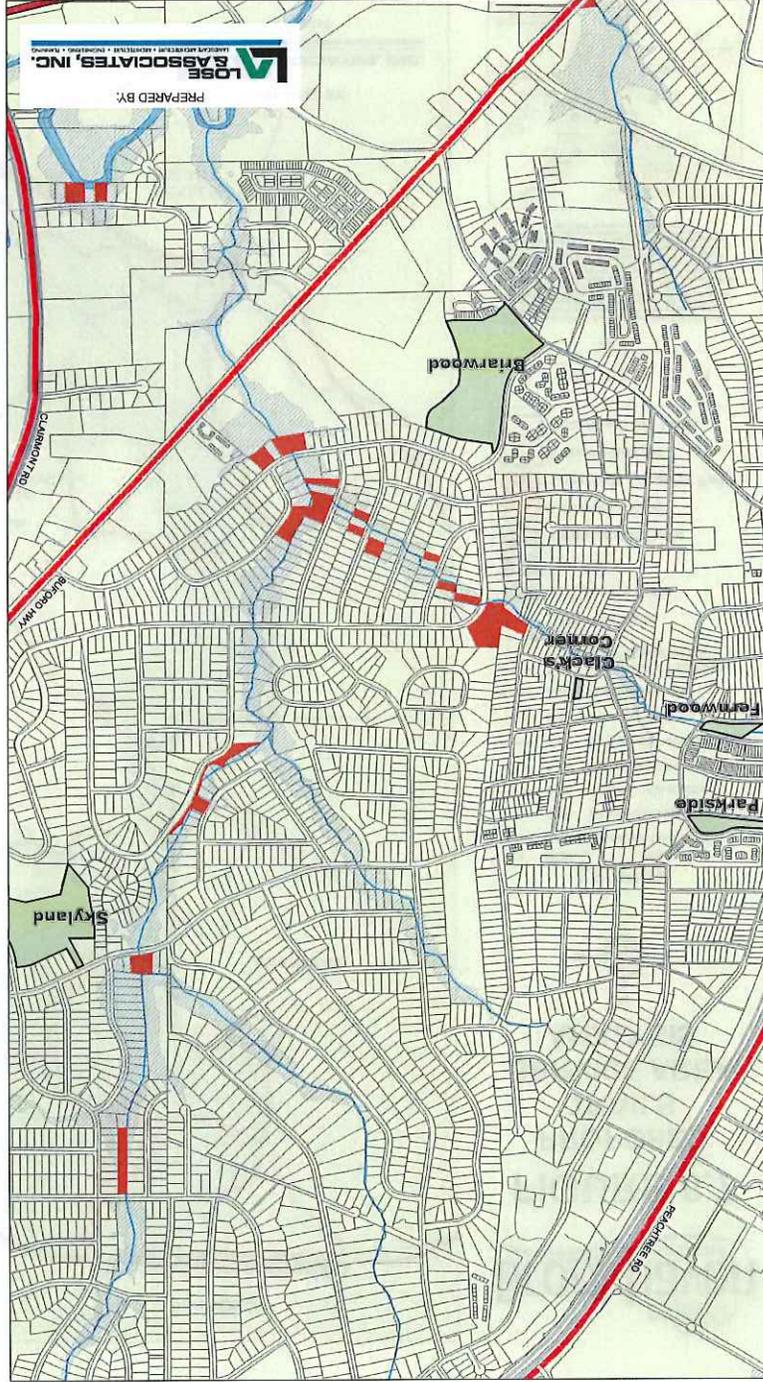


LEGEND

	Brookhaven Parks
	AE
	A
	0.2%
	FEMA Properties

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2014 Comprehensive Parks and Recreation Master Plan **Fig. 6.6**



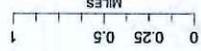
**FIGURE 6.7
PROPOSED TRAILS
SERVICE AREA
ANALYSIS**



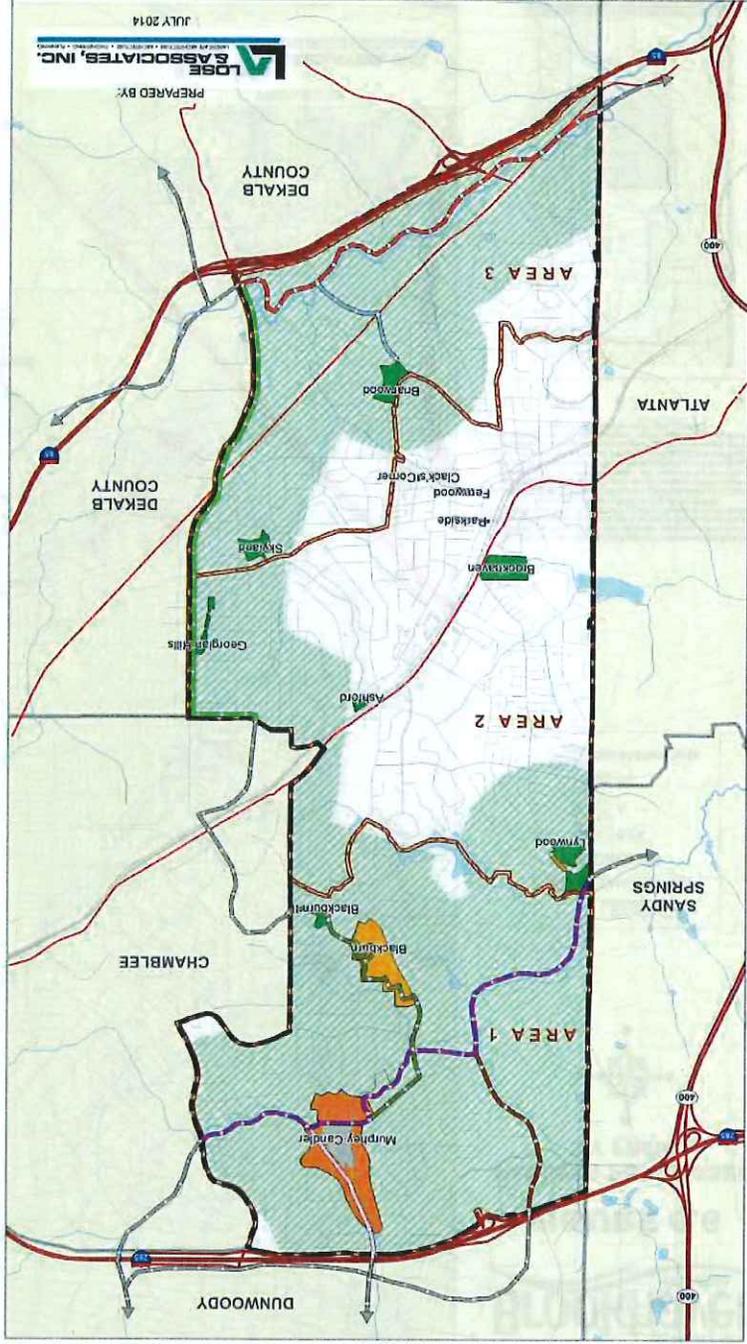
LEGEND

TRAIL NAME	MILES
Blackburn Connector	2.09
Blairwood Connector	0.68
Charmont Connector	2.85
Dunwoody Connector East	0.79
Dunwoody Connector West	1.01
Lynwood Trail	0.13
Nancy Creek Trail	3.29
North Fork of Peachtree Creek Connector Trail	2.62

Trails By Others
Trail Service Areas
Mini Parks
Neighborhood Parks
Community Parks
Community / Regional Parks
Planning Districts
Brookhaven City Limits



The map shows the proposed trail network for the Brookhaven City Limits. The map was prepared by the City of Brookhaven, Georgia, and is intended for informational purposes only. It is not intended to be used for any other purpose. The map is based on the best available information and is subject to change without notice. The City of Brookhaven is not responsible for any errors or omissions on this map. The map is prepared by the City of Brookhaven, Georgia, and is intended for informational purposes only. It is not intended to be used for any other purpose. The map is based on the best available information and is subject to change without notice. The City of Brookhaven is not responsible for any errors or omissions on this map.



2014 Comprehensive Parks and Recreation Master Plan Fig. 6.7

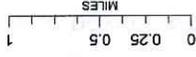


FIGURE 6.8
EXISTING PARKS AND TRAILS SERVICE AREA ANALYSIS

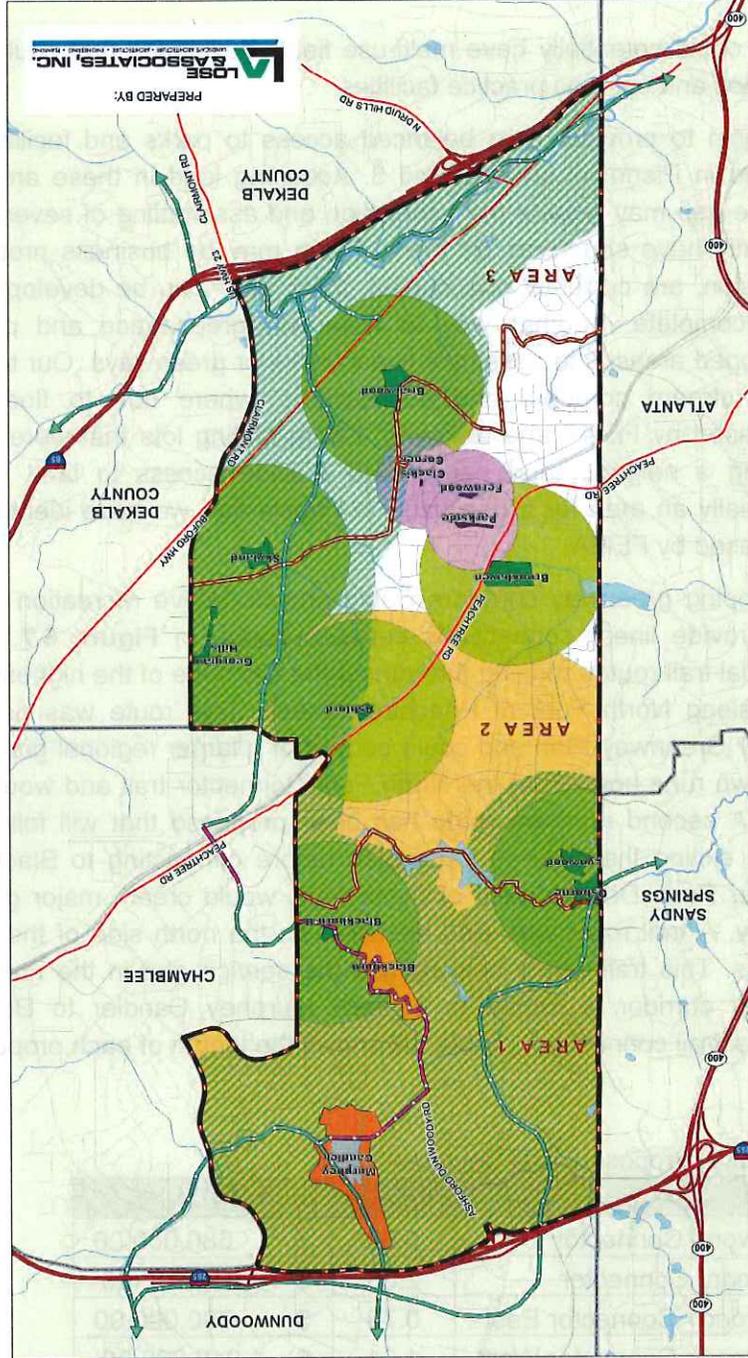


LEGEND

- Existing Trails
- Future Trail Routes (by others)
- Trail Service Areas
- Mini Parks
- Mini-Park Service Area
- Neighborhood Parks
- NBHD Park Service Area
- Community Parks
- Community / Regional Parks
- Community Park Service Area
- Planning Districts
- Brookhaven City Limits



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2014 Comprehensive Parks and Recreation Master Plan **Fig. 6.8**



parks could potentially have multi-use fields developed that could be programmed for new activities and used as practice facilities.

To begin to provide more balanced access to parks and facilities, additional parkland is needed in Planning Areas 2 and 3. Acquiring land in these areas to reduce the existing service gap may require the acquisition and assembling of several adjacent parcels, which currently have structures on them. There may be business properties, which, due to the recession, are currently unoccupied; there may also be development properties that were left incomplete. Another way to assemble greenspace and park land in these highly developed areas is to assemble linear parks or greenways. Our team has looked at several major stream corridors and subdivisions, where due to flooding, homes have been purchased by FEMA and removed. Consolidating lots that were purchased by FEMA and building a neighborhood park would provide access to land for passive activities and potentially an area for a dog park. In **Figure 6.6**, we have identified the parcels that were purchased by FEMA.

Developing greenway corridors would provide active recreation for runners and bicyclists and provide linear connections between parks. In **Figure 6.7**, we have mapped seven potential trail routes running throughout the city. One of the highest priority trails runs east to west along North Fork of Peachtree Creek. This route was part of the original DeKalb County Greenway Plan and could be part of a larger regional greenway. A second trail that is shown runs north from the North Fork Connector trail and would connect into Briarwood Park. A second northern route has been proposed that will follow along Clairmont Road before exiting the city into Chamblee before connecting to Blackburn Park and Murphey Candler Park. Development of these trails would create major green corridors throughout the city. A trail route was also identified on the north side of the city connecting to Sandy Springs. This trail would help reduce the service gap in the northwest corner of the city. Another corridor is routed to connect Murphey Candler to Dunwoody, adding another regional trail connection. **Table 6.6** shows the length of each proposed trail section.

Table 6.6: Proposed Trail Sections

Trail	Miles	Total Cost
Briarwood Connector	0.68	\$ 680,000.00
Clairmont Connector	2.85	\$ 2,230,000.00
Dunwoody Connector East	0.79	\$ 790,000.00
Dunwoody Connector West	1.01	\$ 1,010,000.00
Lynwood Trail	0.13	\$ 130,000.00
Nancy Creek Trail	3.29	\$ 3,290,000.00
North Fork of Peachtree Creek Connector Trail	2.62	\$ 2,620,000.00
Total	11.37	\$ 10,750,000.00



One of the best methods to add natural resources to the park system is through greenway development. If the city could obtain easements along stream corridors and develop greenways, it would insure both protection of the resources and access. The improved access could be used to increase public awareness of the value of these stream corridor resources and greatly expand city park acreage through the applications of easements rather than fee simple purchases of property.

Figure 6.8 shows the combined service areas for all parks and greenways if all proposed greenways were developed. This map clearly shows the number of residents that would be served if greenways were developed and areas where additional park development is needed to close service gaps.

In addition to the development of smaller neighborhood parks, there is a need to try to find a single large tract of land or several smaller tracts, that when combined, would provide the necessary acreage to develop a community park on the south side of the city. With the highest population densities along Buford Highway, finding a park property in this area would provide great access to the most underserved area of the city. A park in this area should have a balance of active play fields and passive parkland, like Blackburn Park, to meet the needs of team sports and individual park users. Obtaining a property of at least 50 acres should be a high priority for the city.

In the other underserved sections of Planning Areas 2 and 3, small 2 to 3 acre parks would serve as walkup destination parks much like Ashford Park. These small parks would not have major facilities that would require a lot of parking, as that would limit the greenspace in the parks. Support infrastructure development in the form of greenways, bicycle lanes and sidewalks along roadways should be developed to create alternative access opportunities to these parks.

Interviews and subsequent discussions with staff regarding a proposed mixed-use development near the exiting MARTA station will have an impact on parks. This high-density development is near Brookhaven Park. This park is already heavily used and the impact of increased populations around the MARTA station will increase demand on this small park. The city should work with DeKalb County to relocate the DeKalb Service Center that is located at the east side of the park. Then the entire park could be redeveloped as City Center for Brookhaven and become a destination park within the city. Access improvement including wide sidewalks and bicycle lanes should be provided along Peachtree Road to link to the new development. As part of the development, green roofs should be planned atop parking garages to provide additional greenspace in the area. Depending on the size of the parking garages, synthetic multi-use sports field could be developed above the garages to provide active recreation opportunities.



In order to improve the balance of service, it is clear that additional property and facilities will be needed. Greenway development, along with redevelopment of existing parks, will provide the greatest initial impact and expand recreation opportunities. Because there is so little land available, it is critical to secure land purchases quickly, even if development has to wait for some years. Therefore, in our summary of recommendations, we have ranked acquisition of parkland and greenway corridors and the redevelopment of existing parks as the priorities. These priorities are followed by improving the overall safety and ADA accessibility at all other facilities.

General Park Evaluations, Observations and Recommendations

The completion of the existing facility assessments has revealed a park system that is in fair to poor condition. The facilities in the best shape were found to be the Murphey Candler sports fields and swimming pool and the Ashford Park community building. Beyond these few facilities, most all other facilities in the park system need major renovations. The facilities vary in age and style, as they have been developed over a number of years. All of the facilities were developed by DeKalb County before they were purchased by the city. Many of the parks are located in residential neighborhoods and lack proper roadway access for the amount of use the parks generate. As the city continues to grow and densities increase, access to the many parks will become difficult.

General Park Observations

- Items listed in “good” condition are either new or require little maintenance or repairs. Items listed in “fair” condition are still functional but require maintenance to ensure their use throughout the life of the master plan. Items listed in “poor” condition will require replacement during the span of this master plan.
- In general, all the parks have major ADA access issues. Proper access routes connecting parking lots to facilities is a major issue. Another issue is bringing bathrooms into compliance or making them operational.
- Lighting levels in parking lots are inconsistent
- Some sports fields have good turf and other have terrible turf
- Old fencing is found throughout the parks and is distracting for the parks appearance
- Tennis court conditions vary widely throughout the system with many not suitable for play
- Playground conditions vary widely from new to being in need of total replacement



- Most items noted during the assessment were found to be in poor condition. Team members noted that the majority of issues found throughout the site were maintenance-related and primarily due to the high levels of use at each park.
- Signage at each park is inconsistent. Recommend developing sign standards to bring park facilities to full compliance and to create a unified look.
- Site furnishing such as benches and trashcans are needed throughout the parks, along with standardization of the site furnishings.
- Parking quantities are inadequate in most every park
- Several areas require additional maintenance due to excessive use and erosion. Where steep slopes are difficult to maintain, recommend low-maintenance plantings for both aesthetics and erosion control.
- The athletic fields provided at Blackburn Park are overused, resulting in poor turf quality. If the current level of programming is to remain, alternative synthetic turf material should be explored or increased maintenance of natural surfaces will be needed.
- Pavilions throughout the park system are in need of renovation or replacement
- Buildings throughout the park system are in need of renovation or replacement

Americans with Disabilities Act (ADA)

A large issue facing both public and private recreation providers is the ability to enhance access for disabled patrons. Park and recreation departments are not exempt from this requirement, and legislation dictates that primary park amenities be barrier-free.

Primary access routes as described in the *Recommendations for Accessibility Guidelines: Recreation Facilities and Outdoor Developed Areas*, by the U.S. Architectural and Transportation Barriers Compliance Board (ATBCB), are defined in the following manner:

Outdoor recreation access routes are the paths that connect the primary developed spaces and elements that are basic to the recreation experience being offered at the site. For example, the outdoor recreation access routes at a picnic ground are the paths linking the parking area, restrooms, picnic units, and water hydrants. While many of these elements – parking area, restroom and water hydrant – are not the primary reason for a person to visit the site, they are basic developed elements that serve all visitors.

Designers and managers, in consultation with users, must determine which of the developed activities and elements at a recreation site are basic to the recreation experience being offered. Further, they must insure that there is a comprehensive system of outdoor recreation access routes that connect all primary elements and



spaces with each other and with accessible parking spaces and facility entrances. This determination should be based upon visitor expectations as well as the level of development at the site.

The ADA regulations were updated in July of 2010, when President Obama signed the legislation that governs the design standards. The new standards offer more governance and specifics than the previous standards, but still leave some room for interpretation for some park facilities; however, they are very specific in their requirements for all playgrounds, hard courts, pathways, spectator areas, fishing piers, water play features, restrooms and programming spaces to be accessible. The guidelines provide specifics on maximum vertical and horizontal slopes that can be used along access routes if they are to be compliant. Several of the key standards that will impact new park and renovation projects are as follows:

206.2.10 Recreational Boating Facilities. Boat slips required to comply with 235.2 and boarding piers at boat launch ramps required to comply with 235.3 shall be on an accessible route. Accessible routes serving recreational boating facilities shall comply with Chapter 4, except as modified by 1003.2.

206.2.11 Bowling Lanes. Where bowling lanes are provided, at least 5 percent, but no fewer than one of each type of bowling lane, shall be on an accessible route.

206.2.12 Court Sports. In court sports, at least one accessible route shall directly connect both sides of the court.

206.2.13 Exercise Machines and Equipment. Exercise machines and equipment required to comply with 236 shall be on an accessible route.

206.2.14 Fishing Piers and Platforms. Fishing piers and platforms shall be on an accessible route. Accessible routes serving fishing piers and platforms shall comply with Chapter 4 except as modified by 1005.1.

206.2.15 Golf Facilities. At least one accessible route shall connect accessible elements and spaces within the boundary of the golf course. In addition, accessible routes serving golf car rental areas; bag drop areas; course weather shelters complying with 238.2.3; course toilet rooms; and practice putting greens, practice teeing grounds, and teeing stations at driving ranges complying with 238.3 shall comply with Chapter 4 except as modified by 1006.2.

EXCEPTION: Golf car passages complying with 1006.3 shall be permitted to be used for all or part of accessible routes required by 206.2.15.

206.2.16 Miniature Golf Facilities. Holes required to comply with 239.2, including the start of play, shall be on an accessible route. Accessible routes serving miniature golf facilities shall comply with Chapter 4 except as modified by 1007.2.



206.2.17 Play Areas. Play areas shall provide accessible routes in accordance with 206.2.17. Accessible routes serving play areas shall comply with Chapter 4 except as modified by 1008.2.

206.2.17.1 Ground Level and Elevated Play Components. At least one accessible route shall be provided within the play area. The accessible route shall connect ground level play components required to comply with 240.2.1 and elevated play components required to comply with 240.2.2, including entry and exit points of the play components.

206.2.17.2 Soft Contained Play Structures. Where three or fewer entry points are provided for soft contained play structures, at least one entry point shall be on an accessible route. Where Titles II and III - 2010 Standards - 30 60 - 2010 Standards: Titles II and III Department of Justice AMERICANS WITH DISABILITIES ACT: SCOPING ADA CHAPTER 2: SCOPING REQUIREMENTS 29 four or more entry points are provided for soft contained play structures, at least two entry points shall be on an accessible route.

Refer to the following web site for additional ADA information.

<http://www.ada.gov/regs2010/2010ADASTandards/2010ADASTandards.pdf>

Playground Safety Standards

Another prominent issue within some park systems is the non-compliance of playground equipment to safety standards by organizations such as the American Society for Testing and Materials (ASTM), the U.S. Consumer Product Safety Commission (CPSC) and the International Play Equipment Manufacturers' Association (IPEMA). The standards proposed by these organizations are meant to serve as a guideline to help create atmospheres that are safe and pose a minimal threat of injury. Studies show that the majority of injuries sustained on public playgrounds are to the head—a result of falls from the play structure to the ground. For this reason, consideration has been given as to what the critical fall height would be in which a fatal head injury might occur.

Guidelines have been established measuring the impact performance of various materials. As with ADA issues, alternatives should be studied and a standard established for implementation of safe play environments throughout the parks system.

While the playgrounds throughout the park system have safety surfaces, the current level of maintenance does not meet the requirements for these surfaces to be considered compliant. The use of natural surface wood chips is a common playground surface material but has much higher maintenance requirements to maintain its safety rating. Many of the playgrounds lacked proper maintenance, which should occur daily. Newer poured-in-place rubber surfaces are becoming more cost effective, as they involve a higher initial cost but eliminate the need for annual maintenance and material costs. As playgrounds are added to the system and older equipment is updated, this type of surfacing should be examined as an alternative.



It is recommended that at least one member of the park staff maintain a playground safety certification (Certified Playground Safety Inspector, CPSI) to monitor playground conditions and limit the city's liability. This is a standard practice in public park agencies across the country.

Individual Park and Facility Assessments and Recommendations

The following are individual park assessments and recommendations. Information regarding the size, location and amenities within each park and facility is listed. Planning team members analyzed facilities for their age, functionality and conditions, and provided the following recommendations accordingly. Additionally, information and commentary from PARC, the Parks and Recreation Coalition of Brookhaven, which was formed to aid in the production of an executive report by the Governor's Commission on the City of Brookhaven, has been included as part of the analysis and recommendation process.

Mini Parks

Clack's Corner

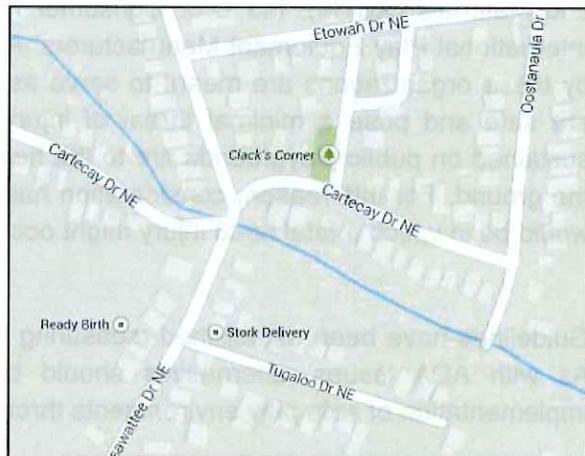
Location: 1410 Cartecay Drive

Size: 0.25 acres

Classification: Mini Park

Overview: Clack's Corner serves primarily as a small green space for the adjacent neighbors. It contains some gravel and brick paths, landscape beds, a granite seat wall and some residential-grade patio furniture in gathering areas.

Review: The park lacks any signage identifying it as being a component of the city's park system. Due to the facility's size, there is only street parking; however, no ADA access has been provided into the site. The gravel paths on the site have wash out areas that require more material and stabilization. An irrigation system services the landscape beds, but is reportedly not in working condition. Site furnishings on the site are residential-grade and may require updating to conform to design standards.



Recommendations:

- Stripe handicapped parking space on street and provide ADA access route into the site
- Replace gravel with pavement or brick walkways for stabilization and enhanced access
- Repair irrigation system
- Provide additional privacy screening to neighboring property
- Provide site furnishings that conform to adopted city design standards
- Consider some accent landscape lighting to help provide low nighttime illumination

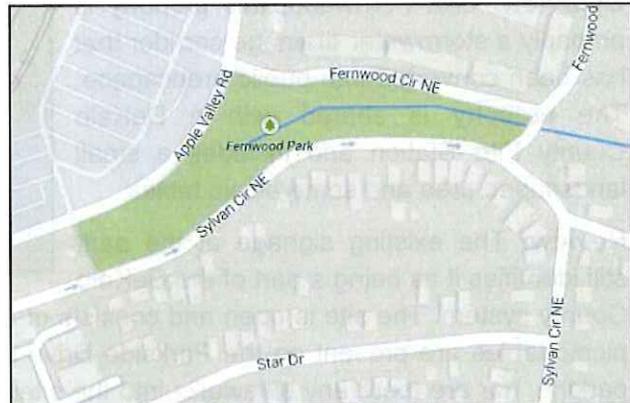
Fernwood Park

Location: 1342 Sylvan Circle

Size: 1.00 acres

Classification: Mini Park

Overview: Fernwood Park is one of several drainage areas that have been converted into public greenspace. The park is located near the Brookhaven/Oglethorpe University MARTA Station. It features a partial gravel perimeter trail and a pedestrian bridge crossing a tributary to North Peachtree Creek.



Review: The facility has no identification signage to indicate that it is a city park. Much of the vegetation has been thinned within the stream buffer, yet many invasive plants from upstream continue to be a problem. A portion of the perimeter of the park has a gravel trail contained within timber edging. In some places, this timber edging conflicts with the adjacent on street parking areas. There is no ADA access into the park. The pedestrian bridge is in good condition but should be cleaned. Stairs at the end of the bridge need to be replaced with a ramp for ADA compliance

Recommendations:

- Create a paved sidewalk connection from the park to the proposed mixed use development at the MARTA station
- Provide a paved perimeter sidewalk and adjust connections to the bridge to make an ADA accessible route
- Maintain as a greenspace only and continue invasive plant removal. A remedial planting plan will help to boost the quality of the stream buffer.



06 Facility Assessments and Recommendations

- Review the adjacent greenspace closer to the MARTA development and consider expanding the park to include those parcels.
- Pressure wash the bridge to increase longevity of the materials and overall appearance.

Parkside Park

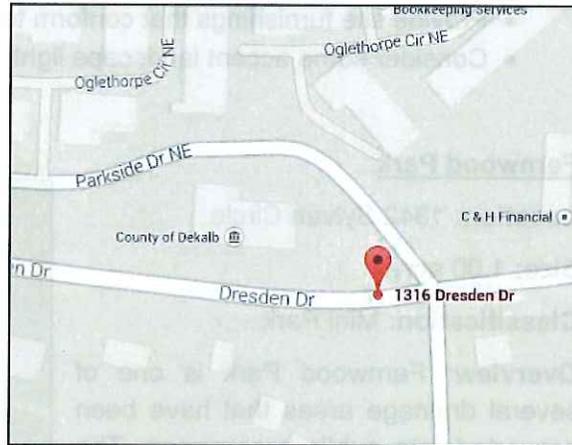
Location: 1316 Dresden Drive

Size: 1.75 acres

Classification: Mini Park

Overview: Like Fernwood, this property is primarily a stormwater drainage corridor that has been converted into public greenspace. The property is shared with a DeKalb County Fire Station and includes a small landscaped area and some picnic tables.

Review: The existing signage at the park still identifies it as being a part of the DeKalb County system. The site is open and consists of a combination of tree and lawn areas. Two picnic tables are present on the Parkside Drive side of the property. There is no off-street parking, nor are there any sidewalks into the site. The primary use of the site is by adjacent residents, particularly dog walkers. There are no paved walkways to picnic tables, which creates an ADA issue for accessibility.



Recommendations:

- Continue primary use as maintained open greenspace
- Provide paved sidewalk connections into the park from the surrounding area, including Dresden Dr.
- Replace signage with new city standard
- Provide paved pads for picnic tables and benches
- Install pet waste stations
- Update site furnishings with new city standard



Neighborhood Parks

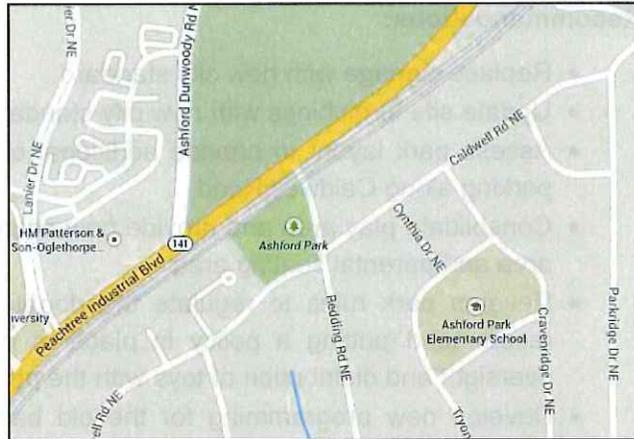
Jennie Kirkpatrick Ashford Memorial Park

Location: 2980 Redding Road NE

Size: 3.40 acres

Classification: Neighborhood Park

Overview: This facility features a large community playground, as well as a small community building used for event rentals. Other elements of the park include a two-court tennis pod, picnic pavilion, basketball court and off-street parking.



Review: Park entry signage is consistent with former DeKalb County design standards. This is a heavily used facility with limited parking space. Pull-off parking from Caldwell Road is particularly dangerous due to traffic volume.

The community playground has two large areas with mulch surfacing. The surfacing is compacted and lacks an ADA access route. Playground equipment is in fair condition, but does not maximize the available space within the play area.

Neighbors bring toys and play houses to the park for community play. What may have begun with good intentions has become a litter and maintenance issue for the park. Staff are constantly disposing of old or damaged toys and are also moving toys on a regular basis in order to maintain the grounds.

The tennis courts have no lights and the surfacing is in fair condition. Although cracks are minimal and the surface is playable, the court colors and striping are faded. Residential grade benches and tables are in the courts for players to use. Adjacent to the courts is a viewing area beneath an arbor. The arbor is not properly maintained and may require replacement in the future. Portions of the perimeter fencing are damaged and need repairs.

At the top of the property are the remnants of an old basketball court. The slab is cracked and settling and the goals have been removed. No programming is currently being provided at this location, which provides an excellent overlook of the rest of the park.

The lawn area between the courts, pavilion and the playground has poor drainage, creating muddy spots in the lawn.

The picnic pavilion is in fair condition and requires general cleaning and paint or stain. Currently, there is no ADA access route to the pavilion.



The rental building has a dividable meeting room, restroom and kitchen area and is generally in good condition. Some minor ADA upgrades are needed, as well as a fresh coat of paint on the interior.

Recommendations:

- Replace signage with new city standard
- Update site furnishings with new city standard
- Assess park layout to provide additional off-street parking and remove the pull off parking along Caldwell Road
- Consolidate play area and provide new equipment with shade canopies for both play area and parental seating area
- Develop park rules to regulate the donation of toys to the park. At a minimum, recommend putting a policy in place to donate directly to parks department for oversight and distribution of toys with the possibility of toy storage sheds.
- Develop new programming for the old basketball court site and provide an ADA access route
- Resurface tennis courts and provide heavier gauge fence fabric. Consider adding sports lighting for night play.
- Address poor drainage in lawn areas
- Repaint picnic pavilion and address ADA access route
- Replace arbor with shade canopy or pavilion
- Develop restroom expansion for park users not renting the building
- Repair/provide safety surface for the playground

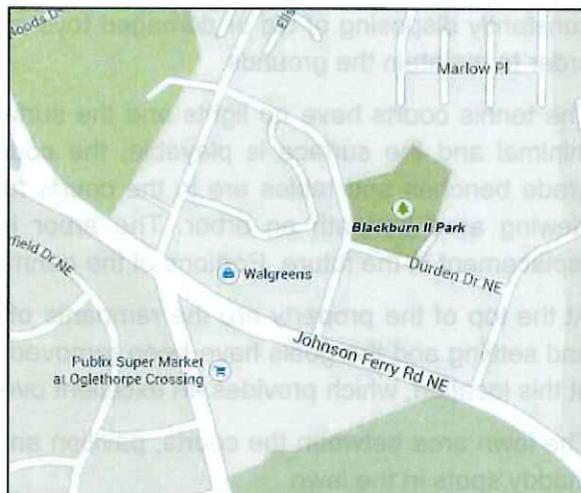
Blackburn II Park

Location: 3509 Blair Circle

Size: 3.00 acres

Classification: Neighborhood Park

Overview: Blackburn II Park is a dedicated greenspace that was developed as part of the adjacent multi-family residential development. The park includes a connection to the Nancy Creek Trail as well as a paved perimeter walking trail and open lawn area.



Review: Park entry signage is inconsistent with any other park in the system, which leads the casual observer to believe it is private greenspace. The park is accessed by a perimeter sidewalk and trail loop, as well as on-street parking that is primarily a function of the



adjacent residential development. The lawn area is in good condition and is apparently used, in part, for stormwater management for the surrounding development.

Recommendations:

- Replace signage with new city standard
- Provide additional site furnishings consistent with the new city standard
- Explore additional programming potential to maximize the potential of the greenspace. Planners should be considerate to all, if any, restrictions to development resulting from dedication as public greenspace.

Briarwood Park

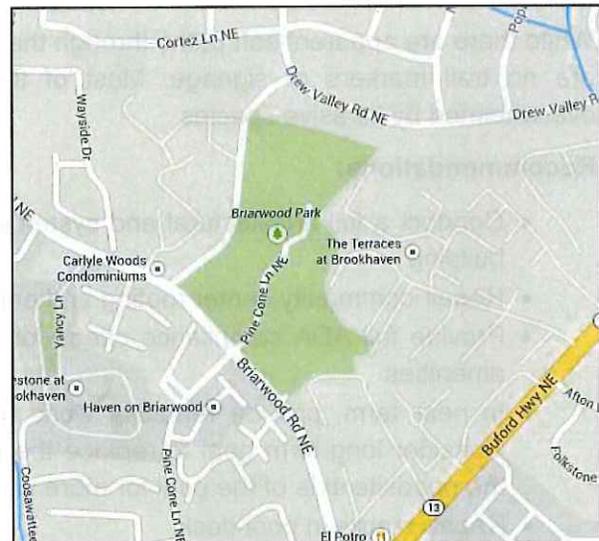
Location: 2235 Briarwood Way NE

Size: 15.70 acres

Classification: Neighborhood Park

Overview: Briarwood Park features a full community center with an outdoor pool, a community garden with picnic pavilion, a new playground with picnic pavilion, two tennis courts and off-street parking, in addition to wooded drainage areas with soft surface paths.

Review: The Brookhaven Community Center features multiple activity rooms and classrooms, a kitchen, an air conditioned gymnasium, staff offices and multiple storage rooms. Overall, the building requires a full inspection by an architectural team due to years of neglect and a leaking roof. The building should have mechanical and electrical systems inspected along with a full codes and ADA inspection. The building should also be inspected for the presence of mold or any building materials, such as asbestos that are no longer permitted.



The park's pool is located behind the community center- a location that does not lend itself to good passive security. Security measures such as the barbed wire perimeter fencing make the facility appear unwelcoming. The pool includes a diving board, as well as an adjacent splash pad but does not feature any site furnishings or shade structures. The pool house is in need of overall repairs, including roofing, electrical, painting, etc. A pump room is located beneath the pool and is frequently accessed by non-parks personnel.

In the middle of the park, the small community garden is cared for by the Briarwood Park Friends Group. The garden is fenced and includes arbors and raised planter boxes. Both the garden and the adjacent picnic pavilion have a pull-off parking area, but neither is ADA



accessible, nor is there any handicapped parking spaces. The garden area is very attractive and well cared for by the friends group.

The front of the park was recently redeveloped to contain pull-off parking to access a new playground area. This area features separate play structures for 2-5 year olds and 5-12 year olds. Both have new poured-in-place rubber surfacing, as well as accessible sidewalks into each area. A new picnic pavilion was also provided at this location, including new site furnishings and decorative steel perimeter fencing.

The park's tennis courts are remotely located within the park and have no sidewalks for visitor access from the parking area. The court surface shows multiple cracks requiring repair and the perimeter fencing is damaged in multiple locations. These courts do not have lighting.

While there are apparent soft paths through the wooded area in the middle of the park, there are no trail markers or signage. Most of the drainage areas alongside this path are overwhelmed by invasive species.

Recommendations:

- Conduct a full architectural and systems assessment of community center and pool building
- Repair community center roofing and enhance overall aesthetics and finishes
- Provide full ADA compliance check for restrooms, service counters and classroom amenities
- In near term, provide remedial work and aesthetic enhancements to pool house. Consider long-term goal to replace the pool house with a new structure located on the opposite side of the pool for more visibility.
- Repair cracks in pool deck
- Provide alternative perimeter security at pool such as decorative steel fencing
- Provide pool amenities such as furnishings and shade canopies
- Evaluate pool capacity and programming needs to determine if it is desired to modify the pool to become competition facility
- Develop ADA parking and access routes into community garden and the adjacent picnic pavilion. Provide modified planters for access by handicapped park users.
- Identify and develop formal trail loop with connections to neighborhood
- Provide handicapped parking at tennis courts with accessible route to the courts
- Resurface tennis courts and replace perimeter fencing.
- Provide sports lighting at tennis courts
- Install handicapped parking signage at playground parking lot
- Provide new park signage using city standard
- Begin invasive plant species removal program



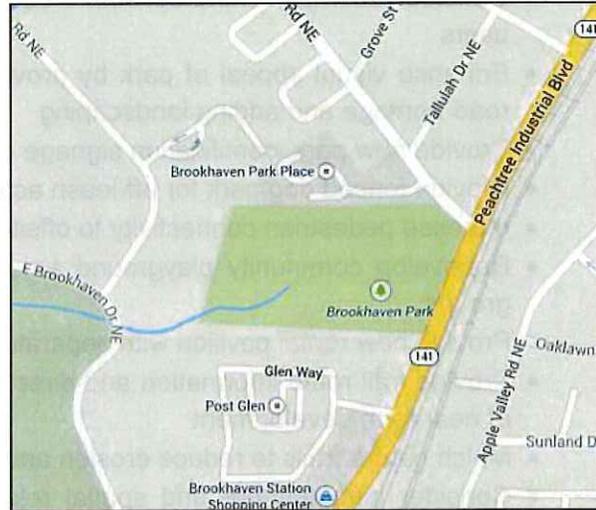
Brookhaven Park

Location: 4158 Peachtree Road

Size: 20.80 acres

Classification: Neighborhood Park

Overview: Located behind the DeKalb Services Center, Brookhaven Park is a large passive park that features rolling lawns, paved and soft trails, a rental pavilion with restrooms, another group pavilion, a community garden, a court area with basketball goals and a playground. The park also has off-street parking.



Review: Nearly all of the parking for the site is associated with the DeKalb Services Center. Parking for park visitors is extremely limited and does not include a turnaround or handicapped parking.

The paved trail network needs repaving as most of the pavement is cracked or degraded. Trail routes are not clearly marked and pedestrian bridges are not accessible. The natural surface trails are eroding and creating compaction on tree roots.

At the center of the park is a court and playground area that was designed to incorporate stormwater management. This entire area is in disrepair and should be renovated. The court is not striped for any particular sport, although two basketball goals are present. The playground structure surfacing is a compacted mulch area that is not accessible and is not ADA compliant. Lack of maintenance in this area has caused it to be virtually un-useable.

At the top of the hill is a rental pavilion with outdoor grills and restrooms. The restrooms have been out of service for several years and the building has major maintenance needs. The plaza area around the pavilion is also in need of maintenance. The second smaller pavilion in the park also needs maintenance.

This park is a favorite for dog owners, who use the rear of the park as an off-leash area although no formal fenced-in area for off-leash has been provided.

Large open lawns double as multi-purpose fields and include a backstop. The turf in this park, like in other parks, is in need of improved maintenance.

The community garden is maintained by a non-profit group and is not open to the public.

This entire park has a worn out appearance and is lacking a pleasant park aesthetic.

Recommendations:

- Develop full master plan to reprogram site to meet community needs



06 Facility Assessments and Recommendations

- Consider alternate entrance from Peachtree Road with dedicated parking for park users
- Enhance visual appeal of park by providing alternative fencing materials along the road frontage and adding landscaping
- Provide new park identification signage consistent with new city standard
- Provide fenced dog park for off-leash activities
- Increase pedestrian connectivity to offsite residential and commercial properties
- Redevelop community playground area with separate equipment for different age groups
- Provide new rental pavilion with separate restroom facility
- Provide trail route information and directional signage. Repave existing trails as part of near term development
- Mulch nature trails to reduce erosion and protect tree roots
- Consider infrastructure and spatial relationships necessary for community events and festivals
- Provide invasive species removal program
- Replace all bridges with a new city standard design
- Add irrigation to large turf areas

Georgian Hills Park

Location: 2800 East Georgian Drive

Size: 5.90 acres

Classification: Neighborhood Park

Overview: This linear park is located on the east side of the city and functions primarily as a drainage corridor like Parkview and Fernwood Parks. However, Georgian Hills Park has some additional amenities such as two playground areas, a picnic pavilion, an open field with small baseball backstop, a half size basketball court, and a gravel off-street parking area.

Review: On the north end of the park, a small gravel parking lot is provided at the end of Georgian Drive West. The lot has no lighting or striping, no handicapped spaces, and is delineated by a partial timber border.

Adjacent to the parking area is a stair connection to the adjacent residential area to the north. No paved connection is made between the two or other side amenities. A concrete slab is also located in this area and includes an old rusted basketball goal. The slab has no striping and no additional court surface area for the necessary safety zones.



Portions of the park's perimeter along the north end are secured with alternating chain link fencing and pipe bollards. The inconsistency of these materials is not visually appealing.

At the top of the park is a large open field with a backstop at one end. The turf is in poor condition with several large bare spots.

The northern most playground includes a single play structure for 5-12 year olds with railroad timber border and mulch surfacing. Surfacing depth is inadequate and no accessible route is provided to the area. Overall, the play structure is in fair condition, in spite of its age and sun-faded plastic components.

Just to the south, there is a second playground with a single play structure for 2-5 year olds with a railroad timber border and mulch play surfacing. Like the other play area, the mulch is inadequate and lacks an accessible route. This structure, too, is in fair condition but requires cleaning.

A single pavilion is located next to the southern play structure. Overall, it is in fair condition. The roof is good, but the steel and wood members and panels will need repainting. No picnic tables are provided at the pavilion and it does not have an accessible route.

Much of the remainder of the property is open greenspace with passive walking trails. These trails are not clearly marked, nor are they maintained, resulting in turf wear areas from pedestrian traffic. A small pedestrian bridge in the middle of the park connects both sides of this trail. The bridge decking is starting to show some wear and vertical safety railing is not provided. In addition, there is no ADA accessible route to the bridge.

The park lacks any signage to identify it as a city facility.

Recommendations:

- Provide park entry signage consistent with the new city standard
- Develop a park master plan to guide redevelopment of this park
- Provide paved off-street parking with handicapped spaces and paved accessible routes to connect park amenities and to connect to adjacent residential areas.
- After reviewing park system programming needs, determine if open field needs to be developed into an a practice area with a backstop
- Demo basketball court and playgrounds to provide new playground area near parking with appropriate safety surfacing and accessible routes
- Enhance and protect stream corridor, including invasive species removal. Perform storm water analysis of existing culverts for performance and consider aesthetic enhancements to storm drainage components.
- Consider providing small restroom with new playground and open play lawn as part of the Master Plan.
- Enhance trail system to make ADA compliant and provide reflection areas with benches or adult swings
- Consider providing trail fitness stations



06 Facility Assessments and Recommendations

- Clean and paint picnic pavilion. Provide new site furnishings, including charcoal grills and coal bins.

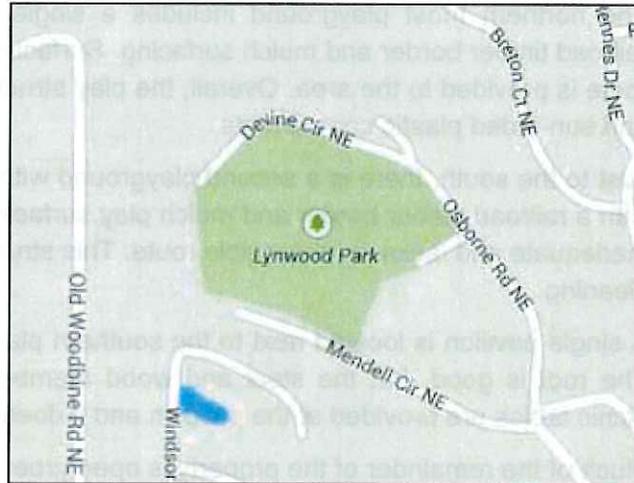
Lynwood Park

Location: 3360 Osborne Road

Size: 10.80 acres

Classification: Neighborhood Park

Overview: Located on the west side of the city, Lynwood Park features a large list of amenities including a large community center, two unlit tennis courts, several playground areas, walking trail loop, two unlit basketball courts, two hexagon pavilions, an outdoor pool, off-street parking areas, and a multi-purpose field. The park is divided into an upper and a lower portion, which are separated by a steep wooded hillside.



Review: Lynwood Recreation Center features multiple activity and game rooms, including a classroom and a fitness center. The center also has staff offices, a kitchen, storage rooms and a full gymnasium with a stage at the rear. Beneath the gymnasium are team locker rooms that include large shower and toilet stalls and a furnace room with exterior maintenance doors.

A full architectural assessment should be done on this building to determine if it should be renovated or removed. ADA issues include the restrooms, service counters, stage access, door hardware and access to the locker rooms.

Parking serving the community center and the upper portions of the park is pull-off style from a dead-end residential street. Parking quantities are insufficient for such a large recreation center and there is not an accessible route from parking into the building or site. Sidewalks near the building have excessive cross slopes and do not meet ADA standards.

The uphill portion of the park has a paved sidewalk loop that connects the various park amenities. Multiple sections of the pavement are cracked from maintenance vehicles and tree roots.

The basketball courts are in good condition, requiring mostly aesthetic enhancements such as new paint and landscaping.

Overall, the tennis courts are in fair condition. Portions of the fencing are damaged and full accessibility is needed from adjacent sidewalks. Court striping and the surfacing are worn and need to be replaced.



Two sets of stairs are located at the rear of the tennis courts to provide access to the lower portion of the site. In both cases, the handrails are insufficient and require replacement or modification. These paths should also have pedestrian level lighting along their routes.

The uphill picnic pavilion is in fair condition. But, like others throughout the park system, it needs maintenance.

Three playground areas are located on the east side of the uphill portion of the park. All three lack adequate safety surfacing and ADA access routes. Parental seating areas should be paved to include a handicapped seating area. Two older pieces of play equipment are located within a timber border, and neither the swings nor the slide complies with current playground design standards for safety and ADA. The playground surfacing is also inadequate for proper safety. An interactive play system has also been provided at near the other play equipment and is in excellent condition.

The park entry signage along the road identifies the facility as a DeKalb County park.

Access to the lower portion of the park is via a park access road off Devin Circle. There is no directional signage to identify this access road as part of the park property. Visitors exiting this access drive onto Devin Circle have limited sight lines to see oncoming traffic, due to adjacent vegetation. At the bottom of the drive is a paved parking lot serving another rental pavilion and the Lynwood Pool. The striping in the parking lot is faded and handicapped access routes are not clearly marked.

Like its uphill version, the rental pavilion is in fair condition, requiring new paint and roof, in addition to updated site furnishings.

Aesthetic enhancements are needed at the pool, including fresh paint on bollards and handrails and removal of overgrown shrubs. The interior of the pool house was not accessible for review at the time of the site visit; however, an exterior inspection reveals a need to address painting, gutter and fascia repair, as well as possible roof replacement.

The outdoor pool has barbwire perimeter fencing, which makes it look uninviting. In general, the area consists of a lap pool with diving area and a shallow toddler pool. The pool deck appears to be in good condition, but there are inadequate accessory areas for deck chairs and tables.

The lower portion of the park also has a gravel parking area off Mendell Circle that services a large multipurpose field. The field has perimeter chain-link fencing with backstops in the corners. Some portions of the fencing are damaged and there are no paved accessible routes from the parking to the field or to spectator areas. The turf is in poor condition like many of the other parks.

The overall appearance of this park is poor and the community center is a big part of the problem. In addition to having a shortage of parking for the number of amenities in the park, the streets that serve this park are undersized. The overall parking and circulation system relating to this park should be reviewed.

Recommendations:



06 Facility Assessments and Recommendations

- Complete a full architectural assessment on the Lynwood Recreation Center
- Develop a full redevelopment master plan for this park
- Review parking and circulation throughout this park
- Provide ADA access to all park facilities
- Consider sports lighting at both tennis and basketball courts
- Consolidate playground components into one area with adequate safety surfacing and ADA access. Provide new swings to be included in that area and remove old play equipment.
- Provide park entry signage conforming to new city standard.
- Provide new site furnishings conforming to new city standard
- Provide lighting along all pedestrian routes in the park
- Repaint and reroof both picnic pavilions
- Provide directional signage to lower parking lot and remove vegetation for clear site lines
- Repave lower parking lot and provide expanded paved parking on gravel lot
- Renovate pool after aquatics study on all city pools is completed
- Repair fencing at multi-purpose field and provide paved spectator seating and accessible routes to player areas
- Re-grade multipurpose field and install irrigation for higher quality turf
- Remove all un-needed fencing in the park and install additional landscaping

Osborne Park

Location: 3412 Osborne Road

Size: 11.50 acres

Classification: Neighborhood Park

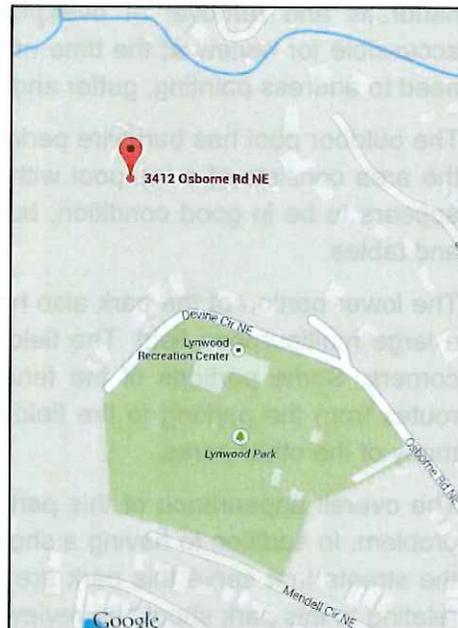
Overview: Osborne Park is a large greenspace adjacent to Lynwood Park.

Review: At some point in this property's history, the front portion was filled in to create large terrace approximately seventy feet above the lower portion. The fill was construction debris from DeKalb County projects. Two large open areas are present with the remainder of the site being wooded.

A single driveway from Osborne Road dead-ends into the site.

Recommendations:

- Include this property as part of the new master plan for Lynwood Park



- Investigate potential property or easement acquisition to connect this property with Lynwood Park
- Consider development of a dog park at this location

Skyland Park

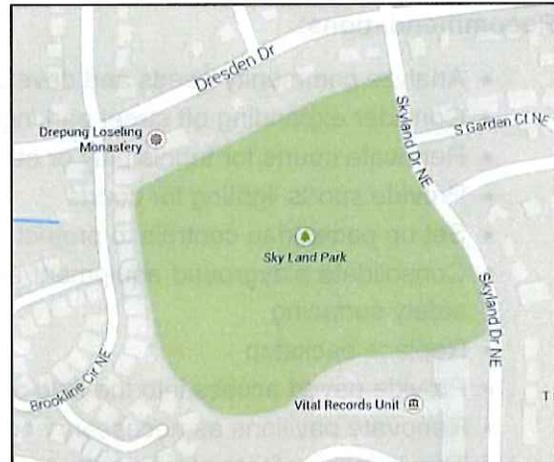
Location: 2600 Skyland Drive

Size: 10.60 acres

Classification: Neighborhood Park

Overview: Skyland Park features off-street parking, two tennis courts, playground areas, a picnic pavilion and a large multi-purpose field.

Review: Off street parking is undersized and lacks adequate striping, including dedicated handicapped parking.



The park entry signage is located behind the parking lot and still identified the property as a DeKalb County park.

The existing removable bollards are in poor condition and need replacement.

A picnic pavilion is located near the front of the park and is in poor condition. This all-wood construction pavilion is showing signs of rot and wear. An electrical panel and outlet are located on a riser in the lawn area next to the pavilion. This should be relocated and mounted in a more secure location. Site furnishings associated with the pavilion are mixed styles and they are in varying states of repair.

Between the pavilion and the tennis courts is a set of stairs. The handrails at the stairs do not meet current ADA guidelines.

The two-court tennis pod has been resurfaced over the years, but large cracks in the play surface make the courts virtually unusable. The courts do not have sports lighting and the perimeter fencing is in need of replacement, especially the court access gates.

Playground equipment is broken up into three areas. All three of the areas have compacted mulch surfacing. Two of the remote play areas have crosstie borders and play equipment that does not meet current industry standards. The large play area has multiple pieces of equipment that are in fair condition. None of the play areas are ADA accessible.

Many of the lawn areas at the center of the park are heavily worn and need replacement.

A small path leads from the playground area to the adjacent property, which is a state records office. The wooded area between the two is overrun with invasive plants, filling up the understory. The lack of visibility in this area is a safety concern.



06 Facility Assessments and Recommendations

The large multi-purpose field has a chain link perimeter fence and a backstop in one corner. Overall, the perimeter fence is in good condition, but the backstop requires replacement. No ADA access is provided onto the field or the player areas.

Recommendations:

- Analyze community needs and develop new park master plan
- Consider expanding off street parking
- Renovate courts for tennis play or other programming
- Provide sports lighting for courts
- Set up pedestrian controls to protect small landscape areas
- Consolidate playground equipment and provide ADA access in addition to compliant safety surfacing
- Replace backstop
- Provide paved access into the field area
- Renovate pavilions as necessary and provide ADA access to each location
- Thin invasive plants along south property line for more visibility
- Remove fencing around park open space
- Add additional parking

Community Parks

Blackburn Park

Location: 3493 Ashford Dunwoody Road

Size: 51.20 acres

Classification: Community Park

Overview: Blackburn Park is located on the north end of the city and features several walking trails, including a section of Nancy Creek Trail, a PATH project that currently extends from Murphey Candler Park to Blackburn II Park.

The park also includes two soccer fields, two softball fields, a playground, restroom building, large rental pavilion, a multi-purpose field, a large open lawn with hilltop trail, off-street parking and the Blackburn Tennis Center,



which has 18 tennis courts, as well as a large pro shop with restrooms, lockers and showers.

Review: The Blackburn Tennis Center has 18 courts set upon several terraces. All courts have sports lighting and paved access to them. Sidewalk and plaza conditions vary, as well as the overall ADA compliance. Court lighting systems vary in brand, age and condition. Overall, the courts are in good shape, but much of the complex interior requires attention. Much of the landscaping around the center is overgrown and needs replacement. A reconfiguration of the internal sidewalks and plazas should be completed to resolve ADA issues, as well as provide for additional spectator seating areas.

The Tennis Center is an old structure. Staff has reported flooding in the basement, which houses the locker rooms and showers. None of the basement amenity areas are ADA accessible and require full renovation. Players and spectators must currently go through the pro shop, which is on an elevated level, to access the courts. Although there is a lift, it is frequently out of order. Access ramps from the pro shop to the courts do not meet current ADA design criteria.

Overall, the layout and location of the off-street parking is very inefficient. Access into the main portion of the park is very close to a major intersection, which makes the park difficult to enter or leave due to traffic. The majority of the parking spaces are not located near the areas with the highest intensity of use. Overall, the parking lot pavement is deteriorating and striping is fading. Some handicapped parking spaces are provided, but few, if any meet ADA guidelines. Parking to serve the softball fields is insufficient. All parking lots have insufficient parking lot lighting. Sidewalk access from the parking lots to the various facilities is in poor condition or non-existent.

A small memorial area is located at the end of Roberts Way. Adjacent to the memorial is a soccer field that has been striped to near full-size dimensions. The field is not lighted and does not provide enough safety between the field and the perimeter fencing. Spectator seating is located in adjacent grassy areas and is not ADA compliant.

A small storage shed is located between this soccer field and the softball fields. The shed appears to be in poor condition and likely requires new roofing, fascia, and service doors.

The softball complex is arranged so that the outfields also double as another soccer field. This area has sports lighting but lacks paved connections to adjacent parking areas. The overall condition of the fields and amenity areas around them is poor. Turf areas are bare or weedy and the skinned infields require regarding with new mix. Spectator seating areas are not ADA compliant and the fence mesh, especially at the backstop, needs replacement. Score towers are showing rust and their electrical connections are not properly routed or secured. The stairs connecting the softball complex to the playground have a non-complaint handrail.

Blackburn's playground location is not ideal, as it is not easily accessed from parking areas. Furthermore, it is undersized for a community park and lacks adequate ADA access and safety surfacing. Adjacent to the playground is a small restroom building that is in fair



condition. Some minor fixture modifications for ADA are needed, as well as fresh paint. Access to the restrooms from the softball fields is via a sidewalk, but it is not ADA compliant.

Like the other soccer field, the one near the main entrance is not properly sized for safety zones and has no sports lighting or ADA access. In addition, the spectator areas are once again located in adjacent turf areas.

The large hilltop trails are in excellent condition and offers excellent views of the rest of the park and the surrounding area. Many of the open lawn areas on the hilltop have turf areas with heavy wear and erosion that need remedial work.

On the north end of the park is a large wooden rental pavilion. This pavilion is an old model that likely needs major renovations or replacement. A structural analysis of the support members is needed, as well as fresh wood stain and a new roof. Site furnishings at the pavilion need to be replaced to meet the new city standard. Catering truck parking is available at the pavilion, but no other parking is provided adjacent to the building for other visitors.

Next to the pavilion is a large open lawn area with a backstop. The lawn is in very poor condition and requires full renovation to correct grading and erosion problems.

Nancy Creek Trail is an excellent pedestrian thoroughfare that skirts the rear property line. Some attention should be given to repairing portions of the boardwalk where the railing is damaged.

Recommendations:

- Provide new entry signage conforming to new city standard
- Provide new site furnishings matching new city standard
- Perform a study and master plan for vehicular and pedestrian circulation in the park. Items to consider should improve park entry relocation away from Johnson Ferry Road and redistribution of parking areas to serve high use facilities. Pedestrian analysis should include ADA accessibility from parking into all facilities as well as a perimeter trail loop that utilizes Nancy Creek Trail.
- Perform full renovation of the Blackburn Tennis Center. At minimum, provide new sports lighting, and interior sidewalks, plazas and landscaping. Renovation or replacement of the facility's pro shop should be a top priority for the department.
- At both soccer fields, reduce play area to incorporate the necessary safety zones and paved spectator seating areas. Change turf from a natural to synthetic surface.
- Provide sports lighting at the soccer fields
- Perform full renovation of the softball complex
- Demolish the playground area and relocate to rental pavilion area. A large community playground with fully accessible features should be established at Blackburn Park.
- Provide expanded parking at the rental pavilion in addition to a smaller lawn area
- Renovate or replace the rental pavilion and provide paved parking area for catering and equipment parking



- Provide new restroom building at pavilion/playground area
- Replace and relocate the storage building at the softball complex
- Address turf areas in lawn around pavilion. Consider installing synthetic multipurpose field in this location.
- Continue maintenance and repairs to trail boardwalks
- Provide additional lighting in the park between various facilities in the park.
- Explore options to relocate and/or add additional playgrounds in the park as part of the development of a park Master Plan.

Regional Parks

Murphey Candler Park

Location: 1551 West Nancy Creek Drive

Size: 120.60

Classification: Regional Park

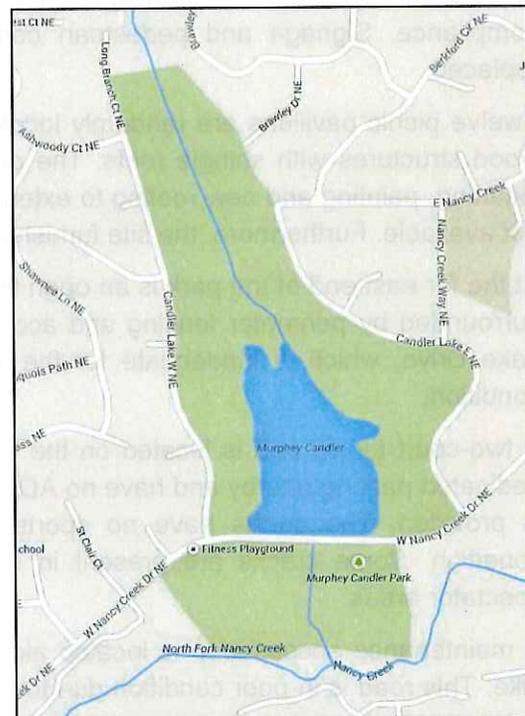
Overview: Murphey Candler is the largest park in the Brookhaven system and is located on the northern end of the city. Youth sports programs that are run from this park draw participants from across the northeast perimeter area and beyond. For these reasons, planning team members have identified this park as a regional facility.

Murphey Candler can be reviewed in two portions: North- that has elements that are more passive such as the lake, trails, playgrounds, pavilions and the outdoor pool; and the South- that houses fourteen athletic fields for baseball, softball and football programs.

Review:

Murphey Candler North

Located adjacent to the outfall of Candler Lake is an old structure known as the “Caretaker’s House.” This structure was once located on Peachtree Road but was moved to its current location in the 1960’s. The building has undergone multiple additions and renovations. Today, the structure is in need of a major overhaul to protect it from further degradation. An assessment of the building’s integrity should be performed, as well as a review of potential



uses under the new parks program. Similar assessments and renovations should be performed on the adjacent garage.

Parking in the area of the Caretaker's house is off-street, paved and primarily serves the athletic fields to the south. The pavement needs resurfacing and the parking need to be reconfigured to provide adequate handicapped parking meeting ADA standards. Pedestrian connections into the athletic facilities also need to be improved.

Park signage near the bridge is difficult to see and identifies the park as a DeKalb County facility.

On the opposite side of the lake is a small trailhead area with paved parking and sidewalk connections to paved portions of the lake trail. Parking for trail use is also consumed by athletic field users and the handicapped parking configuration needs to be addressed. The adjacent wooded area may be suitable for parking expansion. A lake overlook is also provided at this location. Rail heights and access route modifications area needed for ADA compliance. Signage and pedestrian control fencing near this parking lot need to be replaced.

Twelve picnic pavilions are randomly located throughout the north end of the park. All are wood structures with shingle roofs. The condition of these pavilions varies, but all require cleaning, painting and new roofing to extend their lifespan. ADA access to these pavilions is not available. Furthermore, the site furnishing styles and conditions vary widely.

At the far east end of the park is an open field with a baseball backstop. The field is partially surrounded by perimeter fencing and access is obtained by a small gravel lot off Candler Lake Drive, which is inadequate for the area it serves. The turf on this field is in poor condition.

A two-court tennis pod is located on the northeast side of the lake. These courts have no dedicated parking nearby and have no ADA access. Only a single set of stairs into the street is provided. The courts have no sports lighting and the perimeter fencing is in poor condition. Some cracks are present in the court surfacing and there are no dedicated spectator areas.

A maintenance access loop is located along the wooded portions of the area north of the lake. This road is in poor condition due to surface wear and root intrusion. Vehicular access gates are residential chain-link and there are no paved pedestrian connections to the loop.

Pedestrian and maintenance vehicular traffic has damaged the lake's shore. Much of the once grassed areas are now destabilized and eroding into the lake. Measures are needed to protect and stabilize the lake's shoreline, including the provision of a paved trail loop, fencing, designated fishing areas, shoreline plantings and possible dredging of the lake.

The north shore of the lake also features a playground area in a densely wooded stand of pines. This area is served by a gravel pull-off parking area that lacks handicapped parking and paved sidewalk connections. Any sidewalk connections inside the wooded area are not visible and are covered by layers of pine straw mulch. Three separate playground structures are located here. None of these structures have adequate safety surfacing or ADA access.



Furthermore, none of these structures meet current playground design standards for safety. A small restroom building is located in this area. This building does not meeting ADA design guidelines and requires renovation to repair damage to the interior.

Signage identifying the location of the Murphey Candler pool is not visible from the road. Existing signage located on the building identifies the facility as part of DeKalb County system. The parking lot is not adequately sized for a competition facility and the striping is faded. Lighting is not provided at the parking lot.

The pool area features a pool house with outdoor showers and ticketing, a pavilion, a competition pool with diving area, a zero-depth toddler pool and an arbor in a turf area. Overall, the facility is in good condition. Some shade structures could be used on the pool deck area. ADA compliance issues are present.

A remote parking lot is provided between the pool and the Caretaker's house and is in good condition. Paved sidewalk connections to other park amenity areas are needed.

Murphey Candler South

Parking for the southern portion of the park, which houses multiple athletic fields is severely insufficient. Large events often spill into surrounding residential streets or occupy parking areas intended for other park facilities. Both paved and gravel parking areas are provided. Neither has lighting and neither has ADA compliant handicapped parking or access sidewalks into the facility.

The football practice field has full perimeter fencing, goal posts spectator seating areas and sports lighting. Overall, the field is in fair condition. Bare spots were observed at the time of the review and some drainage issues were noticeable. Paved access routes onto the field are not provided, nor are there any towards the spectator areas. Turf and drainage issues in the common areas around the field were also observed.

Adjacent to the practice field is a multi-purpose building that houses restrooms, locker rooms, an equipment room and coach's office. ADA renovations are needed throughout the building, as well as aesthetic upgrades and connections to the rest of the site.

Martha's Spirit Wear Shed, a small structure for vending is located near the practice field and lacks any ADA access for sales staff or customers.

Bob Johnson Stadium is a lighted athletic field with perimeter fencing, sports lighting and built-in bleacher structures that are integral to three buildings along the sideline. The first building is a maintenance/ storage building with large bay doors and an attached dumpster enclosure. A large concession building is located in the middle. Multiple aesthetic and functional repairs and upgrades are needed at this facility. The kitchen includes a hood exhaust system that is located under the spectator seating. The third building includes coach's offices and additional equipment storage rooms. Handicapped seating areas are not provided at the stadium seating and there are no sidewalk connections from the ends into the rest of the site. The field is showing signs of wear and requires re-sodding.



The bleacher/building complex is much larger than needed and is also inefficient in its design. The same level of seating could be provided in a much smaller space. Properly design buildings would also meet the leagues space needs better and take up less space. The entire football complex needs to be redesigned to improve space utilization and create more room for parking.

Overall, the seven baseball fields and five softball fields are in good condition in terms of the fields, themselves. Turf grass and infield material are well maintained; however, accessory structures and features have issues that require consideration, especially for ADA requirements. There is also an inconsistency in terms of amenities, such as bullpens, shading for spectators, sports lighting systems, etc.

At field 5, there is no handicapped spectator seating area. Backstop netting is connected to light poles and score towers for support, placing loads upon these structures that were not intended in their design. Sports lighting for field 5 is on wood poles. There are no paved connections into dugouts and the field.

A wood pavilion is located near field 14 that requires new roofing, fresh paint and new site furnishings. Backstop netting at field 14 is also connected to the sports lighting poles. Similar issues for handicapped seating and field access routes are present at this location.

Fields 1, 2, 3, and 4 share a common core area that has compacted aggregate surfacing that lacks fully accessible routes to dugouts and spectator areas. The central pavilion is in fair condition but could use some additional staining to enhance its appearance. Access routes between the fields have aluminum edging to hold in the aggregate that is damaged or failing in some locations.

The AAA field has 8' tall backstop fencing with 20' tall netting that is secured by independent support posts. These posts are anchored to the score tower roof for additional support.

A bridge has been provided to span the spillway of Candler Lake in order to connect both sides of the athletic complex. The decking on this bridge has gaps in excess of ADA regulations and could be a tripping hazard.

A new restroom building was recently installed next to the Majors field that is in excellent condition. The building's interior appears to be ADA compliant, but an exterior drinking fountain blocks the only accessible route into the men's room.

Just to the north of the restroom is another storage building used by the Murphey Candler Little League.

The Majors field features a built-in grandstand with folding stadium seating. These spectator seating areas have shade sails overhead, but do not provide for designated handicapped seating areas. The dugouts are not ADA compliant due to the change in grade and additional safety railing is required along the front of the built-in bleachers. Many of the stairs around the field and spectator areas lack adequate handrails to meet code, and the entry sidewalk exceeds five percent grade and does not have handrails. Landscaping and lawn in common areas around this field need replacement.



The Mac Scoggins Field House includes concessions, restrooms and meeting rooms for coaches. A full ADA compliance review is needed for this building.

Adjacent to the Field House, the AA Field has terraced spectator seating in addition to traditional bleachers. Weed control in the gravel areas of the terrace is needed, as well as paved pads at the bleachers, along with accessible routes to both bleachers and the dugouts. Grassing surrounding the common areas at the field is in need of replacement. Both dugouts need replacement to eliminate security issues with the back walls.

The interior of the complex also features a large shelter with batting cages and bullpens. The batting cage is covered by a metal frame structure that is in excellent condition and is lighted for nighttime use. A secondary wooden picnic pavilion is also located nearby and requires new paint and site furnishings.

A small children's playground is located adjacent to the International and Southern fields. The 2-5 year old play structure is in good condition and has a mulch safety surfacing. ADA access and additional surfacing are needed. Parent benches and a picnic table are also provided.

The three remaining fields, the Coastal, Southern and International, all share similar deficiencies as their larger counterparts. Spectator seating areas and the dugouts lack accessible routes and require re-sodding of common turf areas.

Finally, an additional storage shed and covered storage area is also located next to the International and Southern ball fields. This storage area needs a paved connection to the barn and canopy to reduce wear on the sod between them and the sidewalk.

Recommendations:

Murphey Candler North

- Provide new park entry signage conforming to city standard
- Provide new site furnishings conforming to city standard
- Develop parking analysis with intention to maximize available off-street parking and potential expansion areas on site
- Provide handicapped parking areas with full ADA connections to site facilities. Consider using tabletop pedestrian crossings along W. Nancy Creek Drive.
- Perform full inspection of Caretaker house and develop remedial work plans to renovate and improve
- Provide lake shore stabilization initiatives to control pedestrian access to the lake shore and protect shoreline plantings
- Provide paved perimeter trail around portions of the lake as called for in the greenways plans. Other trails around lake can be granular paved, so long as they meet ADA, creating a full ADA loop trail around the lake.
- Expand trailhead parking area and renovate the lake overlook for ADA considerations



- Replace pavilions with metal structures to ensure long lifespans. Provide ADA sidewalk access to each location
- Redevelop multi-purpose field at Candler Lake Drive and provide enhanced parking and pedestrian access
- Renovate tennis courts to provide new pavement, sports lighting and spectator areas. Provide dedicated parking with ADA considerations
- Redevelop playground and restroom area. Consider select removal of some trees to reduce pine needle litter in playground areas. Develop sidewalk connections to play structures connected to maintenance road and lake trail
- Replace restroom building at playground area
- Provide new paved parking along Candler Lake Drive at playground area with ADA considerations
- Provide vehicular directional signage to all remote facilities on the north end of the park
- Provide roadside facility identification signage at pool
- Renovate pool parking lot and provide lighting
- Perform renovations to pool house for ADA and aesthetic considerations
- Provide additional shade structures at pool

Murphey Candler South

- Develop a park master plan that includes a parking study for the park to determine if a parking deck is needed to meet the overall parking needs for the park
- Provide new park entry signage conforming to city standard
- Provide new site furnishings conforming to city standard
- Develop parking analysis with intention to maximize available off-street parking and potential expansion areas on site
- Provide handicapped parking areas with full ADA connections to site facilities. Consider using tabletop pedestrian crossings along W. Nancy Creek Drive.
- Renovate playing surface of practice field and develop paved pedestrian connections between common areas, spectator seating and the field
- Renovate Bob Johnson Memorial Stadium to provide code compliant facilities and spectator seating areas. Provide enhanced plaza experience with shaded picnic area. Renovate playing surface of the football field and develop paved pedestrian connections between common areas, spectator seating and the field.
- Provide ADA compliant access routes and service windows to Martha's Spirit Shed
- Provide ADA compliant access routes into team areas and field of play, as well as spectator seating areas at all ball fields
- Renovate backstop netting systems to provide independent supports that do not connect to sports lighting poles or score tower roofs
- Repaint wood pavilions and provide ADA access from sidewalks



- Provide analysis of spectator areas surrounding Majors field and AA field for site safety, including guardrails, handrails, fencing, etc.
- Relocate drinking fountain attached to restroom building for clear access route
- Redevelop the spillway crossing to provide ADA compliant decking and guardrails meeting AASHTO guidelines
- Provide additional mulch safety surfacing at baseball playground and add access ramp
- Perform full analysis of Mac Scoggins Field House for life safety code and ADA compliance. Provide remedial work as necessary.
- Provide concrete pads in front of maintenance buildings and storage areas

Greenways

Greenway Design Standards

Land Acquisition

When planning and locating greenways within an existing community, both connectivity of population centers and the natural features of the land must be considered. It is very common for greenways to be built in the riparian zone of rivers, streams and associated watercourses adjacent to wetlands and costal marshes and along wooded corridors. Waterways are natural routes through the landscape, and they are often unsuitable for development due to periodic and natural flooding. Protecting wide riparian zones also preserves water quality and wildlife habitat. Acquisition of floodplains, wetlands or marshes and riparian zones is recommended even if they are not used in the short-term for public access greenways. Once these areas are under city ownership, they can be retrofitted with trails in the future.

Another corridor that presents an opportunity for a greenway is along existing roadways where excess public right-of-way exists. Many times, greenway trails run parallel to roadway travel lanes and combine on-road bicycle lanes and wide sidewalks to provide both safe pedestrian and bicycle traffic. The preferred roadway based greenway trail design standard is to separate the trail and roadway with a landscaped buffer strip.

There are many avenues that can be pursued in the land acquisition process. Land acquisition can occur through purchase of land in fee simple, purchase of development rights, and acceptance of donations of land and development rights (i.e., conservation easements).



In the development of greenway trails, public access will be required. The process of mandating public access to private property is difficult, at best, and raises significant legal problems. The issue at hand is how the City of Brookhaven and Brookhaven Parks and Recreation can ensure that properties that are developed along a planned greenway trail cooperate in its construction and provide public access. The options are as follows:

- Acquire the greenway portion of the property in fee simple
- Acquire an easement for the greenway portion that stipulates public access as a condition
- Arrive at a mutual agreement between the developer and the city, in which creating the public access greenway is a condition of rezoning
- Provide incentives for developers to include public access greenways

Trail Design

In developing the proposed routing plan for the greenway routes, the routes were divided into two major groups: “on-road systems” and “off-road systems.” The “on-road systems” contain sidewalks, bike routes, bike lanes and off-road paths that are constructed within the right-of-way of a road. The “off-road systems” are multi-use paths that are developed in rights-of-way that are shared with utilities or are acquired exclusively for the development of greenway trails. These “off-road systems” would fall within road rights-of-way only at points where they connect to road-based systems or cross a public street, or to complete a loop of the trail where off-road routes were not available. The following standards for the design of vehicular, bicycle and pedestrian circulation are adapted from a number of sources, including AASHTO, and various state highway departments' planning and design guidelines.

Pedestrian Walks and Trails include the incorporation of both new sidewalks and existing sidewalks with needed repairs and improvements to provide safe connections and links between neighborhoods, schools, parks and other community activity centers. These routes should be developed to accommodate all pedestrians, including children, senior citizens and individuals with disabilities.

Vehicular/Pedestrian/Bicycle Routes include provisions for travel routes for pedestrians, pedestrian routes in combination with vehicular routes, and bicycling routes in combination with vehicular routes. Designated bicycle routes identify a specific route that has been allocated for a bicyclist to get from a point of origin to a point of destination. Streets with standard 12-foot wide lanes do not necessarily have to be physically widened to become designated as a bike route if certain conditions are met. A designated and restricted segment of a shared street or roadway for use by cyclists can be indicated by the use of a colored stripe as separation between vehicles and bicycles. The stripe provides psychological rather than physical protection. However, where space is available, physical separation can be created through the use of plant materials, guardrails or low curbs. As an



added reinforcement to the designated bicycle route, bicycle route signs should be posted at all areas where new traffic enters the roadway, denoting the multiple use of the shared street or roadway. The distance between signs should not be greater than two miles. In urban areas, directional arrows should be used at intersections to indicate whether the bicycle route continues through the intersection or turns right or left. Bicycle route signs help encourage use and warn motorists that bicyclists may be using the road. These signed routes are considered appropriate for basic and proficient bicyclists.

In a typical urban setting where bicycles share a single lane with vehicles, in conjunction with speed limits under 35 mph, and with traffic lanes between 11 and 12 feet, the bicycle lane is recommended to be a minimum of four feet wide from the back of the curb; however, a five-foot width is preferred. Where road rights-of-way are greater than the normal 40 to 50 feet or where land acquisition will be required for trail construction, bicycle lane widths should be expanded beyond minimum standards to increase safety. The actual bicycle lane width for specific locations should be determined after evaluating vehicular operating speeds, traffic volume and composition, on-street parking, number of turning movements, number of businesses and residences and the degree of public awareness of the bicyclist presence.

An additional concern for safety within the bicycle lane is the potential problem caused by drainage grate inlets and utility covers. In new road construction, it is recommended that no inlets and covers should be located within bicycle lanes; the use of curb inlets is suggested and would eliminate grate inlet safety issues. It is also recommended that grates and utility covers be installed flush with the road surface, whether in new road construction or resurfacing.

Existing parallel bar drainage grate inlets located within bicycle lanes are potential traps for the front wheel of a bicycle, which can slip between the bars, causing serious damage to the bicycle and bodily injury to the cyclist. It is highly recommended that these grates be replaced with bicycle-safe and hydraulically efficient grates.

Vehicular/Pedestrian/Bicycle Routes should be designed to accommodate pedestrians, including children and senior citizens with varying degrees of physical and mental capabilities, and individuals with disabilities.

Multi-use Off-road Trails are typically 12 to 14 feet wide to accommodate two-way travel and serve a variety of users, including walkers, joggers, runners, bicyclists, skateboarders and skaters. These trails are also serviceable by emergency and maintenance vehicles. It is



recommended that trail surfaces be paved in order to ensure safety and access for all users, depending upon site-specific limitations. Pervious paving materials that are ADA-compliant and accommodate wheeled equipment should be used where it is appropriate. We have used pervious materials on past projects with good success.

In areas where trails coexist with jurisdictional wetlands, the trail should transition to a boardwalk to minimize its impact on the wetland. Where visual separation is required, such as along boardwalks located within jurisdictional wetlands, a three-rail wood fence, as illustrated in **Figure 6.9: Prototypical Trail Sections** provides an appropriate separation. It is recommended that all on-grade trails provide a 2-foot cleared shoulder on both sides of the trail for maneuverability and safety. A painted centerline stripe to designate and separate travel direction should also be considered. Detailed design of the multi-use trails should follow AASHTO standards and criteria in order to accommodate bicycle, emergency and maintenance vehicular travel. Multi-use trails should be designed to serve all pedestrians as well as basic, novice and proficient cyclists.

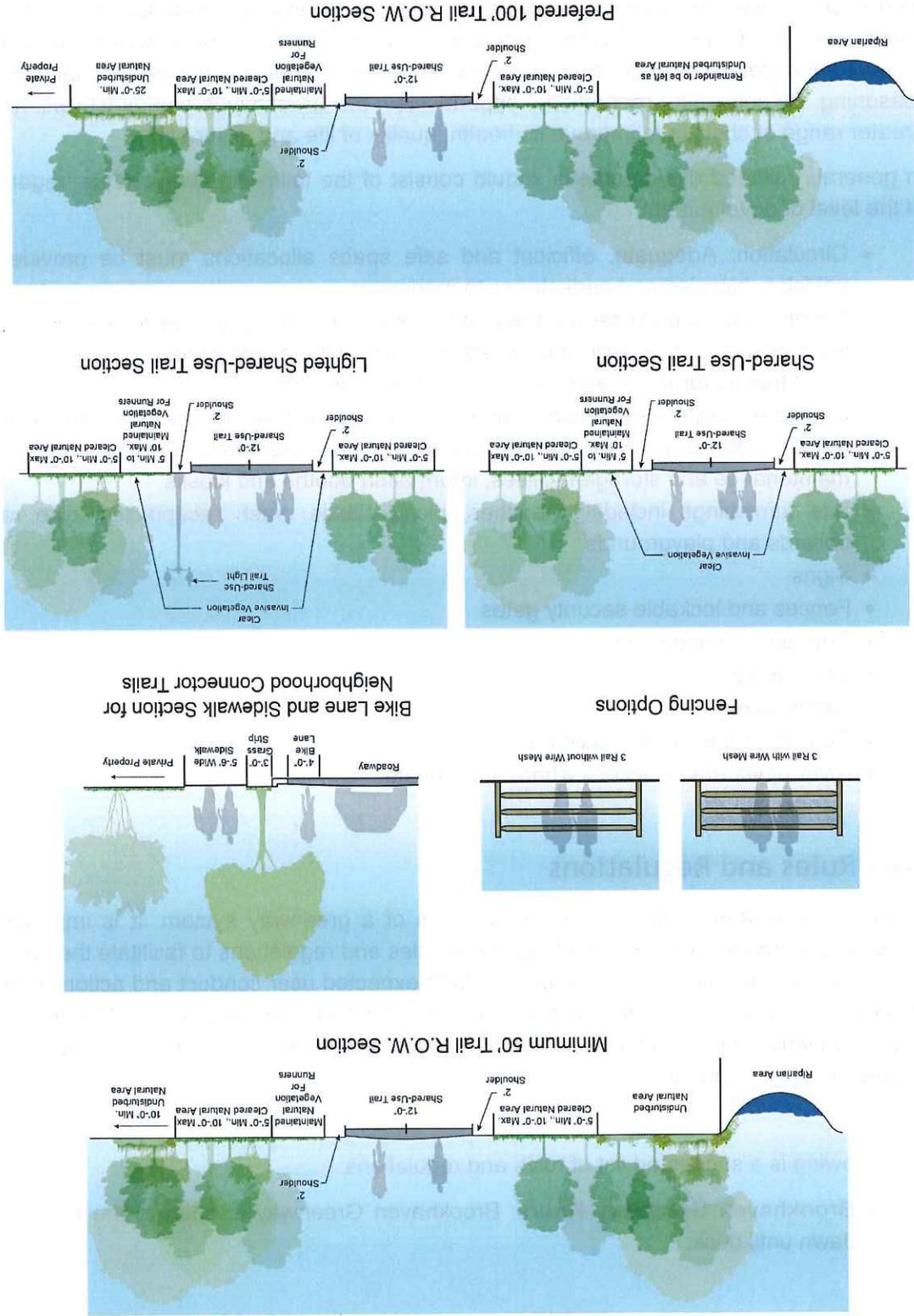
Multi-use trails can be in the floodplain of rivers, streams and creeks. Such trails should avoid the state-required buffers and any wetlands. They provide access to and connections between historic and cultural sites, exceptional natural resources and other points of interest. Multi-use trails may follow roadways, but physical separation is established between motor vehicles and trail uses. Where physical and secure separation is required (i.e., multi-use trails along a highway right-of-way), the three-rail wood fence with wire mesh, as illustrated in the *Prototypical Trail Section Sketches*, will provide an aesthetically pleasing and acceptable barrier between the heavy vehicular traffic roadway and the adjacent pedestrian/bicycle multi-use trail. Along portions of the trail, changes in elevation are required to conform to existing topography, avoid significant natural features such as rock outcroppings or compensate for fill materials in floodplains. In these transition areas, porous or standard concrete ramped trails with supporting gabion walls should be used. Trails should not exceed a five percent (5%) vertical slope in order to comply with ADA guidelines for accessibility and to maximize user comfort. Any trails that exceed five percent are considered ramps and must conform to specific ADA requirements relevant to handrails, length of run, landings and other issues. AASHTO allows for steeper grades on trails than ADA but we have found that grades over 5% are difficult on seniors both walking and bicycling and are the maximum grade that small children and many adults can comfortably ride a bicycle. Therefore, we try to keep trails under this gradient.

Trailhead Design

Simply stated, trailheads are trail access points for the general public. However, in terms of available facilities and amenities, the various types of trailheads can be extremely diverse. Trailheads will establish the trail user's first impression of the greenway system; therefore,



FIGURE 6.9 PROTOTYPICAL TRAIL SECTIONS



2014 Comprehensive Parks and Recreation Master Plan Fig. 6.9



attention to details of design will be critical as construction documents are developed. Where possible, trailheads should be located in or adjacent to existing or planned parks so that public amenities such as restrooms, parking, picnic pavilions, playgrounds and general recreation facilities are already available. In addition, educational facilities should also be considered as a prime location for trailheads. Frugal use of economic resources is a strong component in determining location. However, economy of means is not the only factor in this reasoning. By combining recreational opportunities, the Brookhaven community will have a greater range of choices to improve its health, quality of life and leisure time.

In general, trailhead design criteria should consist of the following components, regardless of the level of development:

- Circulation: Adequate, efficient and safe space allocations must be provided for vehicles, bicycles and pedestrians to maneuver
- Parking: There must be an adequate number of parking spaces for the anticipated level of use of the particular facility including, where appropriate, spaces for RVs, small trailers for boats and canoes, buses and bicycles
- Structures: Again, depending upon the anticipated level of use, buildings may be required. Structures may include gazebos, picnic shelters or pavilions, restrooms, maintenance and storage facilities, information booths and kiosks.
- Site furnishings including benches, picnic tables, trash receptacles, bike racks, bollards and playgrounds
- Signs
- Fences and lockable security gates
- Emergency telephones
- Security lighting
- Landscaping
- Connector trails to the main trail
- River or waterway access where appropriate

Trail Rules and Regulations

Public safety is a key element for the success of a greenway system. It is important to establish and implement a standard set of trail rules and regulations to facilitate the safety of all trail users. The trail rules should identify both expected user conduct and actions that are in violation of trail policy. Public notification is key for trail user awareness of the trail rules and regulations, which should be posted at all major access points to the greenway and also be available in a handout form.

The following is a suggested list of rules and regulations:

- **Brookhaven Greenway Hours:** Brookhaven Greenway is open to the public from dawn until dusk.



- **Be Courteous:** All greenway users, including walkers, joggers, skaters, skateboarders, wheelchairs and bicyclists, must be respectful of other users, including their mode of travel, speed and level of skill. Respect the privacy of adjacent property owners and the existing wildlife living in their natural habitat; remember, greenway users are sharing community space.
- **Use the Buddy System:** Always use the greenway system with a friend!
- **Do Not Use This Trail Under the Influence of Alcohol or Drugs:** It is illegal to use this trail (public property) while under the influence of alcohol in excess of the State of Georgia statutory limits or if you have consumed illegal drugs. Trail users that are on prescribed medications should consult their doctor or pharmacist to ensure that their medications will not impair their abilities for safe usage of the greenway system.
- **Clean Up Your Litter:** Please keep our greenways clean and neat for other trail users. Dispose of all debris appropriately or pack out what you bring in. Remember to recycle whenever possible. Please clean up after your pets. Violations will result in fines.
- **Keep Pets on Leashes:** All pets must be kept on a secure and tethered leash. Violations will result in fines.
- **Keep to the Right:** Always keep to the right when using the trail, or stay in the lane that has been designated for your user group. An exception to this rule is when it becomes necessary to pass another user.
- **Pass on the Left:** When it becomes necessary to pass another user traveling in your direction, pass the user on their left. Verify that trail user traffic is clear prior to passing; remember, always yield to both slower and oncoming traffic.
- **Give Audible Signal When Passing:** All users should give a clear warning signal prior to passing. Common voice signals are "Passing on your left!" or "Cyclist on your left!" Be courteous and respectful with audible signals; profanity is not acceptable.
- **Be Predictable:** Travel in a consistent and predictable manner. Always look for traffic clearance prior to changing trail position.
- **Be Alert:** Inattention can cause disasters. Always stay alert. Maintain control of your bicycle, skateboard and skating travel.
- **Do Not Block the Trail:** When traveling in a group or with your pets, use no more than half of the trail. Do not block the flow of other trail users. If approached by trail users from both directions, oncoming and from behind, merge your group into a single line to the far right to allow the safe passage of others.
- **Yield When Entering or Crossing Trails:** When entering or crossing a trail at a non-controlled intersection, yield the right-of-way to traffic on the other trail.
- **Use of Lights:** When using a trail near dawn or dusk, or during inclement weather, be equipped with appropriate lights, and wear light or reflective clothing. Cyclists should be equipped with a white light in the front and a red or amber light in the rear of the bicycle, both visible from 500 feet in either direction. All other trail users should be equipped with a source of white lights capable of being seen from 250 feet to the front.



- **Trail Subject to Flash Flooding:** Sections of the Brookhaven Greenway are subject to flooding and the Greenway is officially closed during the times when trails are subjected to floodwater conditions. For your personal safety, please be prepared to leave the greenway immediately during periods of heavy rainfall.

The above rules and regulations represent an acknowledgement of basic concerns and are by no means final. They require review, modifications, additions per trail-unique conditions, and approval by the City of Brookhaven and Brookhaven Parks and Recreation Agency in the interest of public health, safety and well-being.

Safety and Security

Safety and security are fundamental for all public facilities, which include community greenways.

The greenway is being developed to accommodate the general public, with special emphasis given to pedestrians, including children and senior citizens with varying degrees of physical and mental capabilities, and individuals with disabilities. The main trail will also accommodate two-way travel, serving a variety of users, including walkers, joggers, runners, bicyclists, and skaters; it will also accommodate emergency and maintenance vehicles.

With the Brookhaven Greenway being a public facility developed for the general public, a basic level of safety must be maintained. This level of safety does not end in the design efforts of the greenway, but extends to the maintenance and security policies to be implemented by the city. These policies will require safety patrols, routine maintenance of the trails and be recognized as high priorities by the city. Signage, both temporary and permanent, must be immediately in place from the beginning of construction to its completion. The signage system must include regulatory, warning and guidance signage.

An emergency plan should be developed and put in place by the city. This plan can respond to emergency situations from the common to the most unlikely accidents. Public agencies that should be involved include, but are not limited to, Parks, Fire, Emergency Services and Police Departments, Utility and Public Works Department and any other group that is tasked with emergency planning for city facilities.

In addition to public agencies, support from private groups and/or adjacent property owners along the greenway could be formed and become a major resource in both policing and maintaining the greenway system. This resource will have a strong bond of public ownership



and will make a special effort to see that the greenway, with its built facilities and natural resources, is protected and used as per city rules and regulations.

The following is a suggested list of additional components for the safety and security of the greenway:

- Installation of distance markers at .25 mile intervals to aid in identifying trail location in the event of an emergency
- Establishment of a safety committee or coordinator
- Preparation of a trail safety manual for employees and agencies
- Establishment of user rules and regulations
- Development of greenway and trails emergency procedures
- Preparation of a safety checklist
- Preparation of a trail user response form
- Development of a system for reporting accidents
- Development of a regular maintenance and inspection program
- Development of a site review program
- Development of a public information program
- Implementation of an employee training program for safety and emergency response
- Conducting ongoing research and evaluation of program objectives

Because the Brookhaven Greenway will be built in multiple phases, policies and emergency procedures should be expanded accordingly to deal with all of the greenway sections as a whole.

As construction phases are completed and opened for use by the public, a new construction phase will begin. It is highly recommended that public use not be allowed until the current construction phase is completed and that any use will be considered a violation of the posted rules and cited accordingly. This recommendation should minimize, if not avoid, unnecessary vandalism and damage to the greenway during construction. It will also reduce or prevent accidents during subsequent construction phases.

General Recommendations

Create a Greenway Conservation Easement Document

The potential for development of greenways throughout the city creates the need for a greenway conservation easement document. This document is a tool to gain access for greenways across private property without having to purchase the property or acquire the land at a reduced rate. A sample agreement is provided in the appendix. Parks staff should



work with the city's legal counsel to create a similar document to be used for greenway corridor acquisitions. Another option for obtaining greenway easement is to work with a non-profit agency such as the Path Foundation. The Path Foundation is an established greenway development non-profit that works with communities in the Greater Atlanta Metro area to obtain greenway routes. They would be a good partner for the city to work with as the city initiates its own greenway development program.

Develop Facility Design Standards

The basis for creating a strong image of the Recreation and Parks Division is to follow design guidelines and standards in park development that allow a visitor to immediately identify a public park by the elements that are present there. Design standards also reinforce the branding efforts of communities who want to present a unified approach among all public facilities. Gwinnett County is a great example of a park system that uses standard design guidelines in their parks, which are readily identifiable by residents and visitors to the county.

Architectural

Architectural standards apply to the built structures within a park and dictate such elements as construction materials, roofing materials, paint colors, hardware and furnishings. While a strong park system does not require that every structure look exactly the same, using a combination of the same building materials and colors is enough to create an identity for the park structures. Using common hardware and building materials throughout the park system can reduce maintenance costs by increasing the efficiency of repairs. Our observations indicate a lack of architectural uniformity in Brookhaven parks.

Athletic Amenity Standards

Athletic amenity standards relate to backstops/dugouts, bleachers, fencing, gates, lighting, scorers' stands, irrigation, turf, spectator seating, concession/restroom buildings and other elements that support the athletic fields or complexes. Using the same fencing materials and dugout standards, etc. helps to strengthen a system's image by creating uniformity at major features found in the interior of a park. It also allows for the development of uniform field maintenance when all fields contain the same equipment and mechanical systems.

Due to the high usage level of soccer/multipurpose fields and some of the limited open space such as the area at Murphey Candler Park and the area by the large pavilion at Blackburn Park, there are on-going issues with turf care and safety. The city should consider using synthetic turf on some fields and open areas in the park system to maximize the use of these spaces. Not only would synthetic turf reduce long-term maintenance, it would reduce weather-related delays and would support increased programming and use of these



spaces. A design standard for synthetic fields should be developed with the overall field standards.

General Site Amenity Standards

General site amenity standards are some of the easiest and most cost feasible to implement. They include such things as perimeter fencing and gates, furniture, green space irrigation, landscape planting, trash receptacles, lighting and playgrounds. Some basic guidelines for developing a standard package for park amenities include specifying elements that are produced by the same product supplier and are of the same color scheme and design style.

Using the same plant materials at park entrances and around key park features like pavilions or restroom buildings is one way of using site amenity standards to create an identity for the system. Maintenance of these landscapes is simplified because the inventory of replacement landscape material has been established beforehand. Repairs are made faster and scheduling is easier because time standards for repetitive repairs can be tracked. Our observations indicate a lack of uniformity in the site furnishings and landscaping.

Parking, Circulation and Site Development Standards

Parking, circulation and site development standards relate to the dimensions and construction specifications of parking, paving, roads, sidewalks and trails. These standards set parameters for the layout of new or redeveloped parks through requirements such as the type of curb and gutter found along roadways and parking lots and the minimum width of sidewalks. In addition, these standards can provide general guidelines that minimize the visual impact of parking to create circulation that is more efficient by grouping similar activities like basketball, tennis and other court games.

Some parking, circulation and site development standards that should be considered include:

- Providing shade for picnic areas during 11:00 am and 5:00 pm
- Maximum buildable slope of 20% with 2-15% being most desirable
- Providing a proper balance of wooded and open lawn areas
- Minimizing offensive sounds and smells through careful site selection
- Minimizing the impact of lighting through the placement and selection of light fixtures
- Locating large facilities in open areas and on flatter slopes to minimize removal of existing tree canopy
- Providing shade along walking paths and playgrounds
- Providing a central restroom for several recreation facilities to share in more developed parks



- Locating facilities where they are visible from a main road
- Locating unique park facilities in locations that are accessible for walkers and cyclists
- Locating parks along proposed greenway corridors
- Establishing parking ratios for each type of facility
- Providing standard turf and maintenance for dog parks
- Identifying and specifying where green infrastructure systems should be used
- When looking at parking lot layouts, the following should be considered:
 - Minimizing the visual impact of large parking lots with landscaping
 - Utilizing right-angled parking for the greatest space efficiency
 - Providing overflow parking on stabilized turf or lawn areas
 - Separating pedestrian and vehicular circulation routes
 - Using wheel stops where parking spaces abut sidewalks
 - Using porous pavements and bioswales to reduce and clean stormwater runoff
 - Where reuse or installation of granite curbs is appropriate

Sign Standards

Entrance signs, directional signs and identification signs are critical elements for providing a standard image of the park system. Park sign programs can be implemented into an existing community-wide wayfinding program or as an independent program.

The existing granite park entry signs are attractive and could be used as the bases for develop park sign standards. These signs can be updated to add the name of city to the signs. Additional landscaping around these signs should also be added to enhance the setting of the signs. A uniform set of park signage standards should be developed. **Figure 6.10** below provides an example of the new park sign standards adopted by the City of Cary, North Carolina. While the materials used in this example would not be ideal for Brookhaven, the family of signs does reflect the variety of signs needed for the park system including greenway signs.



Figure 6.10: City of Cary, North Carolina Greenway Sign Standards



Action Plan

As part of the overall capital plan, funding for the development of design standards should be included. The standards can be developed as part of the redevelopment and renovation of existing parks and development of new parks. The standards should reflect the city's overall visioning program and other community projects.

Park Development Priorities

The planning team has prioritized the projects recommended throughout this master plan. For a detailed phasing of these projects, including opinions of cost and the year in which they should be implemented, refer to Section 7, *Opinions of Probable Cost and Phasing Plan*.

Tier One Priorities

Tier One Priorities are the actions that should be taken and the park projects that should be funded in the next 24 months. Many of the projects listed in Tier One are additional studies on existing facilities that are needed to determine which existing facilities should be renovated and which one should be removed.

- Develop all recommended design standard documents including standardize signage for all parks
- Develop a prioritized capital plan and funding mechanism for implementation
- Secure funding for capital plan
- Begin redevelopment of all parks by removing unnecessary chain link fences in parks
- Develop an aquatics facility master plan for all three pools



- Acquire property in District 4 for a neighborhood park and develop park master plan
- Develop a redevelopment master plan for Briarwood and Lynwood Park Community Centers
- Complete a bank stabilization plan for Murphey Candler Lake
- Complete master plan for redevelopment of the Caretakers House
- Complete management agreements with all existing park user groups
- Develop redevelopment plans for all parks
- Acquire additional park land
- Begin greenway development
- Begin ADA improvements
- Develop dog park and replace restrooms at Brookhaven Park

Tier Two Priorities

- Tier Two Priorities are projects to be completed in months 25-60 following adoption of this master plan. Begin redevelopment of parks per the capital plan.
- Add restrooms per park plans throughout the park system
- Implement the recommendations of the aquatics master plan
- Complete redevelopment of Caretaker House
- Develop additional parking at Murphey Candler and redevelop football complex
- Complete the redevelopment passive facilities at Murphey Candler
- Develop neighborhood park in District 4
- Continue greenway development
- Implement recommendations for Briarwood and Lynwood Community Centers

Tier Three Priorities

Tier Three Priorities are projects to be completed in months 61-120 following adoption of this master plan.

- Continue park renovations per the capital plan
- Continue greenway development per the capital plan
- Continue to acquire land for additional neighborhood parks

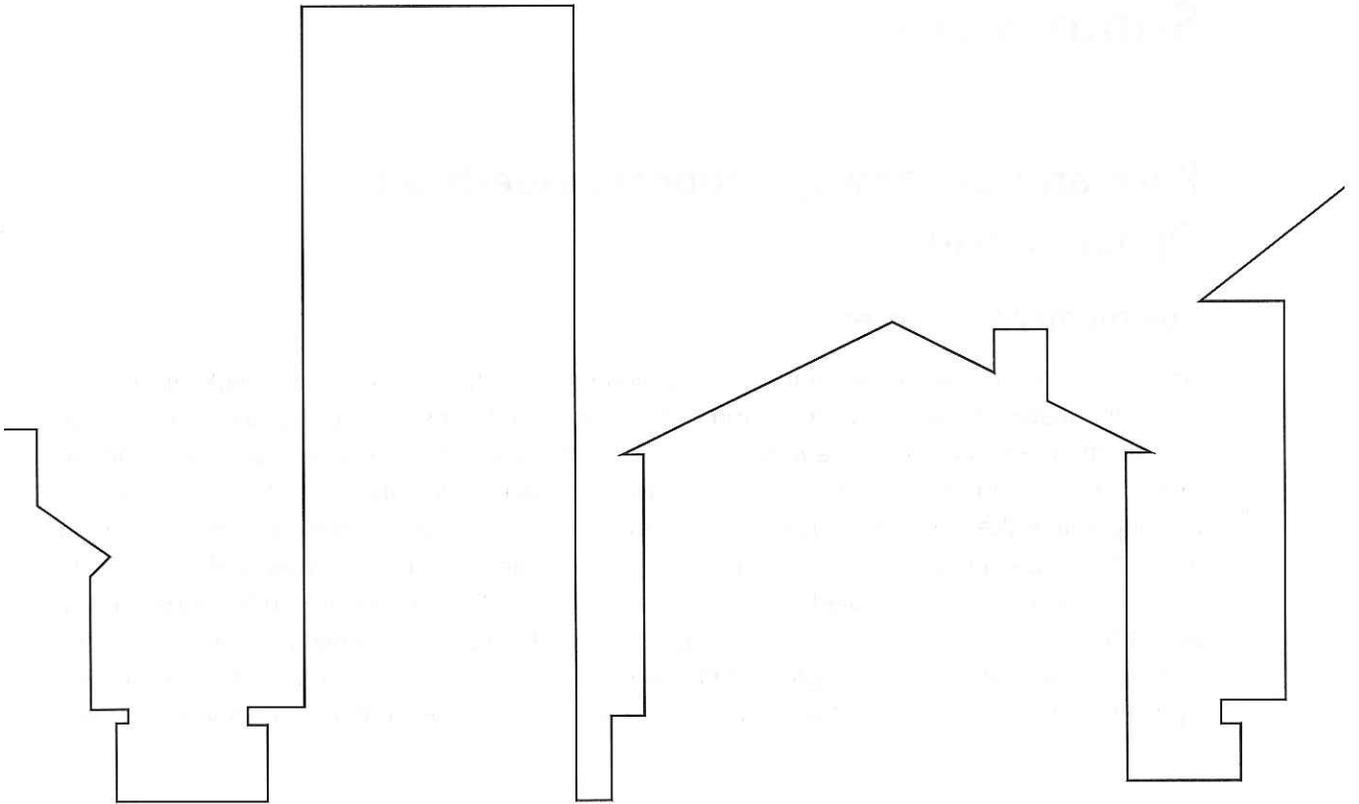
Projects to be completed in the future, beyond the 10 year master plan time frame

- Section 7 contains a year-by-year spending plan and cost estimates for park renovation and redevelopment



07

Park and Greenway Development & Opinions of Probable Cost



07 Park and Greenway Development & Opinions of Probable Cost

Redeveloping existing parks and facilities, acquiring land and developing parks and greenways, and protecting both cultural and natural resources are common objectives of a public park and recreation agency. It is clear that the City of Brookhaven wants to formulate a strategy for improving the quality of existing parks, as noted in Section 6: Facility Assessments, and add new parks and greenways in areas where deficiencies were identified in the Facilities Gap Analysis. The needs for additional park land are discussed below.

Parks and Greenway Development Summaries

Park and Greenway Property Needs and Opportunities

Community Park Sites

As noted in the Facility Gap Analysis in Section 6, the only two community parks in the city are both located in the northern section of the city. In fact, these two parks are very close to one another resulting in a great deal of overlap between their service areas. In addition, these parks are in an area of the city with lower population densities, which further reduces the population they conveniently serve. Another issue that was a common comment during the public input process was the city's lack of a large park for festivals and community events. These factors coupled with the need for area for additional sports fields clearly points to the need for a new community park in Brookhaven. In Planning Areas 2 & 3, only four properties owned by a single owner are over 20 acres. One of these parcels is owned by DeKalb County and has two schools on the property. Two others are developed with



07 Park and Greenway Development & Opinions of Probable Cost

commercial and office developments. Only one parcel is undeveloped and it is a 30 acre parcel located adjacent to the airport.

The limited availability of large tracks of land may make it more difficult to develop a large park in Planning Areas 2 or 3 without assembling multiple properties from different owners. Assembling multiple properties can be more challenging, but it is a viable approach to consider. It can also be more expensive if you have to purchase commercial properties which have a higher value than residential properties or undeveloped properties.

Another approach is to examine existing parks and determine if additional properties were acquired adjacent to the park, could an existing park be redesigned to function as a totally different kind of park and better meet the needs of the entire community. One park stands out with have the best potential for this type of redevelopment and that is Briarwood Park.

Briarwood Park is surrounded by a number of older apartment complexes. As these apartments age they will reach a point where major renovation or total replacement will be required. If the city were able to purchase an approximately 17 acres of apartment complexes adjacent to the park and combine the acreage with the existing 18 acres at the park, a new park could be developed that would total approximately 35 acres. The new park would also have frontage on Buford Highway allowing for improved access into the park and favorable visibility for motorist passing by the park. At 35 acres, the park could be developed with multi-use spaces for open play and special events, walking trails, playground and picnic facilities, a community garden and other features similar to Blackburn Park. The existing community center and pool may be able to stay or they could be replaced with new facilities. If this park were to be enlarged, it would become a destination park for residents on the south end of the city. If the city were to purchase additional apartment complexes, the park could be even larger.

There may be other parks where adjacent properties could be added to provide additional space for parking, new park features or simply natural areas to provide larger park buffers. Park staff should evaluate areas around all parks for potential expansion of existing parks.

As previously mentioned, the one large undeveloped tract located in the city is a 30 acre parcel located to the west of the DeKalb-Peachtree Airport. This parcel is mostly wooded with a small area of open space on the front of the property. The property is surrounded on three sides with single family residential properties. This property is large enough to be a community park.



If this property were to be developed as a community park, the site would not be as desirable for sports field development due to the adjacent residential properties and the impact sports lighting could have on the airport. Making this more of a urban park with a combinations of community festival spaces, open play lawns, passive wooded trails, pavilions and a playground would be a more desirable mix of facilities. Another positive feature of this property is its accessibility to Clairmont Road NE.

Neighborhood Park Sites

Neighborhood parks, as previously discussed in this report, range from 5 to 20 acres in size. Finding additional properties in the lower end of this acreage range should not be as difficult to locate and acquire. Properties for neighborhood parks should be sought out in all underserved areas, as shown on the gap analysis, starting on the south end of the city. A good starting point for property acquisition would be the properties purchased by FEMA that were flooded during the 2012 flood. Several of these parcels are contiguous and could be developed as a small neighborhood park.

Mini Park Sites

As part of the Buford Highway improvement project, small parcels could be obtained along the corridor to provide mini parks near existing apartment complexes and commercial developments. These parks could be developed with plazas and greenspace and function as neighborhood gathering spaces.

Greenways

As illustrated on Figure 6.9 in Section 6 of the master plan, proposed greenways are needed to improve connectivity within the city, and as a whole, will promote healthy lifestyles and expand recreation opportunities. Survey responses revealed a high desire to add more greenways to the trail system throughout the city.

A minimum 50' greenway corridor is recommended and 100' is preferred where it can be obtained. The topographic relief found along the proposed greenway corridors will require the trail to have switch backs to comply with ADA grade requirements, as well as make it more bicycle friendly for the average rider. The wider easement will allow for fewer longer switch backs as the trail climbs the steep terrain. The wider easement will also allow the trail to meander within the easement, adding interest along the greenway corridor.



There are many good opportunities to develop greenways throughout the city. The planning team believes the one that will have the most initial impact is a greenway to connect Murphey Candler and Blackburn Parks along Nancy Creek. This greenway would run along the western boundary of Murphey Candler Park and cross over Nancy Creek onto an undeveloped portion of the park. The greenway would then run west on the south side of the creek to Ashford Dunwoody Road. This initial section of trail should be a 12' wide asphalt path. At Ashford Dunwoody Road, the greenway would cross under the road at an existing bridge and connect to the Marist School Property. A bridge at this point should be constructed across the creek to connect to the YMCA soccer complex. Along both sides of Ashford Dunwoody Road, 8' wide sidewalks should be provided to the northern most entry drive to Blackburn Park. At this location, a signalized yield to pedestrian crossing should be installed to connect the YMCA to the park. This greenway crosses a few properties along the creek, and the sidewalk section should be able to be developed within the existing right of way.

While the development of the Nancy Creek Greenway is underway, a master plan should be developed for the North Fork of Peachtree Creek. The master plan should identify where trailheads will be developed to provide access to the greenway. The master plan will allow the city to determine how many parcels of land the greenway crosses and the best method to obtain properties in fee or by easement. The master planning process should be conducted with public input to gain an understanding of the amenities citizens would like to see along the greenway and at trailheads.

Once the master plan is complete, the city should identify the phases for development of the greenway and begin the development of construction documents and property acquisition documents. This process could take up to two years to complete. Once the land is acquired, construction should begin. The city should continue this process for each phase until the entire greenway is constructed.

Other recommended sections of the greenway should be developed over the next ten years as funding becomes available.

Brownfields and Conversions

The limited amount of remaining undeveloped property for park development in Brookhaven will be difficult to find. To overcome this issue, the city should not rule out the conversion of developed sites into parks. The Department of the Interior has a grant program to provide funds to assess properties that have potential contaminants that prevent redevelopment of the property. A summary taken from their website on this program is provided below:



The Small Business Liability Relief and Brownfields Revitalization Act ("Brownfields Law", P.L. 107-118) requires the U.S. Environmental Protection Agency (EPA) to publish guidance to assist applicants in preparing proposals for grants to assess and clean up brownfield sites. EPA's Brownfields Program provides funds to empower states, communities, tribes, and nonprofits to prevent, inventory, assess, clean up, and reuse brownfield sites. EPA provides brownfields funding for three types of grants. 1. Brownfields Assessment Grants – provides funds to inventory, characterize, assess, and conduct planning (including cleanup planning) and community involvement related to brownfield sites. 2. Brownfields Revolving Loan Fund (RLF) Grants – provides funding for a grant recipient to capitalize a revolving fund and to make loans and provide subgrants to carry out cleanup activities at brownfield sites. 3. Brownfields Cleanup Grants – provides funds to carry out cleanup activities at a specific brownfield site owned by the applicant.

A common brownfield site is an abandoned industrial property, service station or truck stop. Because these properties typically have underground fuel storage sites and other petrochemicals on site, they often sit abandoned for years due to fears that purchasing the property would mean inheriting a contaminated site, thus requiring large cleanup efforts as a condition for redevelopment. This grant program allows for the assessment to be done by the city, using grant funds to determine if contaminants exist and what would be required to clean up the sites. A grant of this type would put the city in a position to maximize negotiating power when purchasing the property. Because these are grant funds, the city would not incur the cost for the evaluations or possibly even the cleanup cost.

Parks and Greenway Development Summary

Opinions of Probable Cost and Phasing Plan

In order to develop a long term capital plan for improving and expanding the park system, opinions of probable cost for suggested park improvements are needed. Opinions of cost have been developed for each park based on a master plan level of plan development for known cost. These opinions total just over \$47,000,000 million in capital improvement needs for the next ten years. The recommended facilities discussed in Section 6 of this plan are needed to provide expanded recreation opportunities and improved service to the citizens of



Brookhaven and to reduce overuse and overcrowding at existing parks. Survey respondents clearly indicated a desire for more communitywide special events, which bring the community together. To address this need, open lawn spaces in existing parks need to be renovated and additional parks need to be developed. Other items that received high mark in the survey included greenways, developing additional parks, playgrounds, community gardens and aquatic facilities. At workshops and public meetings, citizens expressed a desire for the existing facilities to be upgraded and more restrooms to be provided in the parks. The need for additional indoor programming space was also a common topic.

The city is faced with a challenge in meeting the needs and desires of the community as it continues the process of transforming facilities that were once part of a county system into a city park system that is operated and maintained at a much higher level. While comments were heard about not raising taxes to improve the park system, survey findings indicated strong support to fund park improvements. Those who completed the survey funding question supported funding park improvements at a level of 77%, compared to only 23% who did not support any type of funding. This is a clear indicator from the community that new, or current funding sources, should be directed to improving the parks.

A ten-year phasing plan has been developed. Implementation is broken into three tiers: Tier One projects are to be completed in the next 24 months, Tier Two projects are to be completed within the next 60 months and Tier Three projects are to be completed within 120 months.

As part of this master plan, concept level redevelopment park plans were developed for Blackburn, Lynwood, Brookhaven and Murphey Candler Parks.

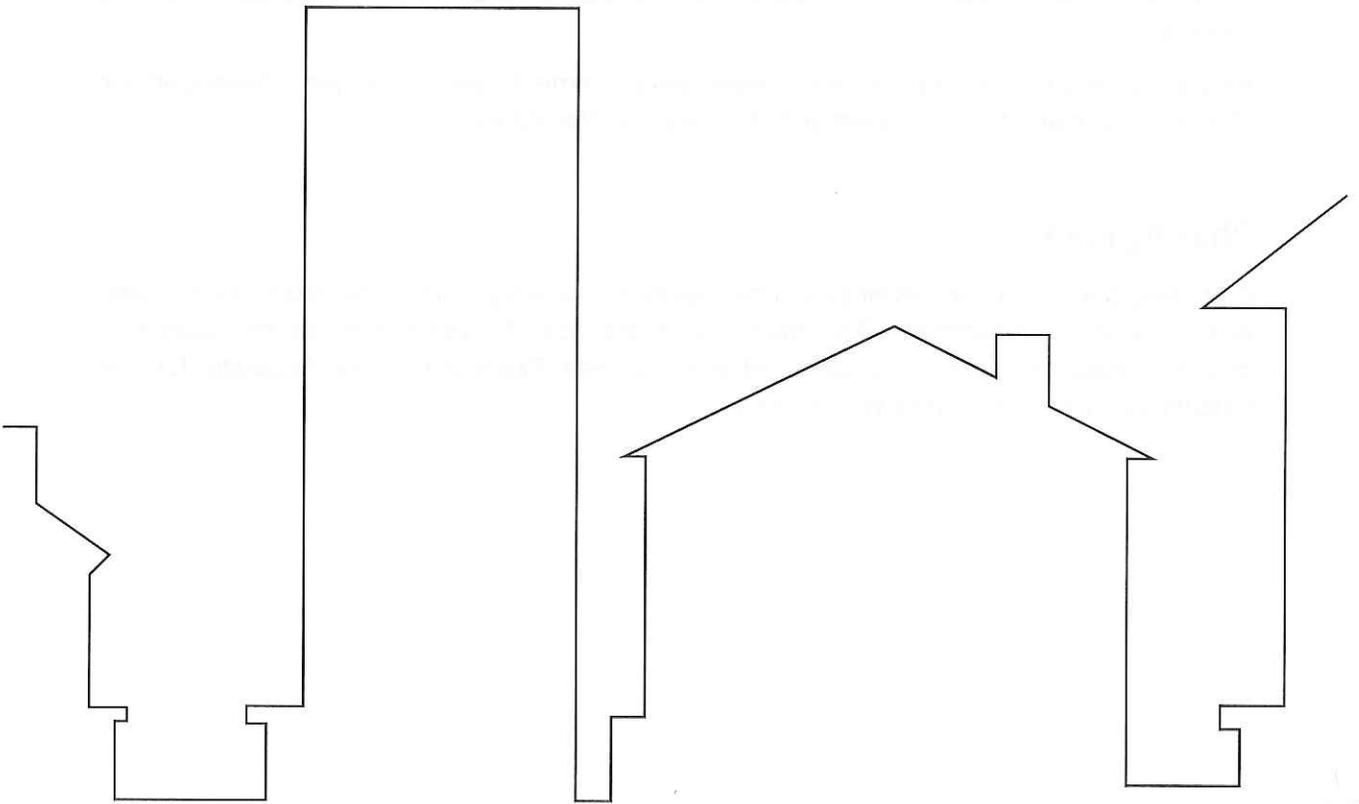
Phasing Plan

A phasing plan has been developed to help guide the development of the Brookhaven Parks and Recreation Department. This plan covers the next 10 years and will be subject to change based on the funding ability of the city. See **Table 9.1** in the Appendix for the funding summary/community work program.



08

Funding



08 Funding

As the city continues its transition over the next ten years, Brookhaven officials will have to provide new facilities, maintain existing facilities and operate a growing Recreation and Parks Department. In this section of the report, we have documented current funding practices and identified opportunities to gain additional funding and tools for continued development of the Department.

Current Funding

The city has set aside \$2,000,000 for capital projects in the current year budget. This funding is coming from the general fund. If this level of funding is maintained over 10 years, a total of \$20,000,000 in park development and redevelopment could be completed. It is clear the city will need to explore other methods to increase funding if the goal of improving the overall quality of the park facilities is to be met. In the following paragraphs, alternative funding options are explored.

Historically, the main sources of capital funding for parks and recreation agencies in the state of Georgia are:

- Special Purpose Local Option Sales Tax (SPLOST)
- General Obligation Bond
- Program User Fees
- Local Option Sales Tax (LOS)
- Impact or Other Development Fees
- General Fund Tax Dollars
- State and Federal Grants



Traditional Primary Funding Methods

Special Purpose Local Option Sales Tax (SPLOST)

The largest and most commonly used funding source for capital projects in Georgia is the Special Purpose Local Option Sales Tax (SPLOST) program. SPLOST referendums are placed on the ballot by county governments, and as such, the county controls when and if this type of funding will become available. If a SPLOST is passed in DeKalb County, the City of Brookhaven will receive a proportional share of the funds collected based on the city's population. As part of the process, projects which are to be funded by the tax dollars collected must be identified prior to the vote so voters know what is to be constructed. Because so much of this process is controlled by the county, this is not seen as a viable funding source at this time.

General Obligation Bonds

As a new city, Brookhaven does not have any outstanding general obligation bonded debt. Georgia law mandates that general obligation debt issued by cities and counties cannot exceed 10% of the assessed value of all taxable property. For Brookhaven, this equates to a legal debt margin of \$277,000,000.

The use of a bond program would be a viable option to initiate a major capital program for parks and recreation facilities. The city could do a bond letting to fund a portion of the capital projects outlined in this master plan. The bond would be paid back over a 20 or 25-year period and would allow the city to begin to meet the facility needs of the community.

Cobb County, Cherokee County and DeKalb County, along with the City of Roswell, have in the not-so-distant past, passed bond programs that included recreation facilities and are in the process of completing the projects funded by the bonds. Like the SPLOST, projects to be funded by the bond program must be identified prior to voters going to the polls to vote.

A bond program in the 50 million dollar range would allow the city to quickly complete approximately 35 to 40 million dollars in park projects depending upon the interest rate and payback period. Using a 4.5% interest rate and a payback of \$2,500,000 per year over 20 years, approximately \$35 million in projects and land acquisition could be completed over the next three to five years. If the city would commit to maintaining the current funding of



\$2,000,000 per year for capital improvements, the total bond program would come down slightly but still provide a means to have a major impact over a short period of time.

A variety of methods exist for funding the repayment of a bond. Funding can be from a single source, such as using a portion of existing tax revenues. It can also come from a special fee added to a utility rate, or other similar fees that residents of a community are charged. Determining the most feasible single source or combination of sources will be critical for the city.

User Fees

User fees assessed by parks and recreation agencies are wide and variable. Fees can be charged for facility maintenance and added to program registrations or for park access that is charged on a daily or annual basis. Other user fees include memberships to special facilities and centers and program fees charged for instructional programs. The combination of these fees can be a major revenue generator for the city.

Program user fees are a collection of entry fees and program registrations. Funds collected are primarily used to offset operating expenses to provide services to Brookhaven citizens. Current program fees and revenue generation have not been a major focus for the Department. As the transition of the Department continues, this should be viewed differently. In the operational and budget assessment, it was noted that the only source of income currently identified in the budget is pavilion rentals. Development of a fees and charges policy has been recommended, and once completed, user fee collection should increase dramatically. Several examples of how fees could impact funding for new development are provided below.

Non-Resident Fees

Currently, non-resident fees are not being charged by the city. Non-resident fees are charged to facility users who do not reside within the city limits of a community. An example would be charging a non-resident fee at a swimming pool. Residents pay a set fee and non-residents pay a higher fee. Moving forward, the city should assess facilities and programs and determine which would be best to charge non-resident fees. Facilities that require higher levels of maintenance, such as dog parks, pools and community gardens are the type of facilities where non-resident fees should be charged. One area not recommended for charging non-resident fees is youth sports. The long history of the parks services being provided on a countywide basis has created leagues with residents from throughout the county. Many of the participants are from surrounding areas that do not have sports fields; and therefore, have no option other than to play in Brookhaven. For this reason, it is felt that non-resident fees would be unfair and would have a negative impact on the successful programs that are in place.



Parks Access Fee

Some communities across the country assess their citizens with an annual park access fee. Butler County Metro Parks System in Ohio charges an annual access fee and uses parking stickers on resident cars to insure the fees have been paid. In the community survey, 9 percent of respondents indicated they would use a park fee to improve park maintenance and recreation programs. This type of fee would be a good alternative for non-residents who would rather pay one standard fee rather than a non-resident fee for every program or activity they choose. If the City of Brookhaven were to charge each of the 22,154 households a park access fee of \$120.00 dollars annually, this would generate approximately \$2,658,480 million per year. This figure would continue to grow as the population of the city grows. In addition, if there are another 5,000 household from outside the city being served primarily by Brookhaven parks, this would generate another \$6,000,000.00. This would fund a bond program of approximately \$50,000,000 over a 20 year period. In the community survey, 12.3% of respondents indicated that borrowing funds and repaying them over a 20 to 25 year period was a good option. Another 13.4% supported combining borrowed funds with millage fund in order to increase the ability to construct a few large facilities quickly and add smaller facilities to the system over time.

The implementation of a park access fee would require a few operational changes at parks. Staff would have to be hired to implement the fee program and to monitor the parks in order to enforce visitor parking stickers. A local ordinance would have to be passed to address fines for those who park in the parks without the parking passes. While these operational changes would require an initial investment, the increased revenue that a park access fee would generate would far exceed the cost.

It is in the Department's best interest to evaluate the existing pricing strategies, develop a cost recovery philosophy and goals for both city-sponsored and association-sponsored programs that truly reflect the community's values placed on recreation and parks services, and to provide for the sustainability of the Department. The Department should examine their current fee structure to identify where increases may be appropriate; factors such as inflation rates, rising energy costs, land values, higher maintenance levels provided by the city and new facility development should all be taken into account.

Dedicated Millage

As stated in the park access fee discussion, the combination of a millage and borrowed funds was the top choice for funding large park improvements quickly. A dedicated millage could be earmarked for repayment of a city bond program that includes park projects. As the city looks at roads and other community needs, it is clear that a bond program backed by dedicated millage is the most feasible alternative. Unlike county governments who have



access to the SPLOST, cities have fewer options when it comes to repaying a bond program. By dedicating a millage for recreation, the city would create a dedicated funding source and know from year to year what funds would be available for debt service and operations of the Parks and Recreation Department.

The city code on taxation does allow a millage increase if it is for general obligation bonds that do not count against the cap on the millage rate set by the city charter. The current cap rate on the millage is 3.35 mills. The current millage rate is 2.85 mills, so there is room to raise the millage rate even if a bond is not secured. The additional revenue could be used to renovate parks on a pay-as-you-renovate approach.

Regulatory Funding or Development Sources

The employment of regulatory means to aid the development of parks and greenways is used by many city governments across the country. In the case of parks, land set aside or a fee in lieu of land set aside are common and would provide either needed park land or funds for acquisition of park land. As discussed in Section 6, a mandatory park land dedication or fee in lieu of dedication is recommended to be added to the Brookhaven Zoning Code in order to gain more public park land to offset the impacts of residential development in the city.

Right-of-Way or Greenway Easement Dedication

Another missing tool in Brookhaven is mandatory right-of-way dedication for multi-use greenway development that is outside of the roadway system. As new developments are planned along proposed greenways in Brookhaven, there is no provision for the mandatory dedication of right-of-ways or greenway easements for the multi-use greenways recommended in this master plan. These non-road routes are equally important to the development of a comprehensive greenway system; therefore, the mandatory dedication of R.O.W. or easements should be explored by the city's planning staff.

Because much of Brookhaven is built-out, these mandatory dedications will primarily benefit the city in redevelopment districts initially. As other areas of the city transition over time, additional dedications should occur and aid in completing the entire greenway system.

Lodging, Car Rentals and Liquor Excise Taxes

Many communities nationally are incorporating lodging taxes to pay for many tourism related programs, including parks and recreation improvements. Jurisdictions have implemented or



are considering instituting a lodging tax to fund future capital improvements that may lead to increased tourism and overnight stays.

Brookhaven currently collects a hotel/motel tax at 5%. By comparison, Johns Creek charges a rate of 7% and Dunwoody charges 5%. Consideration should be given to increasing the tax and dedicating this increase to funding capital development of park facilities. The funds collected could be used as one of the sources to retire a bond program.

On rental vehicles, the City of Brookhaven collects a tax of 3%. Sandy Springs, Dunwoody and Johns Creek all charge 3%. Brookhaven should consider an increase in this fee and use the additional funds collected to help retire a bond program.

Brookhaven currently collects liquor tax at 3% per drink but does not have wholesale taxes on beer and wine. Dunwoody currently collects 3% per drink and additional wholesale taxes for beer and wine based on the size of the item sold. Consideration should be given to increasing the tax per drink and establishing a wholesale tax on beer and wine. The city should use the increased revenue to fund capital development of park facilities. The funds collected could be used as one of the sources to retire a bond program.

A common element of all these fees is that they are paid by residents and non-residents alike. Based on the location of Brookhaven and the number of non-residents that shop and use local businesses, a combination of these taxes could generate a significant amount of money for park capital projects.

Local Income Tax

Georgia also authorizes counties and localities to levy a 1% local option income tax, with voter approval. Because the city has a limit on property taxes, this may be another tool for funding capital development for parks. The income tax levy could be set for a predetermined time frame in order to allow the city to purchase land and develop parks and then sunset the income tax when the funding needs have been met.



Alternative Funding Sources

Partnerships

Brookhaven is blessed to have many highly organized and active volunteer groups who use the park system. These include athletic associations, community garden groups, civic clubs and friends of the parks groups. These groups have a history of raising money to help with capital projects and maintenance in parks. Building on this tradition of joint funding for capital projects should be a priority for the city.

Guidelines should be developed as a process for these groups to identify facility improvements they would like to make in a park. Once in place, these groups can submit a project they would like to develop in a park for consideration. If the project is approved and the group raises the necessary funds to construct the project, it should then be allowed to move forward.

“Buy-A-Foot” Programs

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

Fundraising

Local fundraising is a mechanism that has worked effectively in communities across the country. Although a strong local effort is involved, this mechanism typically generates a vast amount of support and publicity. Local businesses, organizations and private individuals can pledge funding over a specific period of time.

In most communities, a recreation and parks advisory board plays an active role in fundraising for their department. Brookhaven has a parks board and its members should play a vital role in providing guidance, expertise, advocacy, political support, fundraising efforts and representation of the agency's constituents. One of the primary responsibilities of a board is to assist in the development, acquisition and management of Department resources.

Board members can be more proactive by initiating a variety of fundraising tasks, such as collaborating with the "Friends of Parks" groups to send direct mail letters, promoting sponsorship of programs and naming rights, seeking in-kind donations, hosting special



events (e.g., golf tournaments, fundraiser dinners, events to honor volunteers, silent auctions and themed socials) and soliciting charitable donations of money and lands.

Currently, the funds that are collected are transferred to agencies that promote tourism within the city. While it is not the main focus of the Recreation and Parks Department, promoting tourism that results in overnight stays in local hotels/motels (e.g., tournaments, special events) is one of its functions, and the Department should receive a portion of these funds.

Naming Rights

Naming rights became prominent in the 1990s, when larger sports venues and cultural spaces were named after a company or individual. Many examples of successful ventures are known today, like Dick's Sporting Goods Park in Denver (home of the Colorado Rapids soccer team), the American Airlines Arena in Miami (home of the Miami Heat NBA team), and the multi-purpose American Airlines Center in Dallas.

Public naming rights have been growing due to tighter agency budgets. The attraction of public venues is the varied tiers of naming rights that can be allowed. In a large sports complex for example, agencies can solicit naming rights for the entire facility for a prescribed amount of money or tailor it towards naming a locker room within the facility for a lesser fee.

Agencies are creative in selling not only spaces but placing products within the Department to generate new revenues. In 2002, Los Angeles city lifeguards sported Izod swimsuits as the "official swimwear of the Los Angeles City Beach Lifeguards" and the Skokie (IL) Park District collected \$150,000 annually from Pepsi for it being its "exclusive soft drink provider."

Exclusive Beverage Rights

Many communities leverage the right to be the sole beverage supplier to a city or to the parks and recreation department by soliciting annual payments for soft drink suppliers. These sole supplier agreements usually cover a five year period to allow the supplier to make a good return on their investment. Some of these agreements also include advertising rights, including supplying scoreboards for recreation fields and facilities.

Grants

Transportation Enhancements (TE)

The Transportation Enhancements (TE) program funds a wide variety of transportation-related community projects. This program is the largest source of funding for trails and related facilities. Transportation Enhancement projects must relate to surface transportation and compete among numerous projects. Greenways and other recreational trails are eligible for TE funding as long as the project has a transportation element being funded.



There are a variety of Transportation Enhancement categories. The three that most relate to greenways and recreational trails are pedestrian and bicycle facilities, pedestrian and bicycle safety and educational activities, and conversion of abandoned railway corridors to trails. The Georgia Department of Transportation (GDOT) is the agency responsible for administering Transportation Enhancement funds in Georgia. Brookhaven could possibly fund portions of the recommended greenway system through annual applications to GDOT. These grants are 80 percent federal and 20 percent local funding. Therefore, for every \$1.00 invested by the city, the city receives \$4.00 in grant funds. Individual projects can receive a maximum of \$1 million. Website: <https://www.dot.ga.gov/localgovernment/FundingPrograms/TransportationEnhancement/Pages/default.aspx>

Safe Routes to School (SRTS)

The Safe Routes to School (SRTS) program, which is also administered by GDOT, funds walking and bicycle facilities that connect residents to schools. The goals of the program are to enable and encourage children to walk and bike to school safely, make walking and biking a safer and more appealing transportation choice, facilitate the planning and development of projects and activities that will improve safety, and to reduce traffic, fuel consumption and air pollution in the vicinity of elementary and middle schools. This grant does not require a match, but grant funds are limited to \$500,000 per application per funding cycle. Applications received from a project sponsor may include multiple elements, such as sidewalks, bike lanes and speed humps, but cannot exceed \$500,000. Website: <http://www.saferoutesinfo.org/>

Recreational Trails Program (RTP)

This program was initiated through the TEA-21 legislation. Funds are awarded for the construction of trails and support facilities. Emphasis is on the construction of multi-use trails, such as biking, hiking, equestrian, motorized, etc. In Georgia, administration of this program is handled by staff of the Department of Natural Resources, Division of Parks, Recreation and Historic Sites.

Like the Transportation Enhancements program, the RTP is a matching grant with 80 percent federal funding and 20 percent local funding. Funds may be used for:

- Maintenance and restoration of existing trails
- Development and rehabilitation of trailside and trailhead facilities and trail linkages
- Purchase and lease of trail construction and maintenance equipment
- Construction of new trails (with restrictions for new trails on Federal lands)
- Acquisition of easements or property for trails
- Assessment of trail conditions for accessibility and maintenance
- Development and dissemination of publications and operation of educational programs to promote safety and environmental protection, (as those objectives relate to one or more of the use of recreational trails, supporting non-law enforcement trail safety and trail use monitoring patrol programs, and providing trail-related training), (limited to 5 percent of a State's funds)



- State administrative costs for the RTP (limited to 7 percent of a State's funds)

Website: http://www.fhwa.dot.gov/environment/recreational_trails/

Community Development Block Grants

Although this program funds housing, public facilities, economic development and community projects, recreation could be a minor component of the project. For example, a mini park could be constructed on land purchased through the housing project that services primarily low- to moderate-income individuals. The program is administered through the Georgia Department of Community Affairs.

Website: <http://www.dca.state.ga.us/communities/CDBG>

Environmental Education Grants

This program is sponsored by the EPA's Environmental Education Division (EED), Office of Children's Health Protection and Environmental Education. It supports environmental education projects that enhance the public's awareness, knowledge, and skills to help people make informed decisions that affect environmental quality. The EPA awards grants each year based on funding appropriated by Congress. Annual funding for the program ranges between \$2 and \$3 million. Most grants will be in the \$15,000 to \$25,000 range.

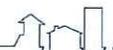
In Georgia, these grants are administered by the Department of Natural Resources. This grant program could be a potential source for funding or programming of nature programs at Brookhaven Nature Center. Grant deadlines for this grant program are normally in December of each year. Website: <http://www.dnr.state.md.us/education/are/aregrants.asp>

Land and Water Conservation Fund

For many years since the mid-1960s, the Land and Water Conservation Fund (LWCF) program provided funds for outdoor recreation acquisition and development; however, over the last few years, the funding has been extremely limited. In Georgia, administration of LWCF is handled by staff of the Department of Natural Resources (DNR), Division of Parks, Recreation and Historic Sites. Funding for this program varies from year to year based on funding from the United States Congress. Website: <http://lwcfc coalition.org/>

Georgia Heritage Grant

Georgia Heritage Grant Program re-opens for SFY2015. After a hiatus of several years, limited funding for preservation projects through the Georgia Heritage Grant Program is available for the SFY2015 cycle. This grant program is 60%/40% reimbursable. Applications are now available on the HPD website. The application postmark deadline date is July 11, 2014. Eligible applicants include local governments and non-profit secular organizations for historic properties listed in or eligible for listing in the Georgia Register of Historic Places. Eligible activities include predevelopment projects, such as preservation plans, feasibility studies or historic structure reports and development projects for actual "bricks and mortar"



rehabilitation." For further information, please contact Carole Moore at 404-651-5566 or carole.moore@dnr.state.ga.us.

GATEway Grant Program

GATE is an acronym for Georgia Transportation Enhancement. The GATEway Grant Program assists communities in their efforts to beautify roadsides along state routes. The mission of the GATEway Grant Program is to provide funding for roadside enhancement and beautification projects along Georgia's roadsides.

The funding for grants comes from contributory value fees paid by outdoor advertising companies to the Department for vegetation removal at outdoor advertising signs. The funds may be used only for landscape plant material and its installation for the furtherance of roadside enhancement and beautification projects along state routes in Georgia. Website: <http://www.dot.ga.gov/localgovernment/FundingPrograms/gateway/Pages/default.aspx>

Other Transportation Grant Opportunities

Because the Atlanta Regional Commission is under federal mandate to improve air quality, there are several other specific grants available through GDOT to fund alternative transportation. The Recreation and Parks Department should work closely with the city's Department of Transportation to pursue funds for sidewalks, trails and bike lanes to connect to the community's parks, many of which are adjacent to schools.

Funding Recommendations Summary

Survey responses (25.7%) indicated their support to borrow money to develop parks and pay it back over a long period of time and another 20.3% supported an increase in the hotel/motel tax. It is clear that additional funding will be needed if the goal of improving park facilities quickly is to be achieved. Several comments were received through the public input process that stated citizen frustration with the rate at which park improvements are being completed. The most viable means of completing the redevelopment of park facilities and construction of new facilities is a general obligation bond. The years of neglecting maintenance of the parks before they became city parks has created millions of dollars of deferred maintenance. At the current rate of funding of \$2,000,000 per year, it could be years before facility needs will be addressed. To determine the best course of action, city staff should explore the recommendations contained in this master plan and develop several alternative funding programs that can be reviewed by City Council to determine which funding method works best for the city.

Other steps that will increase the rate of park and greenway development but on a much smaller scale include the following:



Implement regulatory tools for mandatory parkland and greenway rights-of-way or easements in the zoning code. This is one of the few no-cost options for the city and is a standard requirement in many communities across the country.

Develop a fees and charges policy. The Department should develop a fees and charges policy, as discussed in Section 4, which can be applied to all programs they offer. The fees and charges policy shall clearly define the various levels of general funds that will be used to fund each type of program so that revenue generating goals for the Department can be set for individual programs, as well as the Department as a whole. This should be a high priority for the Department and should be completed in the next six months. Increasing self-generated revenues will be a vital part of the increased funding for the Department, but is dependent on providing adequate park facilities, as discussed in Section 4.

Build on existing partnerships. Building stronger relationships with current, park user groups and non-profit groups and others could allow the Department to provide services through allied providers to keep operational cost low and raise funds for capital projects. The city should continue to make park land available for local groups who raise money to fund improvements, such as the recommended conversion of the Murphey Candler Caretaker House into a program center for arts and nature program. This is a common practice across the country. A good example is the Friends of Warner Parks in Nashville, Tennessee; they just raised over 3 million dollars to buy additional land for Nashville's largest park.

Any agreements with these partners should be in writing in the form of intergovernmental agreements (IGA), memorandums of understanding (MOU), memorandums of agreement (MOA) or other similar written agreement formats to ensure that all parties understand their roles and responsibilities.

Seek grants and leverage existing funds as potential matches. Expand the level of grant writing that is done by the Department. Grants have been, and will continue to be a credible funding source for special projects and plans. Grants should not be sought as a primary revenue source, but as a supplement to the Department and capital funding. The Recreation and Parks Department should work closely with the city's Transportation Department to pursue GDOT grant funds for sidewalks, greenways and bike lanes.



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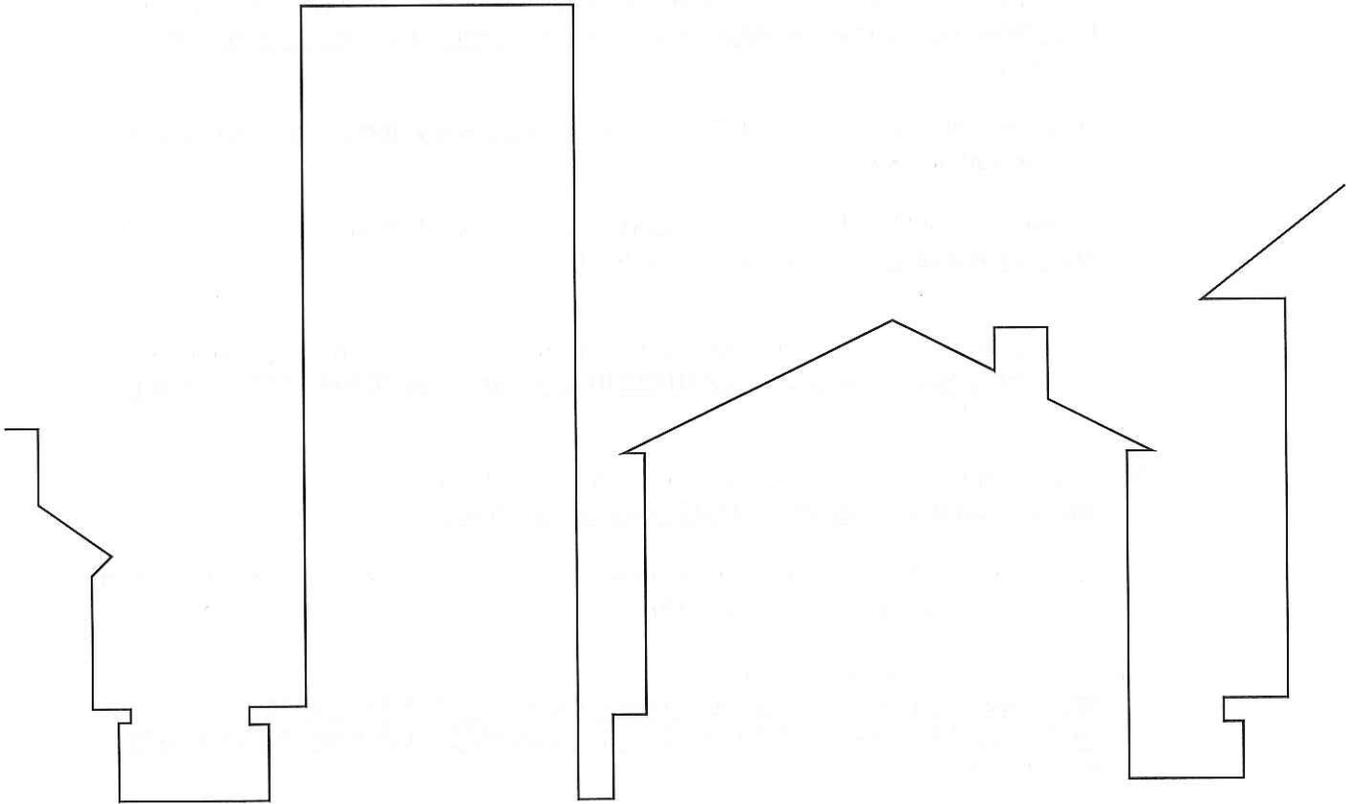


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Appendix



09 Appendix

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Sample Job Descriptions

TITLE: Administrative Assistant

DEPARTMENT: Parks and Recreation

FLSA STATUS: Exempt

JOB SUMMARY:

Performs advanced secretarial and administrative work for the Parks and Recreation Director and other managers as designated by the Director. He/she will perform recordkeeping and bookkeeping duties to assure fiscal and administrative control of all recreation activities and obligations. To provide excellent customer service to an extensive number of walk-in customers as well as callers and through electronic communications.

DUTIES AND RESPONSIBILITIES:

- Assists Director with yearly budget preparation and prepares all purchase requests for department. Maintains daily operation of MUNIS – Municipal Information System.
- Works with director in day-to-day operations; supervises all aspects of registration for the department's programs.
- Works directly with recreation, program and sports directors to ensure department guidelines are followed.
- Collects and deposits all fees for registration and city activities; prepares billing invoices.
- Audits, approves time cards and maintains employee work records for regular and seasonal employees; maintains all records for regular time, overtime, sick leave, holidays, and vacation.
- Manages, handles, and accounts for year round facility rentals of available department properties (buildings, fields and outdoor parks). Coordinates with maintenance staff and cleaning crew's schedule of events and cleaning schedules.
- Greets customers, informs them of the recreational opportunities and provides all necessary information as required.
- Maintains office file plan.
- Plan, design and produces promotional materials which include brochures, newsletters and flyers for all recreational programs; composes routine letters, reports, notes and memoranda.
- Schedules, attends, prepares agendas and records meeting minutes for department meetings.
- Performs all other job-related activities as assigned.

SUPERVISORY DUTIES:

Supervises Administrative Assistant. Responsibilities include training, planning, assigning, appraising performance and problem solving.

QUALIFICATION REQUIREMENTS:



To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations which does not create undue hardship will be made to enable individuals with disabilities to perform the essential functions.

Education and/or Experience: Two years of study at an accredited college or university, and three years of experience performing work related to the described duties; or any equivalent combination of education, training and experience which requires the requisite knowledge, skills and abilities to perform this job.

Certifications, Licenses and Registration: A valid GA Driver's License is required, must certify in First-Aid/CPR/AED within the first 12 months of employment.

Computer Skills: Must thoroughly understand and be able to use advanced computer program skills to include the Microsoft Office Suite, word processing, spreadsheet, presentation, budget and desktop publishing programs.

Language Skills: Ability to understand, give and follow oral and written instructions; read, analyze, and interpret correspondence, reports and other general and specialized data; respond to citizen queries by telephone, in writing or electronically; research and prepare reports and correspondence; communicate effectively with peers, supervisors, and citizens; take and transcribe minutes, must be able to completely prepare correspondence using appropriate business writing style; possess and extensive knowledge of English language rules, spelling, punctuation, and style.

Mathematical Skills: Ability to add, subtract, multiply and divide. Ability to format algebraic formulas and percentages. Understand and apply common units of measurement; apply accounting principles and practices.

Reasoning Ability: Apply principles of logical thinking to define and solve problems; exercise judgment and discretion with regard to city and department policies and procedures; work with limited supervision; ability to carry out detailed instructions and deal with problems in a standardized, unexpected, and unsupervised situations. Ability to maintain confidentiality of information accumulated in the course of employment. Must maintain professional appearance.

Office Skills: Ability to operate a variety of office equipment to include but not limited to calculator, fax, copier, computer, postage machine, printers, credit card machine and video projector.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job, the employee is frequently required to sit; talk and hear; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms.



- The employee is occasionally required to walk.
- The employee must occasionally lift and/or move up to 25 pounds.
- Specific vision abilities required by this job include close vision and the ability to adjust focus.
- While performing the duties of this job, the employee sits in an office or computer room.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The employee regularly works in a normal office environment.
- The employee may perform some duties outdoors while conducting official business which will require limited local travel.
- Employee will be required to attend some evening and weekend meetings, and may be required to assist in special events and tournaments.

TITLE: Assistant Director**DEPARTMENT: Parks and Recreation****FLSA STATUS: Exempt****JOB SUMMARY:**

Assists the Director of Parks and Recreation in efficient planning, development, maintenance, rehabilitation and expansion of parks, programs and capital improvements while professionally and effectively assisting with the management of division resources to meet the policies and standards prescribed by the Director, City Manager, Mayor and Council. Under the general direction of the Director, performs administrative functions including budget development, grants, bid specifications and supervisory work in the maintenance and repair of park areas and recreational facilities; directs the planning, landscape design, construction and maintenance of parks, trails, playgrounds, green spaces and related recreational facilities. The nature of the work requires that an employee in this position establish and maintain effective working relationships with other city employees, business and community organizations, outside contractors and representatives of the media and public.

DUTIES AND RESPONSIBILITIES:

- Prepares the annual budget for the division, implements budgetary controls, recommends and approves purchases, monitors expenditures, inventory, materials, parts and tools.
- Receives and investigates concerns from the general public and employees and strives to appropriately resolve their concern.
- Recommends and assists in Policy and Procedure Development.
- Directs and manages all subordinates in the daily, weekly, monthly and seasonal delivery of services related to park maintenance.
- Detailed knowledge of sports field maintenance, preparation, measurements and turf.



- In conjunctions with other parks staff evaluates and assists Director in evaluating employee work performance.
- Performs other duties and responsibilities as assigned.
- Oversees parks and maintenance.

SUPERVISORY DUTIES:

Assists in the management of all departments including athletic, recreation, office and all contract employees.

QUALIFICATION REQUIREMENTS:

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. Requirements listed below represent the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND /OR EXPERIENCE:

Bachelor's degree in recreation administration, public administration or a closely related field required, Master's degree preferred; seven years of progressively responsible experience managing recreation programs, staff and resources; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this job. Must possess and maintain a valid Georgia's driver license. Must be certified as a Parks and Recreation professional by the National Recreation and Parks Association.

Certifications, Licenses and Registration: Certification in Sports Turf Management, and/or Certified Parks and Recreation Professional (CPRP); commercial pesticide certification. First-aid/CPR/AED cards desired. Possess a valid GA Driver's License.

Language Skills: Ability to read, analyze, and interpret documents, reports and ledgers. Ability to communicate and respond to inquiries, complaints, and problems from citizens. Ability to speak in public and to provide effective customer communication. Ability to communicate and present information to volunteer groups, city council, and special interest groups.

Mathematical Skills: Ability to add, subtract, multiply and divide; ability to format algebraic formulas and percentages. Understand and apply common units of measurement; apply accounting principles and practices.

Reasoning Ability: Ability to carry out detailed instructions; ability to deal with and solve complex problems.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job, the employee is regularly required to talk and hear.



- The employee is frequently required to use hands to finger, handle and operate tools or controls.
- Employee is frequently required to stand, walk, sit, reach with hands; stoop, kneel, crouch, and sometimes climb. Employee must regularly lift or move up to 75 pounds.
- Specific vision abilities include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job the employee regularly works with heavy equipment, mowers and specialized turf equipment; regularly exposed to loud noises.
- Employee regularly works around large crowds and in outside conditions including rain, extreme heat or cold; and occasional exposure to wet humid conditions, airborne particles or fumes, vibration and toxic chemicals.
- Employee may be required to attend evening and weekend meetings, and may be required to assist in special events and tournaments.

TITLE: Athletic Manager**DEPARTMENT: Parks and Recreation****FLSA STATUS: Exempt****JOB SUMMARY:**

The purpose of this job is to direct, implement and supervise the daily operations of athletic services and program for the City of Brookhaven, Parks and Recreation department. The incumbent will plan, implement, organize and supervise athletic and recreation programs for both youth and adults. He/she will be responsible for the City's athletic function as it relates to individuals, teams and leagues. He/she will work with league officials and associations of various programs. He/she will supervise, train and counsel volunteers and personnel for officials, scorers and leaders of athletic programs.

DUTIES AND RESPONSIBILITIES:

- Assist in preparation of the Sports department budget for all areas including personnel, supplies, services and capital improvements.
- Responsible for all employee relations activity for the public and staff personnel.
- Makes recommendations and assists in the development of the department's policy and procedure manual.
- Directs and manages all subordinates in the daily, weekly, monthly and seasonal delivery of services for sports programming.
- Responsible for on-line registration administration of all city activities.



- Work with team and league officials in the organization of rules and regulations for all programs and schedules.
- Records and maintains a record keeping database of all activity such as participation, results of league contest and responsible for assessing the need for change or expansion of existing programs.
- Responsible for the overall administration, direction, coordination and evaluation of sports programming, special events and clinics.
- Delegation of work responsibilities to volunteer parent associations.
- Implement new innovation programs and activities for citizens.
- Common knowledge of field maintenance, preparation and measurements.
- All other duties assigned.

MINIMUM QUALIFICATIONS:

EDUCATION AND/OR EXPERIENCE:

Bachelor's degree from an accredited college or university in Parks and Recreation Administration or closely related field. Three (3) years of progressively responsible related experience and/or training; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for this job. Prior City Start-up experience would be an asset. Must possess and maintain a valid Georgia's driver license. Certifications in basic first-aid/CPR/AED, Certified Parks and Recreation Professional (CPRP) and/or Youth Sports Administrator (CYSA) preferred, or must obtain within one year of employment.

REQUIRED KNOWLEDGE, SKILLS, AND ABILITIES:

- Successful practices and knowledge of principles, rules, and procedures of organized competitive sports, athletic and recreational programs, objectives of public recreation and athletic programs.
- Ability to communicate orally and in writing with staff members and/or supervisor and have working knowledge of appropriate technology in order to best serve the public and manage programs.
- Ability to understand, follow and complete oral and/or written directions.
- Ability to know how to provide a variety of revenue based programs in the areas of general recreation programs, athletic leagues, special events and instructional classes.
- Ability to follow and maintain a budget.
- Ability to communicate and establish rapport, understanding and confidence with participants and the general public; exercise independent judgment in the application of program and game rules and procedures; plan, promote, organize, and coordinate athletic programs and events; and be a team player in the organization.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable



accommodations may be made to enable individuals with disabilities to perform the essential functions.

- While performing the duties of this job, the employee is frequently required to sit; talk and hear; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms.
- The employee is occasionally required to walk, climb, balance, stoop, kneel and crouch.
- The employee must occasionally lift and/or move up to 75 pounds.
- Specific vision abilities required by this job include close vision and the ability to adjust focus.
- While performing the duties of this job, the employee regularly works outdoors.
- Exposure to all types of weather and will work around light and heavy equipment.
- Employee may be required to attend evening and weekend meetings, and may be required to assist in special events and tournaments.



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Survey Questions

Brookhaven Parks + Recreation Survey

Dear Resident:

Welcome to the Brookhaven Parks and Recreation Survey. In an effort to improve services and guide the future development of programs and facilities, Brookhaven is conducting a strategic parks and recreation master plan. A major component of this process is extensive public input, which includes this community survey.

Your participation in this survey is crucial in determining the future direction and goals of our community's parks and recreation. Even if you do not currently participate in any park programs or utilize the park system in any way, your survey answers will still be important. Thank you for your time and valuable input.

Sincerely,
Ray Holloway
Parks and Recreation Director
City of Brookhaven, Georgia

1. How would you rate the condition of Brookhaven's park facilities.

- High quality
- Good quality
- Varies by park
- Poor quality



Brookhaven Parks + Recreation Survey

2. Overall, how well do you think the following facilities, former programs and activities previously provided by DeKalb County met the needs of the community? Please check appropriate response.

	Not Enough	Almost Enough	Enough	Too Many	Don't Know
Parks/Park Land	<input type="radio"/>				
Trails/Greenways	<input type="radio"/>				
Recreation Programs/Activities	<input type="radio"/>				
Athletic Facilities	<input type="radio"/>				
Athletic Programs/Activities	<input type="radio"/>				
Tennis Programs/Activities	<input type="radio"/>				
Adult Recreation Programs	<input type="radio"/>				
Community Centers	<input type="radio"/>				
Community Gardens	<input type="radio"/>				
Community-wide Special Events	<input type="radio"/>				
Aquatic Programs/Facilities	<input type="radio"/>				
Line Dancing	<input type="radio"/>				
Children's playgrounds and recreational activities	<input type="radio"/>				



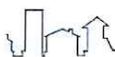
Brookhaven Parks + Recreation Survey

3. Using the list below, indicate how often you take part in the following parks and recreation programs:

	Very Often	Often	Occasionally	Never
Individual Activity: walking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: bicycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: picnicking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: fishing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: bird watching	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: instructional program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: tennis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: physical fitness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: visiting a playground	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Individual Activity: skateboarding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: softball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: soccer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: baseball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: football	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: tennis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: volleyball	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organized Group Activity: cheerleading	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Events: Food trucks in the Park	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Events: Chilli Cook-off	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Special Events: Arts Festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. From the list of Brookhaven Parks below, which park would you choose as the location for the Brookhaven Arts Festival?

- Blackburn Park
- Lynwood Park
- Brookhaven Park



Brookhaven Parks + Recreation Survey

5. Please check all types of art installations you would like to see in Brookhaven Parks.

- Areas for temporary art displays
- Areas for permanent art displays
- Murals
- Sculptural site furnishings

Other (please specify)

6. For each of the parks listed below, please indicate how often you and or members of your household have visited in the past year.

	1-5 visits	6-11 visits	12 or more visits	No visits this year	Not aware of this park
Ashford Park	<input type="radio"/>				
Blackburn Park	<input type="radio"/>				
Briarwood Park	<input type="radio"/>				
Brookhaven Park	<input type="radio"/>				
Clack's Corner Park	<input type="radio"/>				
Fernwood Park	<input type="radio"/>				
Georgian Hills Park	<input type="radio"/>				
Lynwood Park	<input type="radio"/>				
Murphey Candler Park	<input type="radio"/>				
Parkside Park	<input type="radio"/>				
Perimeter Trail (Nancy Creek Greenway)	<input type="radio"/>				
Skyland Park	<input type="radio"/>				

7. Please indicate if any of the following prevents you and/or members of your household from using Brookhaven's parks, facilities or trails? Please check all that apply.

- Not interested in recreation
- Lack of money
- Not aware of facilities available
- Not aware of programs available
- Accessibility concerns (lacks wheelchair access)
- Lack of amenities – please explain
- Belong to private organization that meets my recreation needs
- Inadequate parking
- Condition of parks
- Unsafe to walk or ride a bike to local parks
- Concern about personal safety



Brookhaven Parks + Recreation Survey

8. Listed below are some projects that Brookhaven may consider adding if funding is available. Please indicate what you feel is the level of need for each item.

	Much Needed	Somewhat Needed	Uncertain	Probably Not Needed	Definitely Not Needed
Provide more paved trails for running, walking and bikes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a modern indoor recreation facility with an indoor track, pool, gym, programming rooms and senior facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide programs/classes (example: fitness, art, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add restrooms at parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Renovate swimming pools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide a nature center and nature trails at Murphey Candler Lake	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more playgrounds/renovate existing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer more events (example: festivals, concerts, movie night)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Renovate pavilions/rental shelters in parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convert some existing soccer/football fields to synthetic turf to increase access to more users	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add more landscaping in parks to beautify the city	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a dedicated off leash area for dogs (dog parks)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Renovate Blackburn Tennis Center and install backboards for individual practice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide recycling containers in all parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide shaded playgrounds and water fountains	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Add outdoor climbing wall and high ropes course	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Allow privately operated restaurants to develop in a few parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop linear park/trail connection to the Beltline along Peachtree Creek	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a park in Council District 4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide more trash receptacles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan for future locations for art installations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide indoor meeting space for groups, such as book clubs, bridge clubs, civic groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide open fields	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a permanent location for Brookhaven Arts Festival	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve parking and ingress/egress in several parks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build an amphitheater where it can be accommodated	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Brookhaven Parks + Recreation Survey		
9. Please place a check next to the Youth Sports (12 and under) that you OR members of your family would like to participate in:		
	Have Participated	Would Like to Participate
1. Youth Sports: Archery	<input type="checkbox"/>	<input type="checkbox"/>
2. Youth Sports: Baseball League	<input type="checkbox"/>	<input type="checkbox"/>
3. Youth Sports: Basketball League	<input type="checkbox"/>	<input type="checkbox"/>
4. Youth Sports: Cheerleading	<input type="checkbox"/>	<input type="checkbox"/>
5. Youth Sports: Disc Golf League	<input type="checkbox"/>	<input type="checkbox"/>
6. Youth Sports: Flag Football	<input type="checkbox"/>	<input type="checkbox"/>
7. Youth Sports: Indoor Soccer	<input type="checkbox"/>	<input type="checkbox"/>
8. Youth Sports: Lacrosse League	<input type="checkbox"/>	<input type="checkbox"/>
9. Youth Sports: Select Soccer League	<input type="checkbox"/>	<input type="checkbox"/>
10. Youth Sports: Skating/Skateboarding	<input type="checkbox"/>	<input type="checkbox"/>
11. Youth Sports: Soccer League	<input type="checkbox"/>	<input type="checkbox"/>
12. Youth Sports: Softball - Slow Pitch	<input type="checkbox"/>	<input type="checkbox"/>
12. Youth Sports: Softball - Fast Pitch	<input type="checkbox"/>	<input type="checkbox"/>
13. Youth Sports: Special Needs League	<input type="checkbox"/>	<input type="checkbox"/>
14. Youth Sports: Sports Camp	<input type="checkbox"/>	<input type="checkbox"/>
15. Youth Sports: Swim Team	<input type="checkbox"/>	<input type="checkbox"/>
16. Youth Sports: Tackle Football	<input type="checkbox"/>	<input type="checkbox"/>
17. Youth Sports: Tennis Programs	<input type="checkbox"/>	<input type="checkbox"/>
18. Youth Sports: Track Team	<input type="checkbox"/>	<input type="checkbox"/>
19. Youth Sports: Travel Baseball League	<input type="checkbox"/>	<input type="checkbox"/>
20. Youth Sports: Volleyball	<input type="checkbox"/>	<input type="checkbox"/>



Brookhaven Parks + Recreation Survey

10. Please place a check next to the Youth Sports (13 to 18 years) that you OR members of your family would like to participate in:

	Have Participated	Would Like to Participate
21. Youth Sports: Archery	<input type="checkbox"/>	<input type="checkbox"/>
22. Youth Sports: Baseball League	<input type="checkbox"/>	<input type="checkbox"/>
23. Youth Sports: Basketball League	<input type="checkbox"/>	<input type="checkbox"/>
24. Youth Sports: Cheerleading	<input type="checkbox"/>	<input type="checkbox"/>
25. Youth Sports: Disc Golf League	<input type="checkbox"/>	<input type="checkbox"/>
26. Youth Sports: Flag Football	<input type="checkbox"/>	<input type="checkbox"/>
27. Youth Sports: Indoor Soccer	<input type="checkbox"/>	<input type="checkbox"/>
28. Youth Sports: Lacrosse League	<input type="checkbox"/>	<input type="checkbox"/>
29. Youth Sports: Select Soccer League	<input type="checkbox"/>	<input type="checkbox"/>
30. Youth Sports: Skating/Skateboarding	<input type="checkbox"/>	<input type="checkbox"/>
31. Youth Sports: Soccer League	<input type="checkbox"/>	<input type="checkbox"/>
32. Youth Sports: Softball - Fast or Slow Pitch	<input type="checkbox"/>	<input type="checkbox"/>
33. Youth Sports: Special Needs League	<input type="checkbox"/>	<input type="checkbox"/>
34. Youth Sports: Sports Camp	<input type="checkbox"/>	<input type="checkbox"/>
35. Youth Sports: Swim Team	<input type="checkbox"/>	<input type="checkbox"/>
36. Youth Sports: Tackle Football	<input type="checkbox"/>	<input type="checkbox"/>
37. Youth Sports: Tennis Programs	<input type="checkbox"/>	<input type="checkbox"/>
38. Youth Sports: Track Team	<input type="checkbox"/>	<input type="checkbox"/>
39. Youth Sports: Travel Baseball League	<input type="checkbox"/>	<input type="checkbox"/>
40. Youth Sports: Volleyball	<input type="checkbox"/>	<input type="checkbox"/>



Brookhaven Parks + Recreation Survey		
11. Please place a check next to the Adult Sports that you OR members of your family would like to participate in:		
	Have Participated	Would Like to Participate
41. Adult Sports: Baseball Leagues	<input type="checkbox"/>	<input type="checkbox"/>
42. Adult Sports: Co-ed Basketball	<input type="checkbox"/>	<input type="checkbox"/>
43. Adult Sports: Co-ed Volleyball	<input type="checkbox"/>	<input type="checkbox"/>
44. Adult Sports: Disc Golf Leagues	<input type="checkbox"/>	<input type="checkbox"/>
45. Adult Sports: Fishing Leagues	<input type="checkbox"/>	<input type="checkbox"/>
46. Adult Sports: Flag Football Leagues	<input type="checkbox"/>	<input type="checkbox"/>
47. Adult Sports: Golf Leagues	<input type="checkbox"/>	<input type="checkbox"/>
48. Adult Sports: Indoor Soccer	<input type="checkbox"/>	<input type="checkbox"/>
49. Adult Sports: Kayaking/ Canoeing Classes	<input type="checkbox"/>	<input type="checkbox"/>
50. Adult Sports: Kickball Leagues	<input type="checkbox"/>	<input type="checkbox"/>
51. Adult Sports: Outdoor Fitness Classes	<input type="checkbox"/>	<input type="checkbox"/>
52. Adult Sports: Over 50 Basketball Leagues	<input type="checkbox"/>	<input type="checkbox"/>
53. Adult Sports: Soccer	<input type="checkbox"/>	<input type="checkbox"/>
54. Adult Sports: Softball Leagues	<input type="checkbox"/>	<input type="checkbox"/>
55. Adult Sports: Special Needs Leagues	<input type="checkbox"/>	<input type="checkbox"/>
56. Adult Sports: Swim Team	<input type="checkbox"/>	<input type="checkbox"/>
57. Adult Sports: Tennis (team)	<input type="checkbox"/>	<input type="checkbox"/>
58. Adult Sports: Ultimate Frisbee	<input type="checkbox"/>	<input type="checkbox"/>
59. Adult Sports: Under 50 Basketball Leagues	<input type="checkbox"/>	<input type="checkbox"/>
60. Adult Sports: Volleyball Leagues	<input type="checkbox"/>	<input type="checkbox"/>



Brookhaven Parks + Recreation Survey

12. Please place a check next to the Active Adult Programs (55 and over) that you OR members of your family would like to participate in:

	Have Participated	Would Like to Participate
61. Active Adult Programs: Aerobics Classes	<input type="checkbox"/>	<input type="checkbox"/>
62. Active Adult Programs: Archery Classes/Team	<input type="checkbox"/>	<input type="checkbox"/>
63. Active Adult Programs: Bingo	<input type="checkbox"/>	<input type="checkbox"/>
64. Active Adult Programs: Board Game Tournaments	<input type="checkbox"/>	<input type="checkbox"/>
65. Active Adult Programs: Bowling	<input type="checkbox"/>	<input type="checkbox"/>
66. Active Adult Programs: Card Games and Tournaments (Example: Bridge)	<input type="checkbox"/>	<input type="checkbox"/>
67. Active Adult Programs: Computer Classes	<input type="checkbox"/>	<input type="checkbox"/>
68. Active Adult Programs: Cooking Classes	<input type="checkbox"/>	<input type="checkbox"/>
69. Active Adult Programs: Dance Classes	<input type="checkbox"/>	<input type="checkbox"/>
70. Active Adult Programs: Fly Fishing Classes	<input type="checkbox"/>	<input type="checkbox"/>
71. Active Adult Programs: Gardening	<input type="checkbox"/>	<input type="checkbox"/>
72. Active Adult Programs: Geo-caching Classes	<input type="checkbox"/>	<input type="checkbox"/>
73. Active Adult Programs: Golf Tournaments	<input type="checkbox"/>	<input type="checkbox"/>
74. Active Adult Programs: Health/Fitness Classes	<input type="checkbox"/>	<input type="checkbox"/>
75. Active Adult Programs: iPhone/mobile phone Classes	<input type="checkbox"/>	<input type="checkbox"/>
76. Active Adult Programs: Nature Programs	<input type="checkbox"/>	<input type="checkbox"/>
77. Active Adult Programs: Photography Classes	<input type="checkbox"/>	<input type="checkbox"/>
78. Active Adult Programs: Quilting	<input type="checkbox"/>	<input type="checkbox"/>
79. Active Adult Programs: Running Club	<input type="checkbox"/>	<input type="checkbox"/>
80. Active Adult Programs: Senior Games	<input type="checkbox"/>	<input type="checkbox"/>
81. Active Adult Programs: Senior Trips	<input type="checkbox"/>	<input type="checkbox"/>
82. Active Adult Programs: Shuffle Board Leagues	<input type="checkbox"/>	<input type="checkbox"/>
83. Active Adult Programs: Walking Club	<input type="checkbox"/>	<input type="checkbox"/>
84. Active Adult Programs: Croquet	<input type="checkbox"/>	<input type="checkbox"/>
85. Active Adult Programs: Ceramics	<input type="checkbox"/>	<input type="checkbox"/>
86. Active Adult Programs: Pilates	<input type="checkbox"/>	<input type="checkbox"/>



Brookhaven Parks + Recreation Survey		
13. Please place a check next to the Special Events, Classes, Adventure Programs and General Park Activities that you OR members of your family would like to participate in:		
	Have Participated	Would Like to Participate
87. 5K Races/Triathlons	<input type="checkbox"/>	<input type="checkbox"/>
88. Adventure Trips	<input type="checkbox"/>	<input type="checkbox"/>
89. Aerobics/Group Exercise	<input type="checkbox"/>	<input type="checkbox"/>
90. Aquatics Fitness Classes	<input type="checkbox"/>	<input type="checkbox"/>
91. Bicycle Maintenance and Safety	<input type="checkbox"/>	<input type="checkbox"/>
92. Bird Watching/Birding Programs	<input type="checkbox"/>	<input type="checkbox"/>
93. Bocce/Petanque Leagues	<input type="checkbox"/>	<input type="checkbox"/>
94. Canoeing/Kayaking Classes	<input type="checkbox"/>	<input type="checkbox"/>
95. Cell Phone/Smart Phone Class	<input type="checkbox"/>	<input type="checkbox"/>
96. Classes for people with Special Needs	<input type="checkbox"/>	<input type="checkbox"/>
97. Computer Classes	<input type="checkbox"/>	<input type="checkbox"/>
98. Cooking Classes	<input type="checkbox"/>	<input type="checkbox"/>
99. Dance Classes (Line Dancing, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
100. Disc Golf/Disc Sports	<input type="checkbox"/>	<input type="checkbox"/>
101. Facility Rental (Example: for reunions)	<input type="checkbox"/>	<input type="checkbox"/>
102. Father/Daughter Dinner Dance	<input type="checkbox"/>	<input type="checkbox"/>
103. Fishing Classes	<input type="checkbox"/>	<input type="checkbox"/>
104. Fishing Rodeo/Tournaments	<input type="checkbox"/>	<input type="checkbox"/>
105. Gardening	<input type="checkbox"/>	<input type="checkbox"/>
106. Geo-caching Programs	<input type="checkbox"/>	<input type="checkbox"/>
107. Gymnastics	<input type="checkbox"/>	<input type="checkbox"/>
108. Rappelling Programs	<input type="checkbox"/>	<input type="checkbox"/>
109. Rock Climbing Programs	<input type="checkbox"/>	<input type="checkbox"/>
110. Tai Chi	<input type="checkbox"/>	<input type="checkbox"/>
111. Walking Clubs	<input type="checkbox"/>	<input type="checkbox"/>
112. Yoga	<input type="checkbox"/>	<input type="checkbox"/>
113. Zip Lining/Ropes Course Programs	<input type="checkbox"/>	<input type="checkbox"/>



Brookhaven Parks + Recreation Survey

14. Do you support or oppose Brookhaven developing a modern large recreation center that allows year-round programming of recreation and athletic programs?

- Support
 Oppose

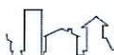
15. Do you feel there is a need for additional youth sports leagues organized through Blackburn Park?

- Yes
 No

16. If Brookhaven were to build a large recreation center, which of the components listed below should be included? Please check all components you want included.

- | | |
|---|---|
| <input type="checkbox"/> Multipurpose gymnasium | <input type="checkbox"/> Outdoor playground |
| <input type="checkbox"/> Indoor walking track | <input type="checkbox"/> Indoor competition pool |
| <input type="checkbox"/> Gymnastic equipment | <input type="checkbox"/> Outdoor aquatics (i.e. pool, slides, lazy river and/or splash pad) |
| <input type="checkbox"/> Dance/aerobic room | <input type="checkbox"/> Racquetball courts |
| <input type="checkbox"/> Weight/fitness room | <input type="checkbox"/> Cafe/juice bar/concessions |
| <input type="checkbox"/> Climbing wall | <input type="checkbox"/> Multipurpose meeting rooms (for scout meetings, art classes, etc.) |
| <input type="checkbox"/> Childcare room | <input type="checkbox"/> Squash courts |

Other (please specify)



Brookhaven Parks + Recreation Survey

17. Please indicate if you agree, disagree or do not know about the following statements:

	Agree	Disagree	Do not know
Additional sport fields are needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional meeting/program space is needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Additional cultural arts events are needed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compared to other priorities (public safety, streets, utilities, schools), parks and recreation is important to a community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I understand the role of the Parks and Recreation Department in our community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am able to contact parks and recreation staff for information easily.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe when visiting a park or recreation facility.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel that I have good access to a park.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks are well distributed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to be a volunteer to improve our parks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am willing to help with fundraisers to improve our parks.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I support the city's effort to improve Brookhaven Parks' facilities and programs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. How far would you be willing to walk, drive or ride a bicycle to parks and recreation facilities if safe multi-use trails, sidewalks or bicycle lanes were provided throughout the county?

Walk
Drive
Ride a Bike

Check ONE choice per drop-down menu

If you would not walk or bicycle, why?

19. Do you travel outside Brookhaven to use parks and recreation facilities?

Yes

No

If so, where and why?



Brookhaven Parks + Recreation Survey

20. Do you use recreation facilities offered by a church or other private providers?

	Yes	No
Church	<input type="radio"/>	<input type="radio"/>
Boys and Girls Club	<input type="radio"/>	<input type="radio"/>
YMCA	<input type="radio"/>	<input type="radio"/>
Private Club (example: country club, health club)	<input type="radio"/>	<input type="radio"/>
Private School	<input type="radio"/>	<input type="radio"/>

21. If you answered yes above, please check the factors that influence your decision to use these other facilities:

	Yes	No
They are closer to my residence	<input type="radio"/>	<input type="radio"/>
They offer facilities that are not available through Brookhaven Parks and Recreation	<input type="radio"/>	<input type="radio"/>
They offer better quality facilities	<input type="radio"/>	<input type="radio"/>
Their programs are better operated than public recreation programs	<input type="radio"/>	<input type="radio"/>

Other (please specify)

22. Which method of funding for park land acquisition, greenway and park facility renovation and development would you prefer?

- Borrow money to make necessary improvements and pay back over a 20- or 25-year period.
- Increase current millage rate to fund capital projects and increase programming on a pay as you go approach.
- Combine borrowed funds with millage fund increase to construct a few large facilities quickly and add smaller facilities to the system over time.
- Increase hotel/motel tax to support larger park facilities that will draw non-residents for special events and tournaments.
- Build more facilities that generate revenue.
- Establish a dedicated sales tax for parks operations and development.
- Establish a dedicated millage to fund park operations and development.
- Establish a prepared food tax and dedicate funding for new park construction.
- I do not support any increase in funding.



Brookhaven Parks + Recreation Survey

23. In order to generate needed revenue to improve parks and recreation programs offered in Brookhaven, please indicate all options that you would support for increasing funding for parks:

- Charge an annual park user fee per household
- Increase rental fees for park facilities
- Increase program user fees
- Charge non-city residents higher fees
- Charge non-county residents higher fees
- Build more facilities that generate revenue, such as a tournament facility
- Sponsor more tournaments and special events that generate sales tax and hotel tax dollars

Other (please specify)

24. How much would you be willing to spend per month per household to support improved park maintenance and recreation facilities and services? (Check ONE)

- \$15 or less
- \$16-\$25
- \$25-\$50
- \$50-\$75
- \$75 plus
- none



Brookhaven Parks + Recreation Survey

30. Which of the following best describes your household?

- Single
- Couple with no children
- Single-parent household with children
- Couple with children
- Couple with children but they do not live at household

Other (please specify)

31. If you have children at home, how many children do you have in each of the following age groups?

Under 5 years of age 5 to 11 years of age 12 to 19 years of age 20 years and older

*

32. What is your total annual household income?

- Under \$20,000
- \$20,000 - \$34,999
- \$35,000 - \$49,999
- \$50,000 - \$74,999
- \$75,000 - \$99,999
- Over \$100,000
- Prefer not to answer

33. Please check your housing status.

- Home Owner
- Renter

34. Do you have any additional comments?



TABLE 9.1: COMMUNITY WORK PROGRAM

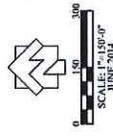
	TIER 1			TIER 2			TIER 3			TOTAL	
	2014	2015	2016	2017	2018	2019	2020	2021	2022		2023
EXISTING PARK RENOVATIONS											
Cleck's Corner		X									
Fernwood Park		X									
Parkside Park		X		X							
Ashford Park		X									
Blackburn II Park	X										
Brianwood Park	X										
Brookhaven Park	X										
Georgan Hills Park	X										
Lynwood Park	X										
Osborn Park	X										
Stylard Park	X										
Blackburn Park	X		X								
Murphy Candler Park South				X							
Murphy Candler Park North	X							X			
RENOVATIONS TOTAL											
NEW PARK, FACILITY AND GREENWAY CAPITAL COSTS											
District 4 Neighborhood Park	X										
General Maintenance & ADA Improvements	X										
Brianwood Park Expansion											
Aquatics Renovations	X										
Community Center Renovations	X										
New Pzle Neighborhood											
NEW PARK, FACILITY AND GREENWAY TOTAL											
LAND ACQUISITION COSTS											
Park Land Acquisition	X										
Greenway Acquisition	X										
LAND ACQUISITION TOTAL											
GENERAL DESIGN STANDARDS & STUDIES											
Sign Standards		X									
Design Standards		X									
Aquatics Facility Master Plan and Programs	X										
Community Centers Master Plan and Programs	X										
Candler House Redevelopment Study	X										
GENERAL PARK DESIGN TOTAL											
YEARLY TOTAL											

*Funding is subject to annual budget allocation by Mayor and Council, potential bond issuances, and the availability of funding from federal and state grants.





- ① DEDICATED PARKING LOT FOR PAVILION/ 70 SPACES. PROVIDE TRAFFIC SIGNAL ON ASHFORD DUNWOODY ROAD FOR PEDESTRIAN CROSSING TO YMCA
- ② MULTI-PURPOSE FIELD WITH LARGE RENTAL PAVILION AND RESTROOM BUILDING. FIELD IS ARTIFICIAL TURF
- ③ LARGE COMMUNITY PLAYGROUND. 16,000SF WITH SEPARATE PLAY AREAS
- ④ EXISTING HILLTOP LOOP TO REMAIN IN PLACE. TURF AND PAVEMENT REPAIRS AS NECESSARY
- ⑤ RENOVATED TENNIS COMPLEX WITH 18 COURTS AND NEW SPORTS LIGHTING. COURTS TERRACED TO ACCOMMODATE GRADE CHANGE. TENNIS CENTER TO INCLUDE PRO SHOP, LOUNGE, LOCKER ROOMS AND STORAGE. INDIVIDUAL PODS AT TENNIS CENTER ON LOWER LEVEL FOR ELEVATED VIEWING OF CHAMPIONSHIP COURTS. ENTRY PLAZA
- ⑥ PARK ENTRY DRIVE EXTENDED TO PERMIT VEHICLE STACKING. NEW PARKING LOT FOR 135 VEHICLES
- ⑦ OVERFLOW PARKING AREA FOR 65 VEHICLES WITH TURNABOUT AND RAMP/STAIR COMBINATION FOR ACCESS TO SPORTS FIELDS
- ⑧ SPORTS FIELDS WITH PAVED ACCESS ROUTES, SPORTS LIGHTING AND RESTROOM BUILDING
- ⑨ SPORTS FIELD PARKING OFF DONALDSON DRIVE TO REDUCE DEMAND ON ACCESS AND EGRESS FROM ASHFORD DUNWOODY ROAD. 130 SPACES
- ⑩ 1.3 MILE PERIMETER TRAIL LOOP WITH CONNECTIONS TO ALL FACILITIES UTILIZING PORTIONS OF NANCY CREEK GREENWAY LOCATED ON SITE



MASTER PLAN
BLACKBURN PARK
 BROOKHAVEN, GA



OSBORNE ROAD NE

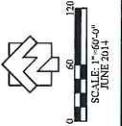
PEACHTREE ROAD NE

75 SPACES

DEKALB SERVICES CENTER

STORM DET.

- ① IMPROVED PARKING AND VEHICULAR CIRCULATION
- ② OPEN LAWN WITH MULTI-PURPOSE FIELD THAT DOUBLES AS SPECTATOR LAWN FOR LARGE COMMUNITY EVENTS
- ③ COMMUNITY PAVILION WITH RESTROOMS THAT DOUBLES AS COVERED STAGING AREA FOR LARGE COMMUNITY EVENTS
- ④ #10,000SF COMMUNITY PLAYGROUND WITH SEPARATE EQUIPMENT FOR DIFFERENT AGE GROUPS
- ⑤ #3.3 ACRE DOG PARK WITH PERIMETER FENCING FOR OFF-LEASH CAPABILITY UTILIZING OPEN LAWN AND EXISTING TREE CANOPY
- ⑥ #10,000SF COMMUNITY PLAYGROUND WITH SEPARATE EQUIPMENT FOR DIFFERENT AGE GROUPS
- ⑦ #3.3 ACRE DOG PARK WITH PERIMETER FENCING FOR OFF-LEASH CAPABILITY UTILIZING OPEN LAWN AND EXISTING TREE CANOPY
- ⑧ EXISTING COMMUNITY GARDEN AND PICNIC PAVILION WITH ENHANCED PEDESTRIAN CONNECTIONS
- ⑨ PAVED MULTI-PURPOSE TRAIL WITH 0.67 MILE LOOP PROVIDING ACCESS TO PARK FACILITIES AND UTILIZING EXISTING TREE CANOPY
- ⑩ ROAD FRONTAGE IMPROVEMENTS INCLUDING DECORATIVE STEEL FENCING, LANDSCAPING, SIDEWALK WIDENING AND PEDESTRIAN CONNECTION INTO PARK THROUGH GATEWAY EXPERIENCE

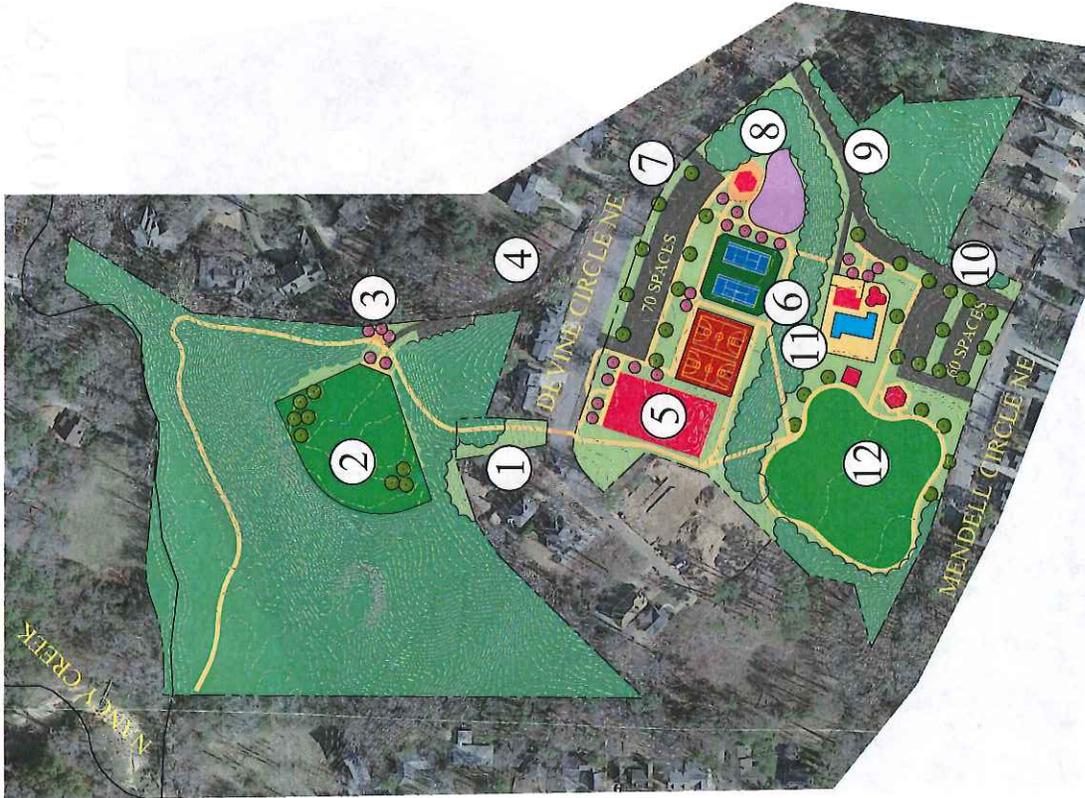


MASTER PLAN
BROOKHAVEN PARK
 BROOKHAVEN, GA

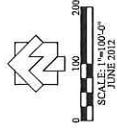
LOBE & ASSOCIATES, INC.
 LANDSCAPE ARCHITECTURE • PLANNING • ENGINEERING
 225 N. CROGAN ST. SUITE 500 LAWRENCEVILLE, GA 30046 770-968-0077

SCALE: 1" = 60'-0"
 JUNE 2014

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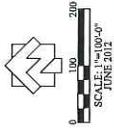
- ① ACQUIRE VACANT RESIDENTIAL LOT FOR IDEAL CONNECTION BETWEEN PARK PROPERTIES
- ② 1 ACRE DOG PARK ON OPEN TERRACE WITH PERIMETER FENCING FOR OFF LEASH USE
- ③ TRAILHEAD FOR CONNECTION TO FUTURE NANCY CREEK GREENWAY. PROVIDE KIOSK WITH TRAIL INFORMATION
- ④ EXISTING DRIVEWAY FOR MAINTENANCE ACCESS AND DOG PARK PARKING FOR 10 VEHICLES
- ⑤ PARTIAL DEMOLITION OF COMMUNITY CENTER, GYMNASIUM, CONCESSIONS, RESTROOMS AND STAFF OFFICES TO REMAIN
- ⑥ EXISTING COURTS TO REMAIN IN CURRENT LOCATION. RENOVATE COURTS AS NECESSARY AND PROVIDE SPORT LIGHTING
- ⑦ OFF STREET PARKING AREA IN-LIEU OF PULL OFF PARKING
- ⑧ CONSOLIDATED PLAYGROUND EQUIPMENT WITH NEW PAVILION AND ASSOCIATED PLAZA
- ⑨ EXISTING PARK DRIVE TO BE NORMALLY CLOSED AS MAINTENANCE ACCESS ROUTE ONLY
- ⑩ OFF STREET PARKING AREA PROVIDING ACCESS FROM MENDELL CIRCLE, ADA PARKING AT LOWER LEVEL FOR ACCESS TO POOL AND MULTI-PURPOSE FIELD
- ⑪ RENOVATED POOL HOUSE WITH POOL DECK EXPANSION TO INCLUDE SUN DECK, SHADED LOUNGE AREA AND EXPANDED TODDLER SPRAY PAD
- ⑫ RENOVATED MULTI-PURPOSE FIELD WITH PARTIAL PERIMETER FENCING ALONG ROAD FRONTAGE TO CONTROL VEHICULAR ACCESS. PAVED ACCESS ROUTE TO PLAY AREAS WITH CONNECTIONS TO OTHER PARK AMENITIES. NEW PICNIC SHELTER AND RESTROOM BUILDING



MASTER PLAN - OPTION "A"
LYNWOOD & OSBORNE PARK
 BROOKHAVEN, GA



- ① ACQUIRE VACANT RESIDENTIAL LOT FOR IDEAL CONNECTION BETWEEN PARK PROPERTIES
- ② 1 ACRE DOG PARK ON OPEN TERRACE WITH PERIMETER FENCING FOR OFF LEASH USE
- ③ TRAILHEAD FOR CONNECTION TO FUTURE NANCY CREEK GREENWAY. PROVIDE KIOSK WITH TRAIL INFORMATION
- ④ EXISTING DRIVEWAY FOR MAINTENANCE ACCESS AND DOG PARK PARKING FOR 10 VEHICLES
- ⑤ TOTAL DEMOLITION OF RECREATION CENTER. RELOCATE TENNIS COURTS AND PROVIDE SPORTS LIGHTING
- ⑥ OPEN LAWN AREA WITH PICNIC PAVILION AND CONSOLIDATED PLAYGROUND AREA
- ⑦ OFF STREET PARKING AREA IN-LIEU OF PULL OFF PARKING
- ⑧ AMENITY AREA INCLUDING HALF-COURT BASKETBALL, SAND VOLLEYBALL COURT AND RESTROOM BUILDING
- ⑨ EXISTING PARK DRIVE TO BE NORMALLY CLOSED AS MAINTENANCE ACCESS ROUTE ONLY
- ⑩ OFF STREET PARKING AREA PROVIDING ACCESS FROM MENDELL CIRCLE, ADA PARKING AT LOWER LEVEL FOR ACCESS TO POOL AND MULTI-PURPOSE FIELD
- ⑪ RENOVATED POOL HOUSE WITH POOL DECK EXPANSION TO INCLUDE SUN DECK, SHADED LOUNGE AREA AND EXPANDED TODDLER SPRAY PAD
- ⑫ RENOVATED MULTI-PURPOSE FIELD WITH PARTIAL PERIMETER FENCING ALONG ROAD FRONTAGE TO CONTROL VEHICULAR ACCESS. PAVED ACCESS ROUTE TO PLAY AREAS WITH CONNECTIONS TO OTHER PARK AMENITIES. NEW PICNIC SHELTER AND RESTROOM BUILDING



MASTER PLAN - OPTION "B"
LYNWOOD & OSBORNE PARK
 BROOKHAVEN, GA

MASTER PLAN
MURPHEY
CANDLER PARK
 BROOKHAVEN, GA



- 1 MODIFY EXISTING PAVED PARKING. PAVE EXISTING GRAVEL OVERFLOW LOT
- 2 ENHANCED PEDESTRIAN ACCESS TO EXISTING FACILITIES INCLUDING ADA AND LIFE SAFETY CODE IMPROVEMENTS
- 3 NEW SPECTATOR SEATING WITH INTEGRATED CONCESSIONS AND RESTROOMS. RENOVATED FIELD HOUSE WITH IMPROVED ACCESS
- 4 OPEN PLAY LAWN FOR PASSIVE USE
- 5 OFF-STREET PARKING FOR 51 VEHICLES AT MULTI-PURPOSE FIELD
- 6 RENOVATED TENNIS COURTS WITH SPORTS LIGHTING, SPECTATOR SEATING AREA AND SIDEWALK. ACCESS TO PARKING AREA
- 7 COMMUNITY PLAYGROUND WITH EQUIPMENT FOR MULTIPLE AGE GROUPS. RESTROOM BUILDING AND PAVED OFF-STREET PARKING FOR 60 VEHICLES
- 8 REFURBISHED PICNIC SHELTERS WITH ENHANCED PEDESTRIAN CONNECTIONS UTILIZING MAINTENANCE ACCESS ROAD. CONFIRM LOCATIONS OF PAVILIONS AND PROVIDE PAVED CONNECTIONS
- 9 RENOVATED POOL HOUSE AND EXPANDED AQUATICS TO INCLUDE ADDITIONAL POOL DECK FOR SHADED SEATING AREA, ENHANCED PEDESTRIAN CONNECTIONS
- 10 PAVED OFF-STREET PARKING FOR 100 VEHICLES SERVING CARETAKER HOUSE AND BASEBALL FIELDS
- 11 RENOVATED CARETAKER HOUSE FOR COMMUNITY PROGRAMMING AND COFFEE SHOP WITH CAFE PLAZA. UTILIZE BASEMENT FOR CANOE AND KAYAK STORAGE. PROVIDE PAVED CONNECTION TO TRAILS AND FLOATING PIER
- 12 ROUNDABOUT AT INTERSECTION OF WEST NANCY CREEK DRIVE AND CANDLER LAKE WEST TO PROVIDE TRAFFIC CALMING FOR PEDESTRIAN CONNECTIONS ACROSS THE ROAD
- 13 REFURBISHED PICNIC SHELTERS. CONFIRM LOCATIONS OF PAVILIONS AND PROVIDE PAVED CONNECTIONS
- 14 PAVED LAKESIDE TRAIL ALONG EAST SHORELINE THAT ALSO CONNECTS TO NANCY CREEK TRAIL EXTENSION.
- 15 SOFT SURFACE TRAIL ALONG WEST SHORELINE WITH CONNECTIONS TO PAVED TRAIL NETWORK VIA BRIDGES AND BOARDWALKS
- 16 CONNECTION TO BLACKBURN PARK VIA NANCY CREEK GREENWAY EXTENSION AND BRIDGE
- 17 LAKESHORE RESTORATION TO INCLUDE VEGETATED BANKS AND CONTROLLED PEDESTRIAN ACCESS POINTS TO STABILIZE SHORE AROUND LAKE PERIMETER

