











PARKS AND RECREATION MASTER PLAN

**MARCH 2019** 

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# **Executive Summary**

#### A. PURPOSE OF THIS PLAN

In March 2018, the Parks and Recreation Department of the City of Brush, Colorado, received a local government planning grant from Great Outdoors Colorado (GOCO) to address funding needs and obstacles while gaining community insight into the most needed programs and facilities for adults, youth, and seniors in the community. The City hired GreenPlay, LLC, a national management consulting firm headquartered in Louisville, Colorado, to help conduct an objective, city-wide assessment of the needs and desires for the City's parks and recreation assets, lands, programs, and services. The project concluded in March 2019.

This plan serves as a roadmap for the future of parks and recreation in the community. The recommendations, when implemented, will allow Brush! Parks and Recreation to assess the current parks and recreation system and determine how facilities and programs align with the needs of residents. Upon its adoption by City Council, it will become part of the City's Comprehensive Plan, and will ensure an appropriate balance of facilities and amenities throughout the community now and into the future.

# **B. PLANNING PROCESS SUMMARY**

This project included a complete GIS-based inventory and Component-Based Methodology (CBM) for level of service analysis of all assets, lands, and facilities owned and managed by the City as well as those owned by the East Morgan School District given the use of these facilities by the City. The following steps were also included.

## **Community Engagement**

The community engagement process was thorough and important to City leadership to both gather information and involve the Brush! community. In total, nearly 400 residents, partners, and other key stakeholders participated in the shaping of Brush!'s Parks and Recreation Master Plan and its recommendations:

- Three community focus groups
- Three public meetings
- Two City staff meetings
- One Leadership Summit
- Six Key Stakeholder individual interviews
- A statistically-valid survey of residents with 321 valid returns
- An online survey available to community members with 11 responses received

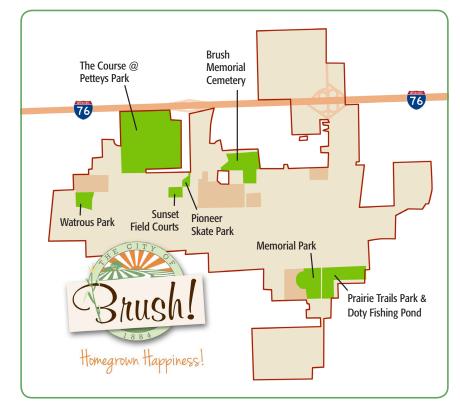
"Brush! has
a recreation
department that
makes me proud to
live here!! We are
grateful for all of the
programs offered for
our kids and the way
they are run."

**Survey Comment** 















Walking, running, jogging and cycling are the most popular recreational activities.



# \$3,500,000+

Funds donated by the Joslin Needham and Jack Petteys Foundation for projects within the City's Parks and Recreation Programs since 1981.



# **Facility Inventory and Level of Service Analysis**

With CBM analysis, detailed exploration on specific components, alternative providers, and programmatic locations was provided to Brush!. Specific *Perspective Analyses* were determined based on key issues, and included detailed, comparative charts of scoring and evaluation of specific key components that are identified as priorities at this point in time. With GRASP® CBM, in addition to the System Resource Map, Brush! received a full *Community Inventory Atlas*, which includes aerial mapping graphics and a scorecard for each park site.

Based on visits to each park and/or facility, the following general assessments were concluded:

- Parks and facilities have good street visibility, frontage, and offer great public access.
- Some parks and components have limited ADA access.
- Parks and facilities are well-maintained, but some need updates (deferred maintenance).
- Parks and facilities should continue to be monitored for demand and use of components.
- Brush! schools and the library provide additional opportunities to the community.

The Level of Service analysis found that proximity, availability of transportation, and pedestrian barriers are relevant factors affecting Brush!'s levels of service. The provision of assets is reasonably equitable across Brush!, especially given resident access to motorized transportation. Analysis would indicate that Brush! is currently providing its recreation opportunities in the form of larger, more developed parks when compared to other similar cities. Pedestrian barriers do hinder walkable access based on current parks and recreation assets. Combining these findings with additional analysis and a review of data collected from surveys, focus groups, and other sources, including staff knowledge, were considered to further identify suggested locations for future improvements. These are detailed in the Action Plan.

# Statistically-Valid Survey & Needs Assessment

In total, 321 community-wide surveys were completed through a variety of survey approaches. Each household in Brush! received an invitation survey. In addition, a number of households within the school district boundaries received a survey. To reach those who may not have completed the invitation survey, an "open link survey" was promoted two-weeks after the start of the invitation survey (only 11 responses were received for this survey).



Questions for the survey were drafted based on information gathered throughout the public involvement process as well as from Brush! staff and community leaders. The survey asked residents questions regarding what types of programs, facilities, and services residents want in their parks and recreation system, level of current usage, primary providers of services, alternative providers, quality and satisfaction levels with existing services and facilities, priorities, level of awareness of Department-operated programs and facilities, and willingness to pay for new services and facilities. These questions were supplemented with questions about specific, identified community issues including The Course at Petteys Park and communications from Brush! to the community.

- Results for the total combined sample have a margin of error of +/-5%. Combined results provide a representative picture of the entire Brush! community and surrounding area.
- Key findings (not in priority order) from the survey include:
- Community/neighborhood parks, Memorial Park, and trails and pathways are rated as the most important facilities to respondents. Programs and events and Prairie Trails Park/Doty Fishing Pond are also important to many respondents.
- Currently, the most used facility/service in Brush! is Memorial Park followed by attending a Brush! program or event.
   The least used facility is the Municipal Campground. Overall, most facilities see moderate usage with 40-60 percent using them at least once in the last year.
- Satisfaction is moderate to somewhat high in Brush!. Parks are rated the highest (3.9) with facilities (3.8) and programs/services (3.6) following. Overall, programs and services received the lowest satisfaction, especially among those who have kids.

- Respondents highlighted the Brush! Golf
  Course as moderately serving the entire
  community, but respondents are open to a
  variety of new options. A social gathering
  place (bar/restaurant) and community
  events were highlighted as most important
  as new options in addition to golf.
- Respondents have a wide range of age distribution with almost half living with children at home (46%). In addition, a variety of household incomes are represented, suggesting the need to offer affordable options (59% said they would be adversely affected by any fee increases that might occur).
- When examining facilities by their average importance and average needs met, community centers/indoor facilities, trails and pathways, programs and events, and indoor aquatic facilities have higher importance with a lower than average needs met.
- Respondents highlighted youth programming, indoor aquatics, and indoor multi-purpose facilities as their top priorities for improvement in the future. In addition, maintaining or repurposing existing facilities and improving trail connectivity are important to respondents.
- Funding support varies by the type of funding option presented. Respondents are very much against increasing sales or property tax, but much more supportive of placing resources toward grants and philanthropy. Creation of a county-wide recreation district also has moderate support.

Respondents highlighted youth programming, indoor aquatics, and indoor multi-purpose facilities as their top priorities for improvement in the future.

- Communication is currently moderately effective for most residents. Adopting new/better avenues for communicating with residents would likely go a long way in broadening the reach of the department while also increasing participation and appreciation of the work being done.
- Open-ended comments highlighted similar trends found in the results with respondents highlighting a need for more programming, additional indoor facilities, and also praising Brush! for its current work.

Like the Inventory and Level of Service analysis, the complete survey findings were identified in the Key Issues evaluation and were considered in the development of the Recommendations and Action Plan.

#### **Assessment and Analysis**

The gaps in the Brush! Parks and Recreation's provision of programs and services were identified using the relationship of unmet need and high importance by performing the following analyses:

- Market Analysis
- Demographics and Population Projections
- Trends Analysis
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Facility and Asset Gaps Analysis
- Programs and Services Gaps Analysis



# C. KEY TAKEAWAYS

Summarized key points realized from these analyses include:

- Approximately fifteen percent (15.1%)
   of Brush! residents are considered lowincome; 10.4 percent of Brush! residents
  live with a disability.
- By 2023, 38.81 percent of the population is estimated to be of Hispanic origin in Brush!. Today, 36.88 percent of the population is of Hispanic origin.
- The average household in Brush! spends \$3,941 annually on health care, which is significantly less than the national average of \$10,000 per year.
- Trends for the Department to be aware of include interest in walking for exercise, cycling, splashpads, and nature play, and a tapering-off of interest in traditional golf.
- Partnerships in the Brush! area are important to the Department's success. This includes developing new relationships with segments of the population which may be underserved and underrepresented and maintaining existing relationships with contributors, volunteers, and emerging agency contacts.
- Communication and awareness are points of improvement for the Department.
- Non-sports youth programs and adult programming is limited.
- While it may not be within the Department's ability to provide child-care, the need for this service should be kept in mind when developing programs, services, and facilities.
- There is a need for additional, programmable facilities such as gym space, fitness space, and athletic fields for games and practices.
- Memorial Pool is a community asset when open but is in need of repair and updating.

From the collective of these planning process pieces and analyses, key issues and recommendations were identified for future action.

# **D. KEY ISSUES SUMMARY**

The Key Issues summary identified the areas that need immediate attention and determine the direction of the implementation of recommendations in the Master Plan. The planning process vetted out key issues in five key areas as identified below.

Organizational, Marketing, and Administrative	Programs and Service Delivery
Continued Executive Support	Unique Cultural Activities
Volunteers	Programs for Underserved Populations
Communication	Youth Programs
Program Registration Software	Accessible Programs
Succession Plan	Adult Programs
Messaging & Marketing	Preservation of Agricultural Lands and Rural
National & Professional Accreditation	Character
Understand & Story-tell the Economic Impact	Summer Camps
Comprehend & Story-tell the Healthy Community	After-School and Child Care

Facilities and Amenities	Level of Service
Trail Connectivity	Greater ADA Accessibility
Memorial Park Swimming Pool	Equitable Walkability across the City
Splash Pad or Water Amenity	Facilities Assessment
Administrative Office Space	Deferred Maintenance
Memorial Park Swimming Pool	
Ballfield Space	
Fitness Space/Gym Space/Recreation Center	
Multi-Purpose Field Space	
Municipal Campground Improvements	
Maintenance Plan	
Community Use of Golf Course Clubhouse	
Less Reliance on Schools w/Additional Parks	

Financial
Fee Structure for Programs
Community Donors
Affordability of Programs and Events
Cost Recovery Plan
Sponsorship and Naming Rights Policy
Partnership Plan
Resident and Non-Resident Rates

## E. RECOMMENDATIONS AND ACTION PLAN SUMMARY TABLE

Detail of the Key Issue Recommendations, Objectives, and Strategies are detailed in **Sections 5 and 6** of the Brush! Parks and Recreation Master Plan. It is important to note and celebrate that the City of Brush! has very strong community support in its provision of services to the community.

A summary of the recommended improvements is provided in the following chart.

#### Recommendation #1 - Organizational, Marketing, and Administrative Opportunities

**Objective 1.1: Continue to Develop Organizational Efficiencies** 

**Objective 1.2: Continue to Improve Marketing and Communications** 

**Objective 1.3: Seek Professional Improvement Opportunities** 

Objective 1.4: Improve Capacity and Ability for Addressing Maintenance and Other Issues

#### Recommendation #2 - Delivery of Programs and Services

**Objective 2.1: Improve Accessibility at Facilities** 

Objective 2.2: Ensure a Variety of Programs and Services that Meet the Community's Needs

Objective 2.3: Preserve the Agricultural and Rural Character of Brush!

#### Recommendation #3 - Facilities and Amenities - Now and into the Future

Objective 3.1: Leverage, Utilize, and Improve Existing Facilities to Maximize Community and Economic Benefits

Objective 3.2: Promote Economic Development by Providing Park and Recreation Amenities that Draw People to the City Center

#### Recommendation # 4 - Level of Service to the Community

Objective 4.1: Provide Facilities that Promote the Character of Brush! and the Economic Goals of the City

#### Recommendation # 5 - Financial Stewardship

Objective 5.1: Establish a Pathway for Financial Sustainability

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#### A. PLANNING PURPOSE

The City has a strong commitment to providing high quality parks and recreational facilities and programs for citizens of the Brush! community. In September 2018, the City of Brush! hired GreenPlay, LLC, a national management consulting firm, to help conduct an objective, city-wide assessment of the needs and desired for the City's Parks and Recreation assets, lands, programs, and services.

The consultant team of GreenPlay, Design Concepts, and RRC Associates worked closely with City Staff and the community in preparing the Master Plan. The Parks and Recreation Master Plan would become an element of the current City of Brush! Comprehensive Plan and required the approval of the City Council. At the time of the development of the Master Plan, the City was in the process of updating the 2007 Comprehensive Plan.

At the start of the planning process, GreenPlay Team members met with the Brush! Project Team to determine the Project Vision, Critical Success Factors, and Performance Measures for the Project.

#### **PROJECT VISION**

The City of Brush! will develop a Parks and Recreation Master Plan that will serve as a roadmap for the future of parks and recreation in the community. This plan will allow Brush! Parks and Recreation to assess the current parks and recreation system and determine how the facilities and programs align with the needs of residents.

The City has a strong commitment to providing high quality parks and recreation services to a population of about 5,410. Brush! is located about 90 miles northeast of Denver and is primarily agricultural in nature. The parks and recreation system consists of six parks, which include a fishing pond, skate park and a pool. Brush! Parks and Recreation programming includes organized sports and a golf course. Residents of Brush! utilize the parks and recreation system, and vocalized that these assets are an important part of the community.

Once completed, this plan will become part of the City's Comprehensive Plan, and will ensure an appropriate balance of facilities and amenities throughout the community now and into the future.

#### **Critical Success Factors**

- 1. The General Fund is challenged in keeping up with the financial demands of the City's various departments. An evaluation of operational functions should be considered.
- 2. The planning process should have an engagement format in which as many voices as possible are included.
- The City's Project Manager, Lance Schwindt, anticipates being responsive during the project and turning around draft documents and seeking appropriate approvals in a timely manner.
- 4. Brush!'s City Council is open-minded to the Master Plan project and its outcomes.
- 5. The Master Plan shall provide 1) 5-year operations and maintenance actions, 2) a 10-year capital investments plan, and 3) a 20-year vision.

The plan creates a road map ensuring an appropriate balance of facilities and amenities throughout the community now and into the future. Throughout its process, the aim has been to utilize a system-wide approach to evaluating current parks, recreation programs, open space, and recreational facilities and amenities to develop goals, policies, and achievable strategies to meet the future needs of the Brush! community.

This Master Plan is intended to inform the City of Brush!'s Comprehensive Plan, and to align with the City's overarching Vision and goals for the community.

#### **Performance Measures**

- 1. Ensure that all voices are included in the planning process and that the plan meets the financial conditions at the City of Brush!
- 2. City Council members, the library district, local sports groups, the school district, local non-profits, and the general public should all be included in the engagement phases of the project.
- 3. Both the City's Project Manager and the GreenPlay Project Manager will work to keep the schedule aligned with the project timeline.
- Provide Brush! Parks and Recreation with a Master Plan that evaluates existing, and potential new, programs and services and makes realistic, implementable recommendations.
- 5. Create an implementation plan that covers 5 years for O&M, 10 years for CIP planning and 20 years for a department vision.



# B. MASTER PLANNING PROCESS METHODOLOGY

## **Community Engagement**

GreenPlay facilitated Citizen Outreach and Stakeholder Engagement Meetings to determine the needs of the residents and to allow the project team to communicate with residents, user groups, associations, civic associations, and key community representatives. Preliminary Key Stakeholders included citizens, representatives, and staff from Brush!; City Council representatives; other affected community and government agencies including Morgan Strong; and selected alternative providers, partners, and special interest groups from in and around Brush!.

Both qualitative and quantitative assessment tools helped build consensus and agreement on the plan components, and provided information for decision making to the City Council. The following citizen involvement strategy approach was designed to assure residents, user groups, associations, neighboring communities, and other stakeholders that they had an opportunity to participate in the plan's development:

- Initial Information Gathering: Collection
   of as much information as possible on
   awareness, use patterns, satisfaction,
   desires, barriers, vision, priorities, funding
   possibilities, and willingness to pay, etc.
- Focus Group Meetings: Three (3) focus groups drawing from user individuals and groups, advisory boards, community associations, other service providers (public, private and non-profit, etc.), and primary stakeholders such as youth; seniors; other recreational, cultural, historic, business, arts, and tourism providers; citizens with disabilities for inclusive programs; staff; and school officials.
- Stakeholder Interviews: During onsite visits and as appropriate, GreenPlay interviewed stakeholders who could contribute specific information in a more detailed manner.

- Statistically-Valid Survey In order to perform a thorough needs assessment and to identify potential programs and/ or projects, a randomly distributed survey using proven survey methods to achieve a statistically-valid response was conducted. This tool is the most effective mechanism for reaching current NON-USERS and ensuring objectivity.
- Public Community Meetings Three (3) public meetings were held as part of the community engagement portion of the planning process.
  - One meeting was held during the information gathering portion of the project in October 2019 that provided an introduction to the project (i.e., purpose, scope, expected outcomes) and an opportunity to offer input about the desires and needs of the community.
  - One meeting was held in January 2019 at which the consultant presented the findings of the updated needs assessment (i.e., community engagement results, inventory results, areas of focus for the recommendations) and provided an opportunity to the community to participate in visioning and to provide comments about the information presented.
  - One public meeting was held in February 2019 for the Final Board Presentation for Adoption (the hearing was open to the public).

These techniques and formats were well received by the public and provided the opportunity to better understand the planning process and make a meaningful contribution, resulting in the feeling that attending an input session was a good use of someone's valuable time.

## **Facility Inventory**

The project team compiled a GIS inventory of the Brush! system using information that was already available as a starting point. The consultants then supplemented the available data set and compiled a component-based GIS inventory.

Once fully analyzed, the data provided the basis for recommendations for making improvements to address unmet needs for both active and passive recreation for many years to come. This detailed CBM dataset also provided a strong basis for future digital assets management and maintenance plans.

Component-Based Methodology (CBM) Level of Service Analysis GRASP® Methodology (Geo-Referenced Amenities Standards Process)

The GreenPlay Team adapted and built upon previous traditional capacity-based level of service (LOS) practices to create an improved approach using Component-Based Methodology for Inventory and Level of Service Analysis.

This approach was enhanced with on-site component data collection and analysis to create a complete dataset and determine current conditions for:

- Quantity of all relevant system components.
- Quality of components (3-point scaling along with aesthetic attributes).
- Functionality of components for their intended purpose for this plan lifecycle.

This CBM GRASP® analysis built upon traditional capacity analysis, but is unique in its ability to analyze both the quantity (capacity) and quality of individual components of an entire system. These include traditional parks assets such as playgrounds, ballfields, pools, and courts, but also includes specialty components, such as trails,

waterfront access, disk golf, dog parks, plazas, art, natural areas, shelters, equestrian facilities, pickleball courts, and centers that have not been previously included in capacity analysis, but provide important community services.

The process was developed to provide detailed customized analyses of the Brush! parks and recreation system based on the unique assets of the community, to determine how effectively the current system is serving residents and visitors.

This CBM analysis was used to:

- Determine current level of service and where improvements can be made based on walkability, quantity, and quality of parks and recreation facilities and amenities.
- Identify precise gaps and opportunities for location of future development of specific components, beyond just park land needs.
- Provide information for prioritization of these identified gap areas based on quantified demographics and social equity variables.

With CBM analysis, detailed analysis on specific components, alternative providers, and programmatic locations was provided to Brush!. Specific *Perspective Analyses* were determined based on key issues, and included detailed, comparative charts of scoring, and evaluation of specific key components that are identified as priorities at this point in time.

With GRASP® CBM, in addition to the System Resource Map, Brush! received a full *Community Inventory Atlas*, which includes aerial mapping graphics and a scorecard for each park site.

# Statistically-Valid Survey & Needs Assessment

While stakeholder meetings, focus groups, and public meetings allowed the consultant team to draw in interested parties and users, a statistically-valid survey was the only defensible mechanism for providing feedback from the NON-USERS, who are most likely taxpayers.

RRC Associates (RRC), an experienced survey firm, along with Brush! staff, created a survey which was mailed to every household within the Brush! city limits, as well as to a number of randomly selected households in the service area outside of the city who are also potential users of Brush! parks and recreation facilities and services. The survey provided critical information in determining community values, satisfaction levels, needs and priorities, preferred marketing channels, level of awareness, current usage levels, and demographic information for long-range planning efforts.

Citizens were given the option of either completing the mailed survey form or accessing the survey online using an individual passcode (included in the mailed survey) assigned to each household. This technique is an effective method for maintaining the random sample while also increasing response opportunities.

Questions were drafted based on information gathered throughout the public involvement process as well as from staff and community leaders. Questions about what types of programs, facilities, and services residents want in their parks and recreation system, level of current usage, primary providers of services, alternative providers, quality and satisfaction levels with existing services and facilities, priorities, level of awareness of Department-operated programs and facilities, and willingness to pay for new services and facilities were asked. These questions were supplemented with questions about specific, identified community issues including The Course at Petteys Park and communications from Brush! to the community.

### **Assessment and Analysis**

The consultant team reviewed the results of the statistically-valid survey, focus groups, and stakeholder meetings, the needs assessment, the current level of service, existing alternative providers in the market, and the current capacity. The consultant team identified and prioritized the unmet needs and existing relevant conditions in the community. The gaps in programs and services were identified using the nexus of unmet need and high importance by performing the following analyses:

- Market Analysis
- Demographics and Population Projections
- Trends Analysis
- Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis
- Facility and Asset Gaps Analysis
- Programs and Services Gaps Analysis

From these analyses, key findings and draft recommendations were identified for future action.

# C. RELATIONSHIP TO CITY OF BRUSH! COMPREHENSIVE PLAN

The City is currently in the process of updating the 2007 Brush! Comprehensive Plan which is the cornerstone for the Brush! community to define land use patterns and public policy into the future. The 2007 Comprehensive Plan allowed for the establishment and refinement of goals, policies, and strategies, and it provided an Implementation Matrix.

Vision and values statements were determined as part of the 2007 planning effort. These have provided focus, purpose, and direction to the plan process so that participants collectively achieved a shared vision of the future. A shared community vision (the term used in the Brush! Plan is "Core Values"), provided an overall set of concepts to guide the planning process.

It is important to note the "Core Values" of Brush! as they do relate to the underlying values that informed the findings and outcomes of this Master Planning effort for the Parks and Recreation Department. These Core Values from the 2007 Comprehensive Plan Update are:

- We value the youth of Brush! and its surrounding area, and strive to adopt public policies that nurture our young people and provide opportunities for them to grow and stay in the community.
- We respect our agricultural community for their historical contribution to the community, their positive economic benefits and their impact on the landscape.
- We value our existing educational and recreation systems and will ensure their viability, expansion and continued success.
- We value our existing business community and will continue to support their ability to be sustainable and expand.
- We realize that the boundaries of the City will likely expand in the future and strive to plan for the future of the City with the best interests of existing and future residents.
- We respect our elderly population and strive to engage them in the public process and ensure that they have the services necessary for a superior quality of life.
- We value our historic resources and wish to retain the character of these structures through protection and adaptive re-use where appropriate and fiscally responsible.

Guiding concepts that were reaffirmed during the Comprehensive Plan public meetings included:

- 1. The retention of the City's small-town quality and tight urban form as future growth occurs;
- 2. The ability to protect agricultural lands at the periphery of the City's boundaries;
- 3. The orderly extension of existing utilities in a fiscally responsible manner;
- 4. Utilize existing river frontage for open space and passive and active recreation.

Parks and Recreation is an integral part of the Brush! community and is actively used by both youth and the elderly. The department oversees the operation of the swimming pool, ball fields and a wide variety of youth programs and is responsible for rentals of the two community buildings and picnic shelters. The Department also actively works with the Public Works Department in overseeing the operation of all City parks and also works with the Brush! School District in utilizing school facilities for City programs.

Goals in the 2007 Brush! Comprehensive Plan Update for the Parks and Recreation Department were:

- Provide adequate parks and recreation facilities to serve the recreation needs of residents.
- Develop a comprehensive trails network linking parks, recreational facilities and other community facilities.



# A. DEMOGRAPHIC & POPULATION PROFILE

#### **Recreation and Park Demographic Profile**

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. This demographic profile was compiled in December 2018 from a combination of sources including Esri Business Analyst, the American Community Survey, and the U.S. Census. The following topics are covered in detail in this report:

Population Breakdown and Projections

Age and Gender Distribution

Ethnic/Racial Diversity

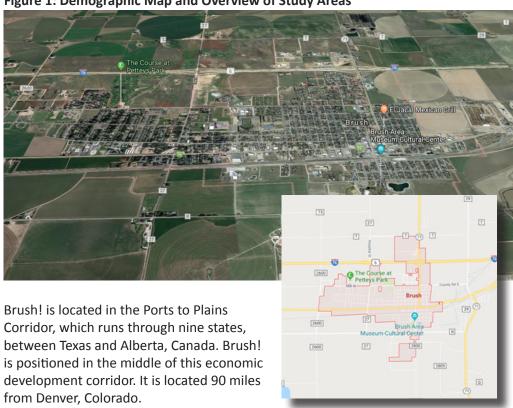
**Educational Attainment** 

Housing and Household Information

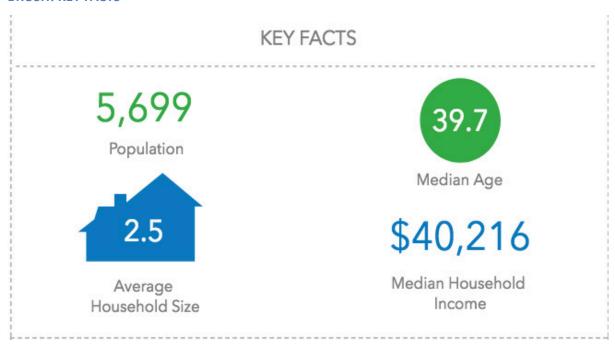
Employment

State and Local Health Ranking

Figure 1: Demographic Map and Overview of Study Areas



#### **BRUSH! KEY FACTS**



#### **COLORADO KEY FACTS**

#### **KEY FACTS**



In 2018, Brush! had a population of 5,699 people with an average household size of 2.5 people. The average median age was 39.7 years old, slightly higher than the median age of Colorado (37.3). The median income in Brush! was \$25,566 lower than the median income of Colorado.

## **Population Projections**

**Figure 2** contains actual population figures based on the 2000 and 2010 U.S. Census, in addition to estimates of 2018 and 2023 population by Esri Business Analyst. Using the average annual growth rates between 2018 and 2023, projections were calculated for 5 and 10-year increments until 2032.



Growth rates can be a strong comparative indicator of an area's economic development. In the case of Brush!, the annual population growth rate between 2010 and 2018 was 0.49%. This rate is higher than Fort Morgan, which has an annual growth rate of 0.27%. However, the annual growth rate in Brush! is lower than the average of Colorado and the United States overall.



2023 Population

5,269 5,475 5,699 5,826 5,954

Figure 2: City of Brush! Population Growth Trend

Source: U.S. Census Bureau and Esri Business Analyst Population Projections \*2018 – 2028 growth rate of 1.59% used to forecast 2028 – 2032 population

2018 Population

## **Population Age & Gender Distribution**

2010 Population

The median age is increasing in Brush!. In 2010, the median age was 38 years old, and is anticipated to increase to 40.3 years in 2023.

**2010 2018** 39.7

**2023** 40.3

2032 Population

The City of Brush! is made up of 54 percent females, and 46 percent males. The largest group is primarily females ages 25 to 29 years old. As demonstrated in *Figure 3*, the top bar represents the other significant difference is in women aged 85 and older (6.3%). Knowing the breakdown of ages and genders can help inform the planning of recreational activities for specific age groups.

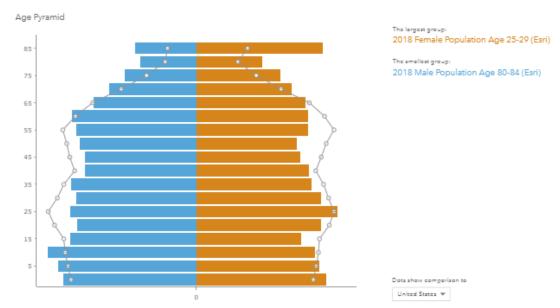


Figure 3: 2018 Estimated Population by Age Cohort between 2010 and 2018

Source: Esri Business Analyst

# Race/Ethnicity

Prior to reviewing demographic data pertaining to a population's racial and ethnic character, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories.

All race categories add up to 100 percent of the population. The indication of Hispanic origin is a different view of the population and is not considered a race. *Figure 4* reflects the approximate racial/ethnic population distribution for the City, State of Colorado, and the United States, based on the 2018 estimates from the U.S. Census. Understanding the populations in the area can inform marketing and communication strategies, in addition to programming strategies.

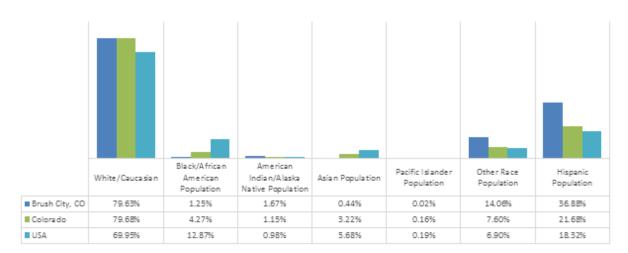


Figure 4: Racial/Ethnic Population Distribution for Brush!, State of Colorado, and the United States

Source: American Community Survey, 2016

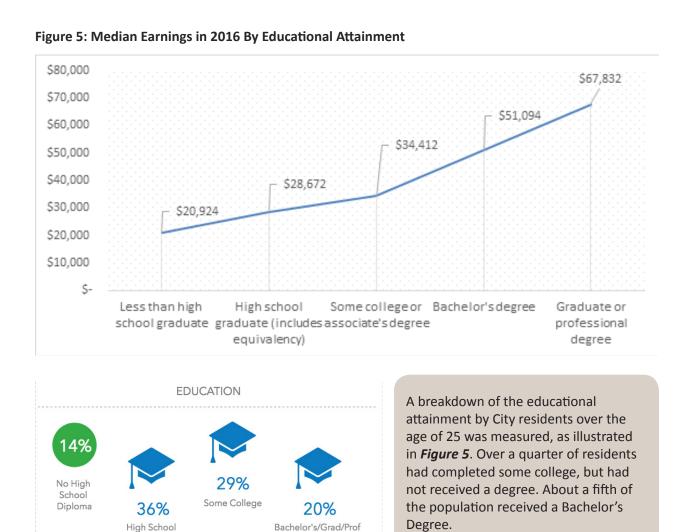


The State of Colorado and the City of Brush! are both largely Caucasian, which makes up over 79 percent of the population. The Hispanic population in Brush! is significantly higher than the average of the state of Colorado and the United States. The Hispanic population is expected to increase, making up at least 38 percent of the population in 2023.

#### **Educational Attainment**

According to a Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin.<sup>1</sup> This can be seen in *Figure 5*, where the educational attainment for Brush! was measured against median earnings. Those with a Graduate or Professional degree earned nearly four times the amount of a high school graduate.

<sup>&</sup>lt;sup>1</sup> Tiffany Julian and Robert Kominski, "Education and Synthetic Work-Life Earnings Estimates" American Community Survey



# **Employment & Income**

Graduate

The most current data from the U.S. Census Bureau and the American Community Survey, illustrated in *Figure 6*, indicates that the median household income in the City is lower than that of Colorado and the United States.

15.1% of Brush! Residents are Considered to be Below the Poverty Level

**Figure 6: Median Income and Housing Statistics** 



Degree

Reports, US Census Bureau, http://www.Census.gov/prosd/2011pubs/acs-14.pdf, September 2011.

#### **Health Ranking**

Understanding the status of the community's health can help inform policies related to recreation and fitness. For instance, learning that the 10.4 percent of City of Brush! residents live with a disability may help justify the need for adaptive programming in recreation, or additional accessibility in facilities and playgrounds. The American Community Survey attempts to capture six elements of a disability: hearing, vision, cognitive, ambulatory, self-care, and independent living.

10.4% of Brush! Residents live with a disability





Source: Esri Business Analyst

Another element of health is the percentage of residents who exercise on a regular basis. Based on U.S. Census Bureau Data, just over a fifth of residents exercise at home two or more times a week, while nine percent of residents exercise at a fitness club two or more times a week. It is estimated that only one percent of residents walked to work, while zero percent biked to work.

#### **County Health Ranking**

Robert Wood Johnson Foundation's "County Health Rankings and Roadmaps" provide annual insight on the general health of national, state, and county populations. The 2018 rankings model shown in *Figure 7* highlights the topic areas reviewed by the Foundation.

The health ranking gaged the public health of the population based on "how long people live and how healthy people feel while alive," coupled with ranking factors including healthy behaviors, clinical care, social and economic, and physical environment factors.

Morgan County ranked 32nd out of 58 Counties for Health Outcomes and Health Factors.

Length of Life (50%) Health Outcome Quality of Life (50%) Tobacco Use Diet & Exercise Health Behaviors (30%) Alcohol & Drug Use Sexual Activity Access to Care Clinical Care (20%)Quality of Care **Health Factors** Education Employment Social & Income **Economic Factors** (40%)Family & Social Support Community Safety Air & Water Quality Physical Environment Policies & Programs (10%) Housing & Transit

**Figure 7: County Health Ranking Model** 

Source: Robert Wood Johnson Foundation

#### **State Health Ranking**

In 2017, the United Health Foundation's "America's Health Rankings Annual Report" ranked Colorado as the 7<sup>th</sup> healthiest state nationally. The health rankings consider and weigh social and environmental factors that tend to directly impact the overall health of state populations as illustrated in *Figure 7*.

# **Challenges**

of Colorado health include:

- High prevalence of excessive drinking
- Large disparity in health status by educational attainment
- High incidence of pertussis

#### **Strengths**

of Colorado health include:

- Low prevalence of obesity
- Low percentage of children in poverty
- Low prevalence of diabetes

# **B. PARKS AND RECREATION INFLUENCING TRENDS**

The changing pace of today's world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of the county residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving your community.

A full Trends Report was provided as a Staff Resource Document.

#### **Recreation Behavior of Brush! Households**

In *Figure 8*, data from Esri Business Analyst shows popular outdoor recreation activity participation by households in Brush!. Compared to the state, Brush! has more participation in fresh water fishing. In nearly all other outdoor recreation activities, the state has higher participation, particularly road biking, golf, and hiking.

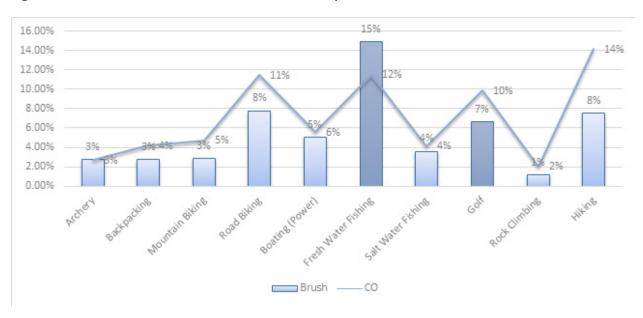


Figure 8: Outdoor Recreation Behavior of Brush! Compared to the State of Colorado

#### **Fitness and Health Behavior**

**Figure 9** shows household participation in various fitness activities. As is typical across the country, walking for exercise is one of the most popular activities. Yoga and Jogging/Running are more popular activities in the state of Colorado compared to Brush!



Figure 9: Fitness and Wellness Participation of Brush! Compared to the State of Colorado

#### **Team Sport Participation**

According to census data, households in Brush! primarily participated in swimming (14%) and basketball (8%). Participation levels were relatively similar to that of the state.

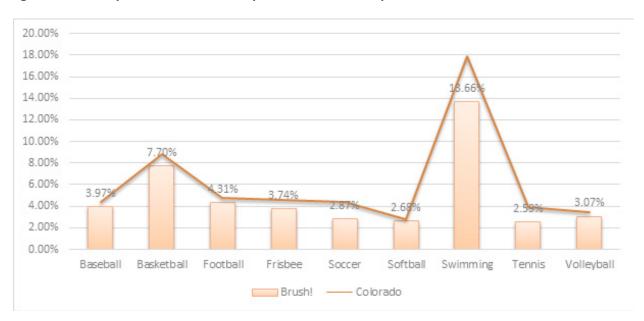


Figure 10: Team Sport Household Participation in Brush! Compared to State of Colorado

# Parks and Recreation Trends Relevant to Brush!

#### **Active Transportation – Bicycling and Walking**

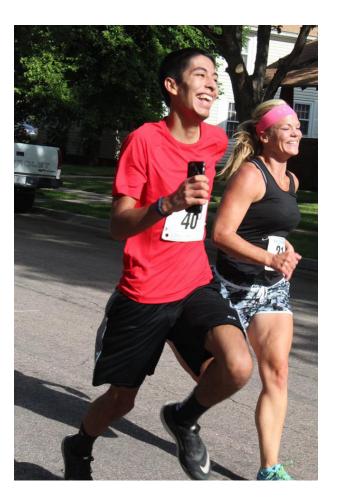


In many surveys and studies on participation in recreational activities, walking, running, jogging, and cycling are nearly universally rated as the most popular activities among youth and adults.

These activities are attractive as they require little equipment, or financial investment, to get started, and are open to participation to nearly all segments of the population. For these reasons, participation in these activities are often promoted as a means of spurring physical activity, and increasing public health. The design of a community's infrastructure is directly linked to physical activity – where environments are built with bicyclists and pedestrians in mind, more people bike and walk. Higher levels of bicycling and walking also coincide with increased bicycle and pedestrian safety and higher levels of physical activity. Increasing bicycling and walking in a community can have a major impact on improving public health and life expectancy. The following trends as well as health and economic indicators are pulled from the Alliance for Biking and Walking's 2012 and 2014 Benchmarking Reports:

# Public health trends related to bicycling and walking include:

- Quantified health benefits of active transportation can outweigh any risks associated with the activities by as much as 77 to 1, and add more years to our lives than are lost from inhaled air pollution and traffic injuries.
- Between 1966 and 2009, the number of children who bicycled or walked to school fell 75 percent, while the percentage of obese children rose 276 percent.



 Bicycling to work significantly reduces absenteeism due to illness. Regular bicyclists took 7.4 sick days per year, while non-bicyclists took 8.7 sick days per year.

# Economic benefits of bicycling and walking include:

- Bicycling and walking projects create 8 to 12 jobs per \$1 million spent, compared to just 7 jobs created per \$1 million spent on highway projects.
- Cost benefit analyses show that up to \$11.80 in benefits can be gained for every \$1 invested in bicycling and walking.

#### National bicycling trends:

- There has been a gradual trend of increasing bicycling and walking to work since 2005.
- Infrastructure to support biking communities is becoming more commonly funded in communities.

 Bike share systems, making bicycles available to the public for low-cost, shortterm use, have been sweeping the nation since 2010. Twenty of the most populous U.S. cities have a functional bike share system.

#### **Recreational Connectivity**

The definition of recreation has evolved in recent years to include aspects of the built environment that are more important today than they were in the past. People are more inclined these days to integrate recreational opportunities within their daily lives. The infrastructure available to get people to and from destinations is of greater importance than ever before as people have increasingly started to prefer a leisurely walk or bike ride to a trip in the car. People have begun to expect that parks, recreation centers, and other community resources be easy destinations to access for a variety of users employing different modes of travel to include walking and bicycling. This concept of may be referred to as **recreational** connectivity.

Recreational connectivity may be defined as the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them. In addition to recreational trails, this may also include city sidewalks, bicycle paths, bicycle routes, and public transit infrastructure. Of course, the scope of creating and maintaining such a network is a substantial undertaking that involves many players. Along with a community expectation for this type of user-friendly network infrastructure comes the expectation that stakeholders work together in the interest of the public good. At the municipal level this might include public works, law enforcement, private land-owners, public transit operators, and user groups as well as the local parks and recreation department.

This concept of recreational connectivity is important within the scope of parks and recreation planning but also has deeper implications for public health, the local economy, and public safety among other considerations. As more and more people look for non-automotive alternatives to

get to and from local destinations, a complete network of various transportation options is in greater demand than ever to include walking trails, bicycle paths, bicycle routes, and public transit. Other elements of this infrastructure might include street/railroad crossings, sidewalk landscaping, lighting, drainage, and even bike-share and carshare availability.

#### **Trail Systems**

Recreational connectivity in most American cities usually starts with trails. A trail may be defined as any off-street or on-street connection dedicated to pedestrian or bicycle users. Recreational trails, as distinguished from transportation trails, typically pass through park lands or natural areas and can be soft or hard surface. Recreational trails are the only elements of an alternative transit network that traditionally fall to parks and recreation professionals. They are intended mostly for leisure and enjoyment of resources. Transportation trails, the sidewalks or paved trails found in street rights-of-way in most municipalities, are often more utility based as in getting from one place to another. Yet these two types of city infrastructure must work together to create a well-connected community. The resulting trail system includes all trails that serve pedestrian and bicycle users in a community for purposes of both recreation and transportation.



As a trail system matures, the need emerges to address barriers such as roadways, rivers, and railroad crossings that separate distinct trail networks in order to create a truly connected trail system. A *trail network* is a part of a trail

system within which major barrier crossings have been addressed and all trails are connected. Trail networks within a trail system are typically separated from each other by barriers or by missing connections. Crosswalks, pedestrian underpasses, and bridges can be used to help users navigate barriers. New trails may be added to merge networks and improve overall connectivity. Most cities have several trail networks that connect users to common destinations such as schools, shops, restaurants, and civic and religious institutions in addition to parks and recreation facilities. The more integrated these networks, the more connected a city or town.

Building a trail system involves many considerations beyond the control of park and recreation managers. Vacant lands, utility easements, street rights-of-way, and existing social trails may be worth investigating for trail feasibility and to determine how trail development in these areas might impact overall connectivity. However, other departments and agencies will need to be consulted and collaborated to address issues such as land acquisition, street crossings, and utility maintenance. To complicate matters, the distinction between a recreational trail and a transportation trail can be hazy. Further, on-street connections via usable, comfortable bicycle lanes and routes are also critical to establishing good recreational connectivity. Though these connections can be invaluable to a city's infrastructure, as they supplement a trail system, they introduce another set of stakeholders and complications. The types of collaboration necessary to build a trail system are not without their challenges yet can yield lasting partnerships that benefit the community. The sooner the discussion is started, the better.

Potential partners can include school districts, public works departments, county offices, state entities, federal agencies, and/or private land owners among others. Cooperation of stakeholders is critical to the public good, and it can be helpful to remind them of the economic boost that often results from investment in recreational infrastructure like a trail system. Of course, not all players stand to gain from trail development.

It is essential that land managers and planners be aware of all possible implications inherent in their efforts.

#### Wayfinding and Signage

Similar to increasing awareness through communications and marketing, wayfinding, and signage is another way to enhance awareness of services, amenities and facilities. Wayfinding refers to information systems that guide people through a physical environment and enhance their understanding and experience of the space. Comprehensive wayfinding systems often combine signage, maps, symbols, colors, and other communications. Increasingly, they integrate mobile applications, digital displays, and other wireless technologies.

In urban settings, wayfinding specialists develop signage and information systems for both pedestrians and motorists, who each have unique challenges navigating streets and roadways. These information systems help people develop "mental maps" of the terrain and simplify their routes to the extent possible.

Wayfinding is particularly important in built environments such as city centers, parks systems, and trail facilities. As architectural environments become more complicated, people need visual cues such as maps, directions, and symbols to help guide them to their destinations. In these often high-stress environments, effective wayfinding systems contribute to a sense of well-being, safety, and security.

#### **National Healthy Lifestyle Trends**

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business.

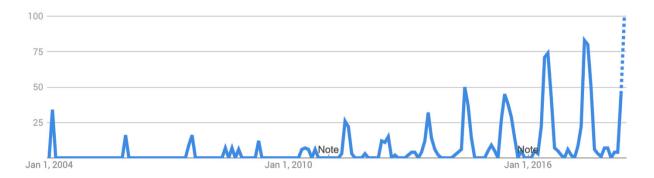
Local governments are increasingly accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey:

- Eighty-nine percent (89%) of respondents' parks and recreation departments should take the lead in developing communities conducive to active living.
- Eighty-four percent (84%) had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

#### **Spray Grounds/Splash Pads**

Splash pads, or spray grounds, have seen enormous growth in popularity over the past decade. Simply looking at search terms over time (from 2004 to present), Google Trends show that more people are searching for this amenity.

Figure 11: "Splash pad" (Google trends)



The popularity of splash pads is geographical, and is more common in the West. According to a feature article in *Recreation Management* magazine from June 2016, "A Look at Trends in Aquatic Facilities," splash play areas were least common in the Northeast; only 31.9 percent of responding agencies had this amenity, compared to 55.8 percent of those in the West.<sup>2</sup> Urban areas are more likely to have splash play areas than rural areas. This shift is most likely due to the benefits of splash play areas. Compared to a traditional aquatic facility, splash pads typically incur lower maintenance costs, less programming, and lower staffing costs. Over a third of survey respondents said that they plan to add splash pads to their list of features.



Example of a nature splash pad.

<sup>&</sup>lt;sup>2</sup> Aquatics: A Look at Trends in Aquatic Facilities, *Recreation Management*, June 2016 http://recmanagement.com/feature/201606fe03/1

#### **Agency Accreditation**

Parks and recreation agencies are affirming their competencies and value through accreditation. This is achieved by an agency's commitment to 150 standards. Accreditation is a distinguished mark of excellence that affords external recognition of an organization's commitment to quality and improvement.

The National Recreation and Parks Association administratively sponsors two distinct accreditation programs: The Council on Accreditation of Parks, Recreation, Tourism, and Related Professions (COAPRT) approves academic institutions and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA) approves agencies. It is the only national accreditation of parks and recreation agencies, and is a valuable measure of an agency's overall quality of operation, management, and service to the community.

#### **Economic and Health Benefits of Parks**

There are numerous economic and health benefits of parks, including the following: 3



- In 2017, the Outdoor Industry Association estimated that national consumer spending on outdoor recreation generated \$887 billion in consumer spending, and directly supported 7.6 million jobs.
- Trails, parks, and playgrounds are among the five most important community amenities considered when selecting a home.
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.<sup>4</sup>
- Nearly half of active Americans regard outdoor activities as their main source of exercise.

"The Benefits of Parks: Why America Needs More City Parks and Open Space," a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space:<sup>6</sup>

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and physiological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.

<sup>&</sup>lt;sup>3</sup> Outdoor Industry Association, The Outdoor Recreation Economy, https://outdoorindustry.org/images/researchfiles/OIA\_ OutdoorRecEconomyReport2012.pdf; accessed May 2016

<sup>&</sup>lt;sup>4</sup> Nowak, David J., "Benefits of Community Trees," Brooklyn Trees, USDA Forest Service General Technical Report

<sup>&</sup>lt;sup>5</sup> Outdoor Recreation Participation Report 2016

<sup>&</sup>lt;sup>6</sup> Paul M. Sherer, "The Benefits of Parks: Why America Needs More City Parks and Open Space," The Trust for Public Land, San Francisco, CA, 2006

- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

#### **Community Gardens**

Communities around the country are building community gardens for a number of far-reaching environmental and social impacts. According to GreenLeaf Communities, which supports scientific research in environmental and human health, community gardens offer benefits including: <sup>7</sup>



Environmental	Social
<ul> <li>Reducing waste through composting</li> <li>Improving water infiltration</li> <li>Increasing biodiversity of animals and plants</li> <li>Improve air and soil quality</li> </ul>	<ul> <li>Increase intake of vegetables and fruits</li> <li>Promotes relaxation and improves mental health</li> <li>Increases physical activity</li> <li>Reduces risk of obesity and obesity-related diseases</li> </ul>

Some studies show that community gardens can improve the well-being of the entire community by bringing residents together and creating social ties. This activity can reduce crime, particularly if gardens are utilized in vacant lots. In fact, vacant land has the opposite effect of community gardens, including increased litter, chemical and tire dumping, drug use, and decreased property values. By creating community gardens, neighborhoods can teach useful skills in gardening, food production, selling, and business. The National Recreation and Park Association published an in-depth guide to building a community garden in parks through the Grow Your Park Initiative, which can be found on its website.<sup>8</sup>

<sup>&</sup>lt;sup>7</sup> Katie DeMuro, "The Many Benefits of Community Gardens" *Greenleaf Communities*, <a href="https://greenleafcommunities.org/the-many-benefits-of-community-gardens">https://greenleafcommunities.org/the-many-benefits-of-community-gardens</a>, accessed January 2019

<sup>&</sup>lt;sup>8</sup> Laurie Harmon and Laurel Harrington, "Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation." *National Recreation and Park Association*, <a href="https://www.nrpa.org/uploadedFiles/nrpa.org/Grants\_and\_Partners/Environmental\_Conservation/Community-Garden-Handbook.pdf">https://www.nrpa.org/uploadedFiles/nrpa.org/Grants\_and\_Partners/Environmental\_Conservation/Community-Garden-Handbook.pdf</a>, accessed January 2019

## C. COMMUNITY AND KEY STAKEHOLDER INPUT

Information Gathering is a critical piece to the Master Planning process, especially for a community like Brush!, which places a high value on feedback from residents. This step of the plan lays the foundation for the rest of the project by providing the necessary input from stakeholders and the public. In this step of the project, consultant team members traveled to Brush!, from October 1-3, 2018, to interview key stakeholders, talk with staff and city leadership, and engage residents during a public meeting. In total, the team met with over 56 people during the week. Most of the meetings were held at the Golf Course, where each participant learned about the Master Plan process before giving their feedback. Participants were asked a series of thorough questions and followed the conversation to dive into the details of each group of stakeholders. Below is a summary of the information gathering meetings.

#### The primary questions that were asked included:

- What are the strengths of the Brush! Parks and Recreation Department?
- What the weaknesses of the Brush! Parks and Recreation Department?
- What opportunities do you see for the Parks and Recreation Department?
- Who are the key partners and stakeholders in the area?
- Are there any portions of the community that are underserved?

#### Strengths, Weaknesses, and Opportunities

The following summary is an analysis of the public input based on the categories of organization, facilities, and programs. This information was analyzed and shared with all members of the project team to develop the statistically valid survey, and provide insights to potential recommendations of the Master Plan.

Meeting Type	# of Attendees
Parks and Recreation Staff Meeting	6
Youth Sports and Aquatics Focus Group	11
Tennis, Disc Golf, Golf, Cross County, Ebenezer, Wellness, Trails Focus Group	8
Chamber, School District, Athletics	6
City Leadership	5
Public Meeting	14
Total	56

#### **Facilities**



#### **Facilities Strengths**

- Golf Course: Not only is the golf course considered a strong asset for recreational purposes, but it is also an essential community gathering space. Input suggested that residents really appreciate being able to eat, drink, and socialize at the restaurant. The atmosphere and management staff is welcoming, and the golf course has great programs.
- Parks: The parks and cemeteries are beautiful and well-maintained. The current parks have updated playground equipment and modern amenities. The Disc Golf Course is great for beginners and has a strong volunteer base to help maintain it.
- <u>Skate Park:</u> The Pioneer Skate Park was a recipient of the 2017 Starburst Award.
- Hiking Trails: The current trails are valued and well-used. Many people walk their dog, run, and hike on the trails. There is desire for to build upon the current assets to better serve residents.

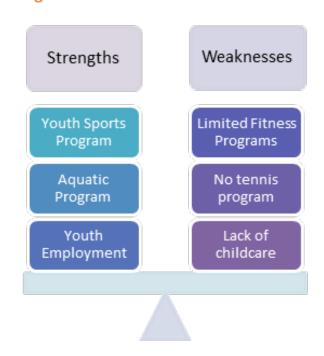
#### Facilities Weaknesses

- Field and Gym Space: There is a lack of soccer and baseball fields in Brush! The softball fields are being rundown due to overuse. Over 1,000 games are played during the season, so there is no downtime to give the fields rest. The primary need is practice space for soccer, football, baseball, softball, and other field sports. In addition, there is a desire for a tournament facility to bring in tourism dollars. Could the undeveloped park land next to the golf course be a solution? Beyond fields, gym/multi-use space is also limited. There is a desire for additional space for basketball, pickleball, and other indoor space for community gatherings. A lack of fitness facilities was also seen as a weakness. Residents have to travel out of town for any type of fitness facility.
- Office Space: There is no privacy for any
  of the staff in their office. The current set
  up is an open room with no dividers. The
  public often visits to ask questions, register
  for programs, and discuss ideas. This
  not only inhibits productivity, but it also
  limits the ability to take care of personnel
  matters.
- Aging Pool: The pool, while a valued asset of the community, is in desperate need of repair. The pool was built in 1935 and renovated in 1965. There is an urgent need to make the facility ADA Accessible with, at a minimum, an ADA lift. The pool also has leaks and is losing water, which results in additional expenses to maintain. In addition, the locker room lacks privacy, and the flooring is very slippery when wet.
- <u>Campground Management:</u> Currently, the campground is home to many transients.
   There is little to no enforcement of homelessness in the parks, and in addition, there is also no enforcement of camping fees. Currently, the City is looking to make a transition to a credit card machine for reservations because the cash system results in lost and/or stolen monies.

#### **Facilities Opportunities**

- <u>Trail Connectivity:</u> There is desire for safe routes to services in town through additional trails and safe sidewalks. People enjoy walking their dog, biking, and hiking on the current trails, but would like to see the connectivity expand into nearby areas, such as Fort Morgan.
- Splash Pad or Water Amenity: A splash pad would be a way for Brush! residents to enjoy a water feature at a park without the expensive maintenance and staff management that is typically required at a pool. This would also be an opportunity to ensure that more people, regardless of their abilities, could access this facility.
- Greater ADA Accessibility: There is an immediate need for ADA accessibility at the pool as mandated by Federal law. In addition, there is desire for greater accessibility to trails, sidewalks, and parks.

#### **Programs**



#### **Programs Strengths**

 Strong Youth Sports Program: The youth sports program is well-organized and wellled. The program teaches the necessary skills that children need to know as they

- transition into more competitive high school leagues. It offers a diverse range of programs that appeals to many ages. The communication is strong from parks and recreation staff, and residents feel confident that issues will be addressed when they arise. Finally, it was mentioned that the programs are very affordable; the City offers additional financial assistance if that is an issue.
- Aquatic Program: The swimming lessons are viewed as an incredible asset to the community. Both the entrance fees and the aquatic programs are seen as very affordable. The events at the pool are also a fun way for the community to celebrate milestones.
- Youth Employment/Development: The parks and recreation department employs many part-time staff to run programs. Many of those staff are emerging youth and young adults. Many residents voiced that the kind of skills that the youth develop from being employed translates into lifelong lessons.

#### **Programs Weaknesses**

- <u>Lack of "childcare"</u>: Although not necessarily a primary responsibility of parks and recreation, a lack of daycare/ childcare in the area was mentioned repeatedly. The underlying desire was a need for more organized recreational opportunities for young children. Input revealed that perhaps a daycare component in summer camp might be a solution.
- No Tennis Program: Tennis used to be very popular in the area. Currently, there is no high school tennis camp, but there is still a desire for organized tennis programs in Brush!
- <u>Limited Fitness Programs</u>: Currently, there is no facility space that is sufficient for fitness programs. Partnerships with other agencies help to bridge the gap.

#### **Programs Opportunities**

- Programs for Underserved Populations:
   There is an opportunity to provide programming to the populations of the community that may be underserved including: seniors, Hispanic population, people with disabilities, youth that aren't involved in sports, and adults who want to stay active.
- Unique Cultural Activities: Beyond traditional youth sports, focus group participants noted that additional activities related to cultural and/or historical significance would be of value to the community. Examples of this may include genealogy programs at the cemetery; multigenerational activities that involve seniors and younger populations; and dancing classes/events that get the community involved.

# D. RANDOM SAMPLING AND OPEN-LINK COMMUNITY SURVEY SUMMARY

In total, 321 community-wide surveys were completed in November and December 2018 through a variety of survey approaches. Each household in Brush! received an invitation survey. In addition, a number of households within the school district boundaries received a survey as well. To reach those who may not have completed the invitation survey, an "open link survey" was promoted two-weeks after the start of the invitation survey (only 11 responses were received for this survey). Results for the total combined sample have a margin of error of +/- 5%.

#### **TOP TEN SURVEY FINDINGS**



#### IMPORTANCE OF FACILITIES: Community /

neighborhood

parks.

many

respondents.

Memorial Park, and trails and pathways are rated as the most important facilities to respondents. Programs and events and Prairie Trails Park/Doty Fishing Pond are also important to

#### CURRENT USAGE:

Currently, the most used facility/service in Brush is Memorial Park followed by attending a Brush program or event. The least used facility is the Municipal Campground. Overall, most facilities see moderate usage with 60-40% using them at least once in the last year.

#### SATISFACTION: Satisfaction is

moderate to somewhat high in Brush, Parks are rated the highest (3.9) with facilities (3.8) and programs/servi ces (3.6) following. Overall, programs and services received the lowest satisfaction. especially among those who have kids.

#### BRUSH GOLF COURSE:

Respondents highlighted that the Brush Golf Course currently only moderately serves the entire community, but are open to a variety of new options. A socialgathering place (bar/ restaurant) and community events were highlighted as most important as new options in addition to golf.

#### DEMO-GRAPHICS:

Respondents have a wide range of age distribution with almost half living with children at home (46%). In addition, a wide variety of household incomes are represented, suggesting the need to offer affordable options (59% also said they would be adverselv affected by any fee increases that might occur).

#### **TOP TEN SURVEY FINDINGS (CONTINUED)**



#### FACILITY / SERVICE MATRIX:

When examining facilities by their average importance and average needs met, community centers/indoor facilities, trails and pathways, programs and events, and indoor aquatic facilities have higher importance with a lower than average needs met.

#### FUTURE IMPROVE-MENTS:

Respondents highlighted vouth programming, indoor aquatics, and indoor multi-purpose facilities as their top priorities for improvement in the future. In addition, maintaining or repurposing existing facilities and improving trail connectivity are important to respondents.

### FUNDING SUPPORT:

Funding support varies by the type of funding option presented. Respondents are very much against increasing sales or property tax, but much more supportive of placing resourcestoward grants and philanthropy. Creation of a county-wide recreation district also has moderate support.

#### COMMUNI-CATION:

Communication

is currently moderately effective for most residents. Adopting new/better avenuesfor communicating with residents would likely go a long way in broadening the reach of the department whilealso increasing participation and appreciation of the work being done.

### OPEN-ENDED COMMENTS:

Open-ended comments highlighted similar trends found in the results with respondents highlighting a need for more programming, additional indoor facilities, and also praising Brush for it's current work.

Combined results provide a representative picture of the entire Brush! community and surrounding area. Additional cross-tabulation results are presented throughout this section where key findings were realized.

Among respondents, Memorial Park is the most commonly used facility/park with 84 percent using it at least once in the last year. Following, 61 percent used a Brush! recreation program or

event, 60 percent used Prairie Trails Park/Doty Fishing Pond, and 57 percent used the Brush! Golf Course. In fact, 18 percent of respondents used the Brush! Golf Course at least once a week or more. Similarly, 15 percent used Brush! athletic fields once a week or more. The least used facilities were Municipal Campground (74% did not use) along with Pioneer Skate Park (73% did not use).

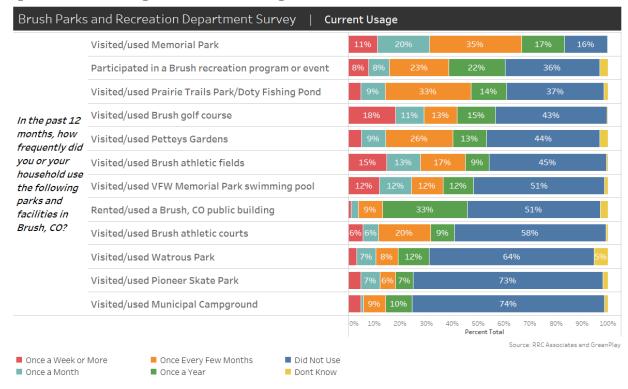


Figure 12: Current Usage of Facilities and Programs in the Past 12 Months

As shown in *Figure 13*, satisfaction with Brush! Parks and Recreation among respondents is moderately high. Parks received the highest rating (3.9 average score) with 68 percent rating their satisfaction either a 4 or 5 (out of 5). Facilities received a 3.8 average satisfaction rating, while recreation programs or services received a lower 3.6. However, all aspects are over the neutral point (3.0) with only programs and services receiving a noticeable amount of respondents rating either a 1 or 2.

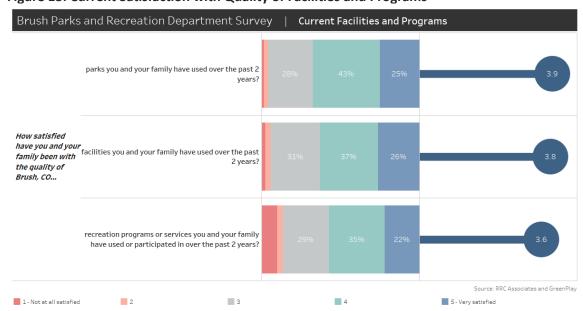


Figure 13: Current Satisfaction with Quality of Facilities and Programs

Responses, when cross-tabulated, indicated that new opportunities for activities at the golf course provided slightly different results for those who live inside of town compared to those who live outside. Those who live outside place more importance on a social gathering place (3.8 vs. 3.4), while placing less importance on developing the course for concerts/movies (3.0). Those who live inside the city limits place a similar level of importance on almost all options, suggesting they may be open to a variety of activity implementations, particularly utilization of the golf course as a community gathering space for various events and functions and as a social gathering place (i.e., food and beverage operations).

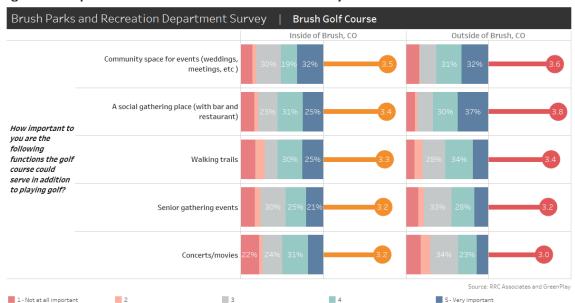


Figure 14: Importance of Functions at the Golf Course by Presence of Children

Respondents were asked to rate how well the Brush! Parks and Recreation Department facilities and parks are meeting the needs of Brush!. Respondents rated Memorial Park (4.0), community/ neighborhood parks (3.9), and the Brush! Golf Course (3.9) as best meeting community needs. Lower rated needs met are present for community centers/indoor facilities (3.2), trails and pathways (3.5), and Watrous Park (3.5). Community centers/indoor facilities stands out as not meeting the needs of the community most when compared to all other facilities and is noted in the open-ended comments as well.

Similarly, respondents were asked to rate how important each facility/park is to their household. Community neighborhood parks (4.2), Memorial Park (4.0), trails and pathways (4.0) were rated the most important. Following in importance are programs and events (3.9), Prairie Trails Park/Doty Fishing Pond (3.9), and community centers/indoor facilities (3.8). Aquatics and athletic fields follow at 3.7.

A cross-tabulation of this data, *Figure 15* illustrates that Trails and Pathways, Programs and Events, Community Centers/Indoor Facilities, and Aquatics Facilities (swimming, diving, etc.) are key areas for potential improvements. Improving these facilities would likely positively affect the degree to which community needs are met overall.

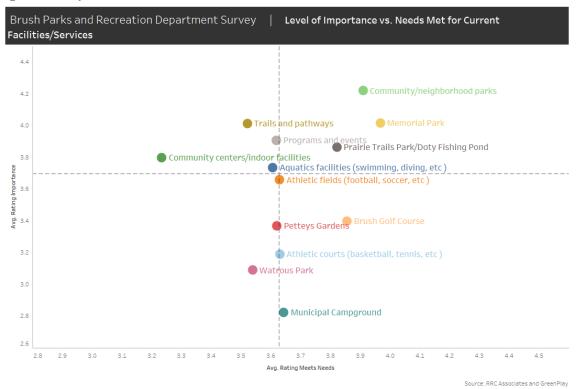


Figure 15: Importance - Needs Met Matrix

Interestingly, *Figure 16* which shows residents' most important future facilities, amenities, and services shows that maintaining or repurposing existing facilities (4.3), additional youth programming (4.3), trail and pathway connectivity (4.2), and new/improved indoor aquatic facilities (4.2) were the highest rated future additions or improvements for Brush!. Followed by importance are new/improved park amenities (4.1), new/improved fitness facilities/programs (4.1), new/improved indoor multi-purpose facilities (4.0), additional adult and senior programming, and new/improved athletic fields.

Moderate importance was given to new/improved outdoor aquatic facilities (3.8), new/improved athletic courts (3.7), and updates to Prairie Trails Park/Doty Fishing Pond or Memorial Park (3.7 each). The least important improvement were updates to Pioneer Skate Park (2.8) or updates to Watrous Park (2.9), but these are not surprising because these facilities likely target a passionate, niche user group rather than the wider-community.

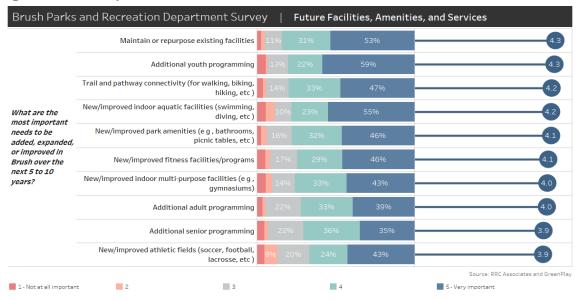
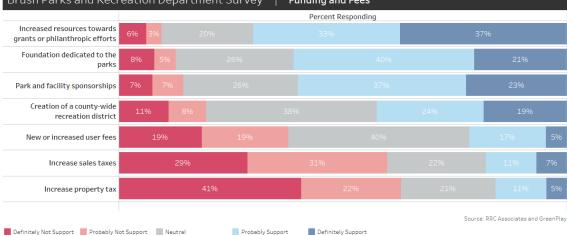


Figure 16: Most Important Future Facilities, Amenities and Services

To gauge the community's support for funding possibilities, respondents were given a menu of options to share their degree of support for funding opportunities to improve parks and recreation in Brush!. Respondents were most supportive of increasing resources toward grants/philanthropic efforts (70% would support), a foundation dedicated to parks (61% would support), or park and facility sponsorships (60% would support). Furthermore, the creation of a county-wide recreation district may be supported by a decent segment of the community as 43 percent would currently support it, and 38 percent are neutral. Respondents were least supportive of increasing property taxes (16% would support) and increasing sales tax (18% would support). See Figure 17 below.

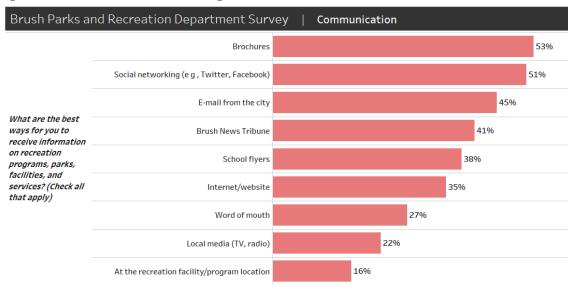


Figure 17: Level of Support for Funding



Brush!'s communication was rated as somewhat to moderately effective by respondents. Forty-six percent rated the effectiveness of communication as either a 4 or 5. However, 25% of respondents rated the effectiveness as a 3 with 29 percent rating either a 1 or 2. The average score was 3.2. Therefore, there is room to improve communication as a large portion of the community may not feel it is currently effective.

The best method for respondents to receive information is through brochures (53%), social networking (51%), or emails (45%). The Brush! News Tribune (41%) and school flyers (38%) are also effective among a portion of the community.



Source: RRC Associates and GreenPlay

**Figure 18: Best Methods of Receiving Communications** 

## E. ORGANIZATIONAL AND MARKETING ANALYSIS

Organizational Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis



#### Strengths

- <u>Skilled Personnel:</u> The Brush! Parks and Recreation Department has four full-time staff. This small but mighty team is able to handle the demands of the community through strong internal communication, nurturing excellent relationships with City and outside leadership, and by listening to the community.
- <u>Leadership</u>: Supportive City Council and city leadership are key to parks and recreation success. Leadership is receptive to new ideas.
- Partners and Relationships: Amiable relationships and long-time partnerships with school district and others provide strong foundation for communication and programs. The local Chamber of Commerce supports businesses and partners with parks and recreation

- department. They also host events such as Octoberfest, 5ks and other races, and a variety of events that bring in tourism. Volunteerism allow programs and sports to thrive.
- Financial Support: The Joslin Needham and Jack Petteys Foundations provides generous support through in-kind donations for specific capital projects. This strong relationship and long-time partnership with the foundations has allowed the Parks and Recreation department to complete communitywide projects that may have taken much longer to complete without this financial assistance.

#### Weaknesses

- <u>Inefficient Processes:</u> There are several items that cause inefficient processes, including:
  - The offices for staff are cramped and lack privacy for personnel matters.
  - The current process for renting spaces for events needs to be improved.
  - There is a lack of succession planning for when leaders retire and/or move on from current positions.
  - There is no current documented maintenance plan.
- Financial Tracking: Currently, there is no cost recovery method in place to determine the pricing model of programs and services. In addition, as is common in most agencies, there is competition over the general fund for desired projects and O&M. Capital projects are generally funded through in-kind donations of the Parks and Recreation Foundation. Therefore, there is a lack of documented financial details in regard to the actual cost of capital projects. Concern over the long-term future of this foundation is a priority.

- Marketing & Communication: While communication through school flyers works great for families with schoolage children, there is still a need to optimize marketing channels to reach a greater audience. Advertising for community events is a challenge due to barriers around accessing the website, city calendar, and social media outlets. Communicating changes to programs is also difficult. Additional information can be found in the marketing analysis. Finally, as the Hispanic population grows in Brush!, it may be essential to implement best practices through translation or other targeted methods to better reach this audience.
- Staff at Capacity: The entire team wears many hats, and they are able to manage the majority of their workload. However, concern about the future of staff capacity is increasing as demand also increases. Particularly with regard to maintenance staff, the team is very skilled, and these skills are valued and utilized beyond the parks and recreation department for other projects. When other departments need parks and rec staff for other projects, it takes away the ability for them to complete the work needed. The workforce is getting older and there is no succession plan in place. In addition, there is a shortage of volunteers for events and programs. Recruiting additional volunteers is necessary to support the core group of residents who offer their time. Finally, it is possible that the staff are underpaid compared to other agencies in the region. A compensation salary analysis could provide additional insights into this perception. This type of discrepancy could potentially lead to a lack of motivation and higher turnover.

#### **Opportunities**

- National & Professional Accreditation: Currently, there is no professional accreditation or national recognition for Brush! Parks and Recreation. Being involved in state and national associations can increase educational and networking opportunities, which can inform best practices for Brush! Two examples that would assist in this objective are to (1) Obtain a Certified Parks and Recreation Professional Certification for the parks and recreations staff through the National Recreation and Park Association (NRPA) and (2) Know the standard and apply for CAPRA accreditation.
- <u>Fee Structure for Programs</u>: Implementing a fee structure in accordance with a cost recovery policy would allow Brush! Parks and Recreation to maintain financial control and equitable pricing offerings.
- Sponsorship & Naming Rights Policy: The
  City Council is in charge of these types of
  agreements, but it would be helpful to
  have a written document that describes
  the sponsorship policy. This kind of
  documentation would serve the parks and
  recreation department when donors offer
  financial support for projects.
- Education on Economic Impact: City leadership is aware of the economic impact that recreation programs and facilities have on Brush!, but there is still an opportunity to better educate the rest of the community on those impacts. Whether It be tourism dollars from sports tournaments, or increased home value from parks, completing a study with financial impact of parks and recreation services would help justify future needs of the department.

#### **Threats**

- Reliance on Outside Funding for Capital
   Projects: Currently, the Brush! Parks and
   Recreation Department relies heavily
   upon the generous contributions of local
   non-profits organizations (i.e., The Joslin
   Needham and Jack Petteys Foundation).
   This non-City funding source is not secured
   and may cease at any given point in time.
- Departure of Knowledgeable Personnel:
   Several key personnel have been with the Department for many years. Unless procedures and systems are in-place, there could be a loss of institutional knowledge upon the departure of these key staff.

#### **Staffing Analysis**

At present, the City employs four (4) full-time staff to operate the Brush! Parks and Recreation Department. Additionally, in a given year, approximately 85 Seasonal Employees are hired to provide support for functions such as administrative support, parks, and cemeteries

maintenance, recreation programming support (i.e., umpires, scorekeepers), pool staff, and golf course maintenance. A majority of these seasonal positions are filled during the "warm" months of the year but can fluctuate depending on specific needs and weather conditions.

#### **Staffing Considerations**

When this document was being produced, the consultant team was informed that the Department will be employing an intern to assist with marketing and similar administrative duties for a portion of 2019.

#### **Marketing Analysis**

According to the statistically valid survey, the City communication with the community is strong but there is still room for improvement. *Figure 20* indicates that majority of respondents agree that the department is at least moderately effective in reaching them about program and facility information.

Figure 19: Brush! Parks and Recreation Organizational Chart

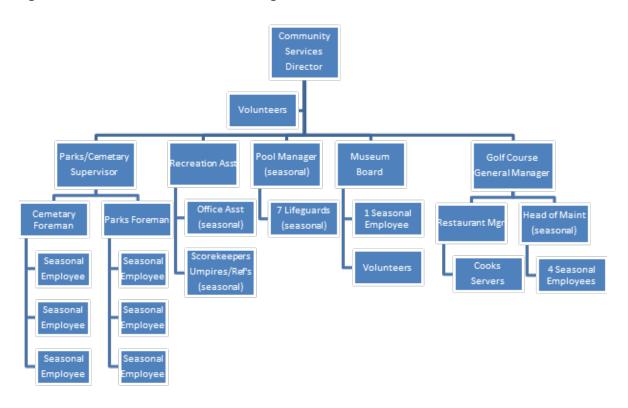
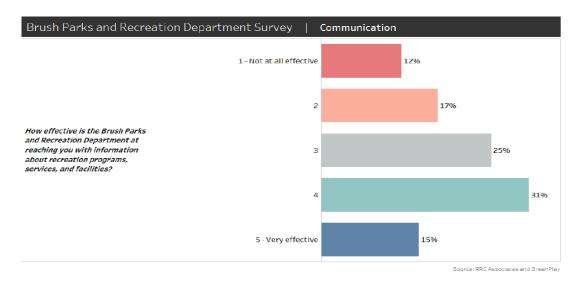


Figure 20: Effectiveness of Communication



### **EFFECTIVENESS OF COMMUNICATION**

Brush's communication is rated as somewhat to moderately effective by respondents. Forty-six percent rated the effectiveness of communication as either a 4 or 5. However, 25% of respondents rated the effectiveness as a 3 with 29% rating either a 1 or 2. Average score was 3.2. Therefore, there is room to improve communication as a large portion of the community may not feel it is currently effective.



Marketing for the Parks and Recreation Department is primarily accomplished either through the full-time recreation staff or through the Marketing Specialist for Brush! City leadership conducts weekly meetings with department heads to discuss current topics and initiatives. During that time, the Marketing Specialist is able to understand the needs and desires from other departments. This role has a responsibility to all departments of Brush!, serving in both internal and external capacities.

#### **Key Marketing Findings**

Internal	External
<ul> <li>Promote ongoing projects</li> <li>Garner support</li> <li>Share information about City Initiatives</li> <li>Communicate with Organizations</li> </ul>	<ul> <li>Increase Awareness of Brush!</li> <li>Promote Economic Development</li> <li>Promote New/Relocated Business</li> <li>Manage Partners and Grants</li> <li>Develop a City app that can help inform residents on City happenings</li> </ul>

As is common in parks and recreation departments around the country, much of the promotion and marketing lies in the hands of the recreation staff. In the case of Brush!, the Director and Recreation Assistant take an active role in developing the printed brochure, creating and distributing flyers, curating daily email newsletters, and posting on social media. Knowing that there is limited time and staff dedicated for marketing, Brush! is looking at ways to effectively optimize its approach to communication.

One of the ways that Brush! Is attempting to maximize employee time (and stay fresh with new ideas) is through a new internship program. Starting in early 2019, the Marketing Department and the Recreation Department will share an intern who will work approximately 30 hours a week. This new role will assist in multiple capacities, and may help bridge any potential gaps that Brush! has in programs, services, and marketing efforts. Departments around the country are utilizing similar types of internship programs, in addition to seasonal part-time staff, to improve communication and keep in touch with patrons that they typically cannot reach.

#### Methods

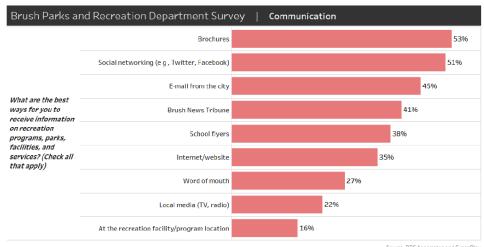
Before diving into the current marketing efforts and recommendations, it makes sense to quickly review how the respondents of the statistically valid survey viewed the communication methods. According to the survey, 53 percent of respondents said that brochures were noted as the best way to disseminate information in Brush!. Social networks were listed as the second preferred way, with over 50 percent of respondents indicating this response. Email, the Brush! News Tribute, and school flyers were listed below that. Word of mouth is still a strong method of marketing as well, which stands as an indication of the quality of programs and customer service. The survey indicated that local media is not the best way for Brush! residents to receive information. Finally, posting flyers at City Hall or at the golf course is not preferred.

Figure 21: Best Methods of Receiving Information



### METHODS OF RECEIVING INFORMATION

The best method for respondents to receive information is through brochures (53%), social networking (51%), or emails (45%). The Brush News Tribune (41%) and school flyers (38%) are also effective among a portion of the community.



Source: RRC Associates and GreenPla

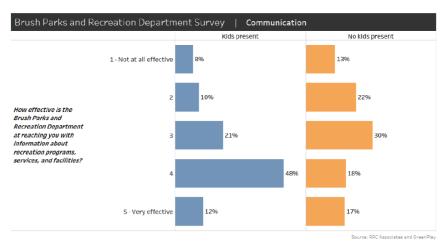
Below is a list of current marketing efforts as it stands in early 2019, in addition to recommendations that can help Brush! move strategically into the future.

Figure 22: Communication Effectiveness By Presence of Children



## COMMUNICATION EFFECTIVENESS BY PRESENCE OF KIDS

By presence of kids, those with kids have a much higher rating of communication effectiveness than those without kids present. Sixty percent of those with kids at home rate the communication effectiveness either a 4 or 5 while only 35% of those without kids rate it similarly. Thus, there may be a need to expand communication to new avenues that reach those without children.



**Traditional Marketing:** Printed flyers and brochures are the primary methods of advertising for the Parks and Recreation Department. Information about the programs is typically funneled through the school system in the Friday School Packets, which allows the City to distribute flyers and brochures about upcoming programs and updates. This serves the Parks and Recreation department well, since youth sports are one of the primary programs offered by the agency. According to the survey, respondents that had children rated communication as more effective than those that did not. This speaks to the effectiveness of the flyers that go out every Friday to the schools in the area. In addition to the flyers that are shared with the students, Brush! also enlists the services of volunteers to stuff door hangers which are distributed to residences a few times a year. The Department also utilizes the local TV station which displays a listing of upcoming events and programs. In addition, because of the strong relationships with community members and business owners, the department can showcase important meetings and programs on

digital signages in popular thoroughfares and destinations, such as the local grocery store, the library, and the high school. Finally, the Parks and Recreation Department will sometimes appear in the newspaper, either to advertise an upcoming event, or as part of a news story.

Website: The Marketing Specialist developed the current website (www.Brush!colo.com) as it stands in early 2019 using code. Therefore, all departments who have a change to make to the website (or add an event to the calendar), must currently go through the Marketing Specialist. Plans of a new website are in place to help address the inefficiencies of the website. Moving to a Content Management System (CMS) as intended will help streamline the process of communicating updates and listing new events.

**Email Marketing:** The Parks and Recreation Director sends a daily email every morning about the upcoming activities and updates. This keeps participants and residents involved and updated about what is happening in the City. The emails

are then copied and pasted into Facebook for daily posts. This is an invaluable task to enhance awareness, but as the Department progresses, could potentially be delegated to other staff.

Social Media: Brush! primarily uses Facebook to promote programs and services. The City has accounts on Facebook, Twitter, and YouTube. The Parks and Recreation Department has a Facebook Page for the Recreation Department and the Golf Course. The daily Facebook posts are an adaptation of the email newsletter (primarily text) with a link to a YouTube video. The recreation Twitter account used to be updated but is now out of date.

#### **Final Considerations**

Overall, the communication strategies that are in place work for Brush!. However, as technology continues to change, there will be a continued need to assess how information is shared and communicated. The ways in which the marketing efforts evolve will be less dependent on technology itself, but rather on how the residents of Brush! choose to embrace the changes. It will be important to keep a pulse on how the residents of Brush! prefer to be communicated with, so that the Department can proactively plan ahead.

Finally, as everything continues to change at a rapid pace, Brush! is at an advantage. Residents share their positive experiences with their friends

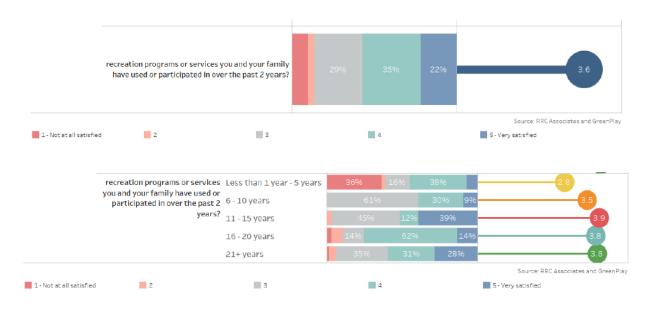
and neighbors, garnering additional support and enthusiasm for their programs. This wordof-mouth marketing is invaluable. By continuing to offer high quality programs with high quality customer service, the Department will ensure continued success in serving their community.

# F. RECREATION PROGRAMMING AND MAINTENANCE ANALYSIS

#### **Programs and Services Gaps**

An analysis of programs and services was generated by consolidating information from the public forums, the statistically valid survey, and meetings with the Parks and Recreation staff. From these sources, recommendations were generated to help fill in the identified gaps.

First, before looking into the specifics, it is important to understand how the overall program delivery was perceived by those who took the survey. When asked how satisfied residents were with the quality of programs offered within the last two years, the overall rating was a 3.6 out of 5. This was the lowest satisfaction rating out of the other categories of facilities and parks.



This result indicates that there is room for improvement with the delivery of the programs. However, by analyzing the results based on how long the residents had lived in Brush!, the survey reveals that the average rating for programs was significantly weighted lower (at 2.8 out of 5) by those who lived in Brush! for less than 5 years. This is an interesting discovery, as those who lived in Brush! between 11 and 21+ years rated the programs at a minimum of 3.8.

Digging deeper to understand the discrepancies in these responses the survey specifically asked about the perceived effectiveness of communication methods. Only one percent of those who had lived in Brush! less than five years thought that the Department was extremely effective at communication, compared to 32 percent by those who had lived in the area between 11 and 15 years. Furthermore, almost 22 percent of those who lived in Brush! for less than five years thought that the department was not at all effective in communication, compared to less

than 10 percent in all other categories. This reveals that perhaps the overall rating of programs and services has less to do with the quality or quantity of offerings, but rather the awareness of those offerings.

This can also be validated in another question of the survey, which asked about the barriers to participating in programs, facilities, and services (*Figure 24*). The third highest response to this question was a lack of awareness about the programs and offerings.

These results underline the importance of marketing which is covered in further detail in the marketing analysis. However, many of the openended comments validated another barrier which was that Brush! did not offer the programs and services that residents would want to participate in. In fact, this was the number one takeaway in the open-ended comment section of the survey: addition offerings of programs for both youth and adults.

Figure 23: Communication Effectiveness By Years Lived in the Area



The final cross tabulation displays communication effectiveness based on length of time in the community. As displayed, those who are new to the community perceive communication to be least effective while those who have spent 10+ years are perceiving communication be more effective overall.

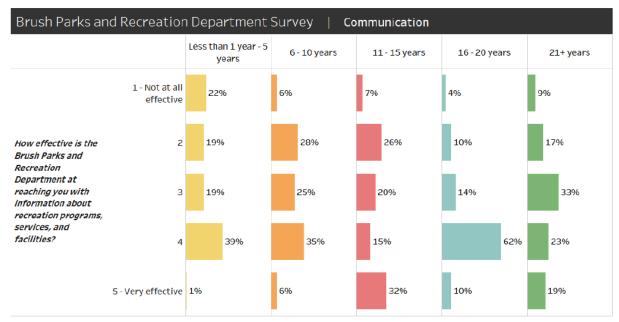
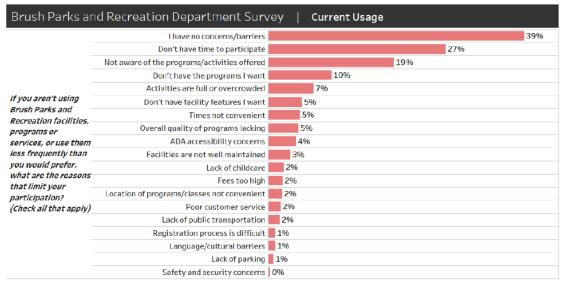


Figure 24: Barriers to Participation



Respondents cited a variety of barriers that limit or reduce their use of facilities/programs/services. Lack of time (27%), lack of awareness of programs/activities (19%), and desired programs not offered (10%) are the most common barriers for participating. Thirty-nine percent of respondents said they have no concerns or barriers. Activities being full or crowded (7%), lack of facility features (5%), times not convenient (5%), and quality of programs lacking (5%) were also cited.



Source: RRC Associates and GreenPlay



### **OPEN-ENDED COMMENT THEMES**

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions about facilities and services in Brush. Themes were developed based on frequency and importance of comments made by respondents. The most common themes are highlighted below:



#### Expansion/addition of programming for both youth and adults:

More offerings for all ages, offering more programming for seniors.

Below is a list of comments that were pulled from the survey that relate directly to the types of programs desired from the community.

Indoor programs/activities are hard to find in this city. We are limited to take the kids bowling, movies, and skating. We would like an indoor playground where we take the kids during bad weather. Kids get bored with inside activities at home.

More adult programs: flag football, basketball; more baseball fields; fields at Memorial Park are always locked or used.

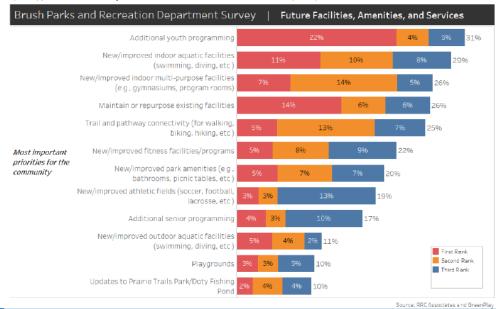
We would love to see more diverse activities for youth/teens. Keep them safe and active, off the streets with positive role models.

This discovery was again validated when asked to prioritize future improvements in the survey. The number one response to this question was additional youth programming. Other program related takeaways from this question was the desire for new fitness programs and additional senior programs.

Figure 25: Top 3 Improvements Desired

# TOP 3 IMPROVEMENTS (HIGH TO MODERATE PRIORITY)

Respondents were asked to rank the importance of potential future improvements. Additional youth programming (31%), new/improved indoor aquatic facilities (29%), new/improved indoor multi-purpose facilities (26%), and maintain or repurposing existing facilities (26%) received the top priorities. Trails and pathway connectivity (25%), new/improved fitness facilities/programs (22%), new/improved park amenities (20%), and new/improved athletic fields followed (19%).



Based on this result, it is important to understand in which programs and services residents might want to participate. However, with programs and services, Brush! is limited by staff. Without additional employees, it may be difficult to offer new programs, particularly if those programs require specialized skills or knowledge. This barrier could be alleviated by the creation of an additional programming/admin staff position, or with a more formal volunteer program. While these should be considerations, another opportunity may be to capitalize on partnerships.

Like many parks and recreation agencies across the country, Brush! also works with other agencies and organizations to offer programs through partnerships. These kinds of relationship help to provide services to residents without placing additional burden on staff and resources. Beyond the current partnerships which include Eben Ezer, EMCL, and the Division of Wildlife, there is additional opportunity to partner with the school district, beyond the use of the weight room, to help lower costs for delivering programs in Brush!. An emphasis on maintaining and developing these partnerships will help maximize the available staff and financial resources. A consolidated list of current program partners is listed on the following page.

#### Partnerships:

- Eben Ezer: Junior Volunteer Program, Summer Camps
- Brush! High School: Weight Room
- East Morgan County Library: Summer Reading Programs
- Colorado Division of Wildlife: Fishing at Doty Ponds

#### **Youth Programs**

The public was enthusiastic about the great sports program offerings. The primary issue with youth sports is the heavy use of the athletic fields which sometimes causes scheduling conflicts. The desire from the public is to create additional youth programs that children that may not be interested in sports. Ideas included classes focused on the topics of cultural/historical programs, fishing, outdoor recreation, and indoor fitness classes.

#### **Accessible Programs**

In the area there is a lack of programs for adults with disabilities. There may be additional existing opportunities for partnering on accessible programming (i.e., Morgan County Library District, East Morgan County Hospital).

#### **After-School and Child Care**

There is a voiced need for after-school programing and child care. Given the existing parks and recreation facilities and staff capacity, this may be better addressed within the private sector or by forming partnerships with governmental or non-profit organizations.

#### **Adult Programs**

Current adult programs are limited. The Department should consider the future expansion of programming to include recreational programs that appeal to a variety of ages, levels of experience, and interests. In particular, fitness programs are notably lacking. Other potential recommendations include historical/cultural classes, dancing/social events, and additional adult sports leagues.

## Preservation of Agricultural Lands and Rural Character

Should growth pressures continue to increase, the City should consider developing a program which actively works at preserving the rural character of Brush! through the acquisition of existing agricultural lands (by fee title, conservation easement or other tools).

#### **Summer Camps**

Activities for youth are limited in the summer time. The Department is encouraged to find ways to partner with the School District or non-profit organizations to offer summer activities for children of all ages.

#### **Special Events**

The City of Brush! Parks and Recreation
Department is the host of a number of special
community events throughout the year. These
events, such as Oktoberfest and Brush! Rush!
5K, are organized, staffed and operated by the
department. Private events are booked at The
Course at Petteys Park in an effort to invite the
whole community to the recently procured facility,
not just golfers. The community supports the
continued and an increased use of the golf course
for public and private special events.

Oktoberfest is held the 4th weekend of September and has an attendance of approximately 6,000 in 2017. The Brush! Rodeo is held July 2nd through the 4th and has attracted over 20,000 attendees over the three nights.

In the past, events like the 2006 Balloon Festival which was held in September had approximately 100 attendees.

The community has expressed a strong desire for additional events to promote economic activity for the City.

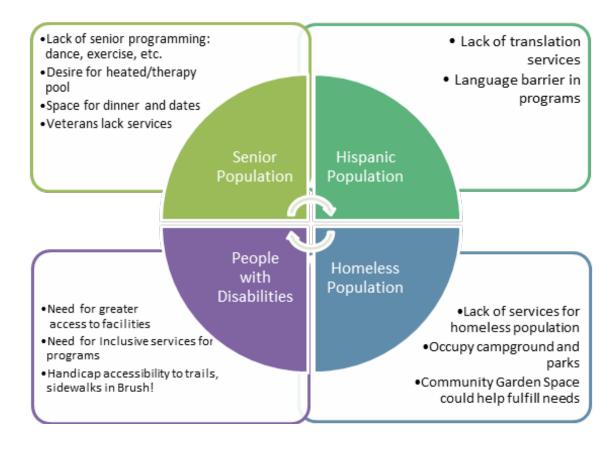
#### **Maintenance**

The quality of maintenance at the existing parks and cemetery are considered by the public and staff to be of high-quality. Staff utilize a written work order system and no formal Maintenance Plan is in place.

Golf course maintenance is consistent and of a quality that supports an average number of rounds per year. Regular maintenance of golf course equipment is performed by the Golf Course Superintendent during the cold-weather months when play is limited and turf is dormant. Irrigation maintenance, at the end of 2018, was handled by the Golf Professional.

## Underserved Portions of the Community

A key part of serving the community through parks and recreation services is understanding who is underserved in the area. GreenPlay asked focus groups to identify who might be lacking access to programs and/or facilities in Brush!! Four primary groups emerged, as listed below: Seniors, Hispanics, People with Disabilities, and the Homeless Population. Additional information regarding their potential needs are listed in the bullets next to each category. Some underserved populations, such as the Hispanic population, could be better served by improving communication tactics through translation services. Other groups, such as people with disabilities, need greater access to facilities and trails, in additional to increased inclusivity in programs. Following the diagram is a table that details other programming opportunities to better serve other members of the community.



Residents who recently moved to Brush!	Youth that aren't involved in Sports:	Adult Population	Residents living on East Side of Brush!!
<ul> <li>Additional information for program info and offerings</li> <li>Incorporate parks and rec benefits in all economic development community</li> </ul>	<ul> <li>Programs offered through library and theater</li> <li>Rise of E-Sports</li> <li>Need for opinions, Teen Advisory Board?</li> </ul>	Programming     Opportunities for     golfing, volleyball,     softball	<ul> <li>Lack of Facilities</li> <li>Need for a walking path/greater connectivity</li> </ul>

#### G. FINANCIAL ANALYSIS

#### **Current Circumstances**

The 2019 Budget for the City of Brush! is divided into six major fund groups. These six groups which exist for both revenues and expenditures are:

- General
- Bond
- Capital Improvement
- Enterprise
- Special Revenue
- Trust and Agency

Notable points in the 2019 Budget include:

- A seven percent increase in personnel costs
- A transfer of \$100,000 from the General Fund to the Golf Course Fund
- A project in the Conservation Trust Fund to provide an ADA lift at the Memorial Park Swimming Pool
- A number of fee increases are to be reviewed in 2019 including Parks and Recreation Fees

Revenues and expenditures for the Parks and Recreation Department are included in the General Fund for the City of Brush!. A simple chart showing the departmental allocation and impact is shown in *Table 1*.

Table 1: City of Brush! 2017 Actual

Area	Revenue	Expense				
General Fund (all sources)	\$5,397,771	\$3,766,370				
Parks and Recreation	\$180,955	\$454,303				
Percent of General Fund	3%	12%				
<b>Cost Recovery</b>	40%					

The Department contributes three percent of the revenues associated with the General Fund via fees and charges, and expenses amount to 12 percent of the General Fund, primarily associated with staff, program delivery, and maintenance of parks and recreation facilities. Revenues are collected from a diversity of recreational athletics for youth and adults, as well as seasonal pool operations and facility reservations. Expenditures exceed revenues in most all categories, and overall, recreation programs are subsidized annually. For example, sample programs estimate the following for 2017.

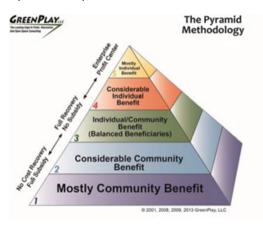
## Revenues \$29,789 Expenses \$82,518 Adult Winter Volleyball: Revenues \$1,716 Expenses \$4,355

#### **Special Events:**

Pool:

Revenues: \$47,593 Expenses: \$51,768 Many programs require partnerships with outside organizations or other agencies in order to create leagues or form teams. Offering these programs in this capacity relieves the need for staff coordination and oversight and is a good use of regional collaboration.

Operating under a consensual cost recovery philosophy, and communicating it to elected officials and the public, can go a long way toward directing subsidies to the appropriate areas. The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining financial control, equitably pricing offerings, and helping to identify core services including programs and facilities. As operational costs continue to increase, revenues must increase at a higher rate in order to maintain current cost recovery, if that is the desire. An established cost recovery policy helps to allocate appropriate resources and charge appropriate fees for services to meet cost recovery targets. A beneficial summary of the pyramid methodology developed by GreenPlay, LLC, is illustrated below.



The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services. As part of this planning project, the Pyramid Methodology was conceptually presented to staff in a brief workshop. Additional training and facilitation can be provided upon further request.

#### **Potential Funding Support**

There are many sources of alternative funding for programs and capital needs. Some options follow.

#### **Partnership Opportunities**

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue-producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each.

Creating synergy based on special events, expanded program offerings, and collaborative efforts focused on capital can be beneficial to all providers as interest grows and people gravitate to the type of facility and program that best suits their recreational needs and schedules. Potential strategic partnerships where missions run parallel, and mutually beneficial relationships can be fostered, may include such organizations as:

- 4-H Extension Office
- American Legion
- Boy Scouts and Girl Scouts
- Brush! Museum
- Brush! School District RE-2J (schools for arts, music, dance)
- Buildings by Design (BBD)
- CASE (Center for Arts and Community Engagement)
- Centennial Mental Health
- Chamber of Commerce
- Churches: Platt Valley Baptist/Snyder Bible Church/Riverview Christian School
- Civic Organizations
- Community Early Childhood Education
- Community Foundation
- County Health Department
- County Tourism Board
- CrossFit
- Day Care Association: Home Base
- · Colorado Division of Wildlife
- East Morgan County Hospital
- Eben Ezer
- Golf Courses in the surrounding area

- Hispanic groups in Fort Morgan
- Human Services
- Joslin Needham & Jack Petteys Foundation
- Kids at their Best
- Local Radio Station
- MCC (work/study programs)
- Morgan County
- Morgan County Gold Stars
- Morgan Family Center
- Morgan Strong
- Music program through high schools
- NECALG
- One Morgan County
- Pawnee
- People's Market
- Police Departments
- Rising Up (Homeless Center, Food Pantry)
- Robotics Club in schools
- Rodeo Brush! Association
- Rotary Club
- Service Clubs

#### **Advertising Sales**

Advertising sales are a limited opportunity for revenue through the sale of advertising on items such as program guides, event flyers, and other visible products or services. This could be a viable strategy for Brush! publications or events. Current sign codes should be reviewed for conflicts or appropriate revisions.

#### **Corporate Sponsorships**

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use it. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor). Opportunities present themselves for sponsoring not only events, but venues such as picnic tables, benches, parks, signs, etc.

#### **Fundraising**

Some park and recreation agencies have fundraisers to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc. and might be useful for key upgrades in certain park areas, such as a performing arts venue or water features.

#### Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the internet. Park and recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies.

#### **Grants**

Grants often supplement or match funds that have already been identified. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding. While some types of grants are listed below, "watch lists" also help to keep track or such opportunities and include:

- GrantWatch (<u>www.grantwatch.com</u>)
- Grant Helpers Watch List (<u>www.</u> <u>thegranthelpers.com</u>)
- The Grantsmanship Center (TGCI) on the Internet at: <a href="http://www.tgci.com">http://www.tgci.com</a>.
- Foundation Center's RFP Bulletin Grants Page on Health at: <a href="http://foundationcenter.org">http://foundationcenter.org</a>.
- Research <u>www.ecivis.com</u> for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Types of grants available include:

- Facilities and Equipment Grants
- General Purpose or Operating Grants
- Management or Technical Assistance Grants
- Matching Grants
- Planning Grants
- Private Grant and Philanthropic Agencies
- Program or Support Grants
- Seed Money or Start-up Grants
- Great Outdoors Colorado Great Outdoors Colorado (Lottery funds) provides grants related to parks and recreation projects. This continues to be a viable funding option for projects independently or in cooperation with others.

#### **CURRENT FUNDING SUPPORT**

Since 1981, the Joslin Needham and Jack Petteys Foundation has donated funds in excess of \$3,500,000 for projects within the City's Parks and Recreation Programs. Below are the projects and programs that have been donated to. Most projects are with a city or grant match; however, many of the projects below have been fully funded by the Foundation.

#### **Programs**

Baseball - \$10,000/year + uniforms and equipment Girl's Fast Pitch - \$2,500/year + uniforms and equipment Basketball - \$7,000/year + uniforms and equipment

#### **Memorial Park**

Playground Equipment Playground Resurfacing Perimeter Fence Campground Upgrades Shelters Paint and Patch Pool New Boiler System Slides

#### **Joslin Needham Softball Complex**

Fencing
Dugouts
Field Lighting
Concession Stand Expansion
Score Booth Construction
Infield Mix and Leveling
Maintenance Equipment

#### **Pioneer Park**

Skate Park

#### **Watrous Park**

Restroom Facility Trails Disc Golf Course

#### **Sunset Park**

Dugouts
Field Lighting
Perimeter Fencing
Infield Grass
Infield Mix and leveling
Maintenance Equipment
Walking Trail
Basketball Court Lighting
Basketball Court Resurfacing

#### **Petteys Park**

Playground Equipment Playground Resurfacing Shelters Perimeter Fencing

#### The Course at Petteys Park

Parking Lot Deck Café and Lounge Remodel Course Mowing Equipment

#### **Cemetery**

Columbarium Area Tree Farm Fencing

The Foundation have also purchased numerous vehicles for the Parks and Cemetery over the years.



### \$3,500,000+

Funds donated by the Joslin Needham and Jack Petteys Foundation for projects within the City's Parks and Recreation Programs since 1981.

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# Current Conditions: Inventory and Level of Service Analysis



## A. PARKS AND FACILITIES INVENTORY AND ASSESSMENT

An inventory of parks and facilities was conducted in October 2018. Each site was evaluated using the GRASP®-IT audit tool. See *Appendix B* for definition and discussion.

Park features were classified into one of two categories: *components* and *modifiers*. A *component* is a feature that people go to a park or facility to use, such as a tennis court, playground, or open lawn area. The quality of each of component was evaluated. Amenities such as shade, drinking fountains, restrooms, etc. that enhance the comfort and convenience of a site are thought of as *Modifiers*. A complete list of components and their definitions, as well as inventory methods and process discussion can be found in *Appendix B*.

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and for the entire site. The resulting values can be used to compare sites to each other and to analyze the overall performance of the park system.

#### **Assessment Summary**

Based on visits to each park and/or facility, the following general assessments were concluded. Observations on current/existing parks:

- Good street visibility, frontage and offer great public access
- Some parks and components have limited ADA access
- Well maintained but some need updates (deferred maintenance)
- Continue to monitor demand and use of components
- Schools and library provide additional opportunities



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**Table 2: Summary of Outdoor Locations** 

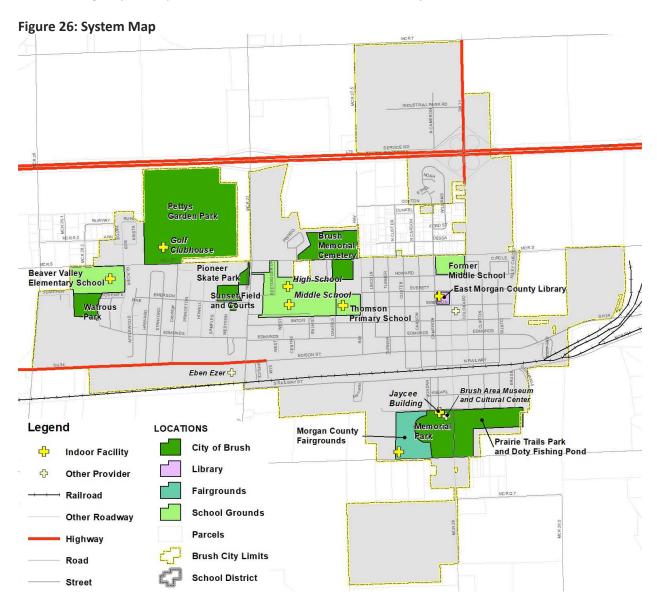
LOCATION	Acres	Aquatics, Leisure Pool	Basketball Court	Basketball, Practice	Camping, Defined	Concessions	Diamond Field	Diamond Field, Practice	Disc Golf	Dog Park	Educational Experience	Equestrian Facility	Event Space	Game Court	Garden, Display	Golf	Horseshoe Court	Loop Walk	Open Turf	Playground, Local	Rectangular Field, Large	Rectangular Field, Small	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Track, Athletic	Water Access, Developed	Water Access, General	Water, Open	Components Per Park
Beaver Valley Elementary School	20.1		4															1	1	1	1	1									9
Brush Memorial Cemetery	26.3														1								1								2
East Morgan County Library	2.1													1				1	1	1											4
Former Middle School	7.4							1													1						1				3
High School	41.1																		1		2						1				4
Memorial Park	20.8	1		8	16	1	2				1						4		1	1			10	8							53
Morgan County Fairgrounds	17.6											1	1										1								3
Pettys Garden Park	117.6															1			1	1			3			2					8
Pioneer Skate Park	2.1																		1					1	1						3
Prairie Trails Park and Doty Fishing Pond	26.4									1								1					1	2				1	1	1	8
Sunset Field and Courts	5.4		3			1	1																1	1							7
Thomson Primary School	7.2																		1	1											2
Watrous Park	8.4								1									1					1								3
System Totals:	302.6	1	7	8	16	2	3	1	1	1	1	1	1	1	1	1	4	4	7	5	4	1	18	12	1	2	2	1	1	1	109

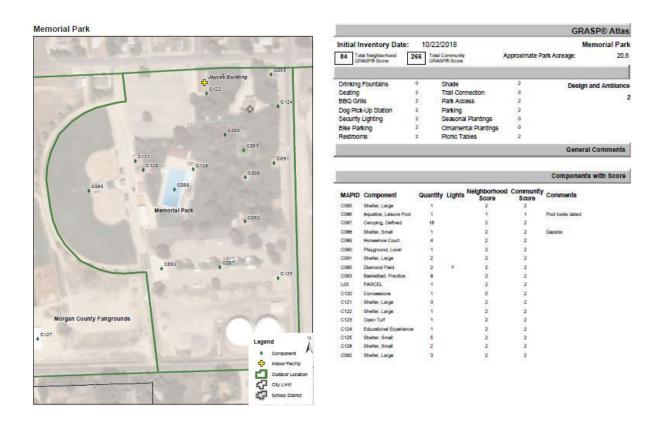
**Table 3: Summary of Indoor Locations** 

LOCATION	Food - Full Service	Gymnasium	Kitchen - Commercial	Kitchenette	Multi-Purpose	Retail/Pro-Shop	Speciality Training	Weight/Cardio Equipment	Components per Location
Beaver Valley ES		1							1
Golf Clubhouse	1				1	1			3
High School		2					1	1	4
Jaycee Building				1	1				2
Library					1				1
Middle School		1							1
Morgan County Fairgrounds Indoor			1		1				2
Thomson Primary		1							1
System Totals:	1	5	1	1	4	1	1	1	

#### **System Map**

The following map show park and recreation facilities across the City of Brush!.





Example of GIS inventory map and data sheet. A complete Inventory Atlas is provided as a supplemental document to the Parks and Recreation Master Plan.

#### **Park Ranking**

In addition to locating components, the functional quality of each element was assessed during the site visits. The following table displays the ranking of each park based on an overall score for its components and modifiers. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower. The length of the bar for each park reflects its overall score in proportion to that of the highest-ranking park (Memorial Park).

**Table 4: Park Ranking Table** 

LOCATION	GRASP® Score
Memorial Park	84
Pettys Garden Park	40.8
Prairie Trails Park and Doty Fishing Pond	38.4
Sunset Field and Courts	32.4
Beaver Valley Elementary School	26.4
East Morgan County Library	24
Morgan County Fairgrounds	23.1
Watrous Park	21.6
Pioneer Skate Park	19.2
Brush Memorial Cemetery	14.4
Former Middle School	13.2
High School	11
Thomson Primary School	5.5

## B. LEVEL OF SERVICE ANALYSIS

**Level of Service (LOS)** measurements evaluate how parks, open spaces, trails and facilities in Brush! serve the community. They may be used to benchmark current conditions and to direct future planning efforts.

#### Why Level of Service?

Level of Service may be defined as the extent to which a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often emblematic of the manner and

extent to which people are connected to their communities and lifestyles focused on outdoor recreation and healthy living.

An analytical technique known as GRASP® (Geo-Referenced Amenities Standard Process) was used to analyze Level of Service provided by assets in Brush!. This proprietary process, used exclusively by Design Concepts and GreenPlay, yields analytical maps and data that may be used to examine access to recreation across a study area. A detailed history and description of GRASP® Methodology may be found in *Appendix B*.

#### **GRASP®** Analysis

**GRASP®** (Geo-referenced Amenities Standards Process) is the proprietary name for an approach that has been utilized in more than one hundred communities across the country to evaluate LOS for park and recreation systems. For this GRASP® analysis, information from the inventory of parks and facilities was used in conjunction with Geographic Information Systems (GIS) software to produce analytic maps and data that show the current status of park and recreation services across the City's geographic area.

#### **Perspectives**

Maps and data quantifications produced using the GRASP® methodology are known as *perspectives*. Each perspective is a model of how service is being provided across the study area. The model can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights to determine success in providing services. Perspective maps and charts were produced by applying the GRASP® process to the Brush! inventory.

#### **Types of Perspectives**

The LOS offered by a park or other feature is a function of two main variables: what is available there and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provided a detailed accounting of what is available at any given location, and GIS was used to measure its accessibility to residents across the community. People use a variety of transit modes to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination of these or other alternatives. Different travel modes have varying travel distances and times associated with them. In GRASP® Perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas) from which a given feature might be reached. Two different travel distances were used to produce two distinct types of Perspectives for examining the park system:

- 1. Neighborhood Access
- 2. Walkable Access

A **Neighborhood Access** perspective uses a travel distance of one mile to the inventory. This is assumed to be a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This catchment is intended to capture users traveling from home or elsewhere to a park or facility by way of bike, bus, or automobile.

A *Walkable Access* perspective uses a shorter catchment distance intended to capture users within a 10 to 15-minute walk. This distance can range from as short as 1/4 mile to as far as 1/2 mile depending on the study area. For Brush! a 1/2-mile walkability catchment area was used.

For each perspective, the defined catchment area is plotted with GIS around each feature and assigned a value using information from the inventory. When catchment areas for a set of features is combined into one overlay map, a shaded map results, with the shade at any given location representing the cumulative value of all features considered accessible from that location.



GRASP® Level of Service perspectives use overlapping catchment areas to yield a "heat map" that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.

#### **Assumptions**

- 1. Proximity relates to access. A feature within a specified distance of a given location is considered to be "accessible" from that location. "Access" in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
- 2. Neighborhood Access relates to proximity of 1 mile, a reasonable distance for a drive in a car or by bicycle.
- 3. Walkable Access relates to proximity of 1/2 mile, a reasonable distance attainable by walking 15 minutes.
- 4. Walkable access to recreation is affected by barriers, obstacles to free and easy travel on foot.
- 5. The LOS at any given point on the map has a value that is the cumulative value of all features that are considered accessible from that location.

#### **Pedestrian Barriers**

Walkability can be limited by environmental barriers. Several such disruptions to walkable access are created by freeways, highways, major roads, and the river within Brush! To account for this, walkability service areas in the Level of Service analysis have been "cut-off" by identified barriers where applicable. Zones created by identified barriers (dark red lines), serve as discrete areas of Brush! within which any facilities are accessible without crossing the interstate, a major street, railroad or other barrier. Various shades of green parcels represent existing parks, schools, and fairgrounds. Indoor facilities are shown as yellow cross symbols.



Figure 27: Walkability Barriers

Walkability barriers were used to "cut-off" service areas where applicable.

#### **Neighborhood Access to Outdoor Recreation**

A "heat map" was created to examine Neighborhood Access to Recreation. This map shows where there are more or fewer recreation assets available based on a one-mile service area. In general, this map also shows that Brush! has good distribution of parks and outdoor facilities. Access to recreation is more limited at the edges of Brush!.

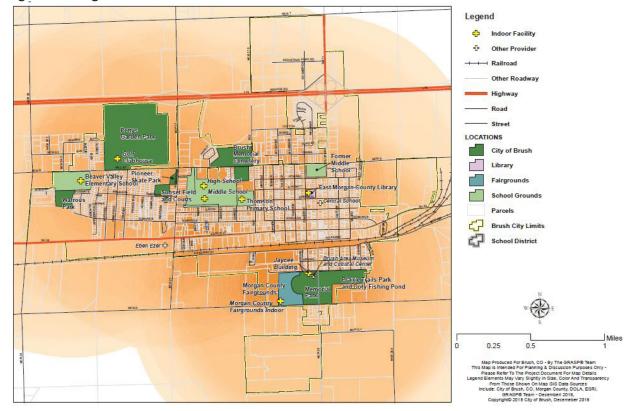


Figure 28: Neighborhood Access to Outdoor Recreation

Areas of higher concentration are notable in the southern part of Brush! and near Memorial Park and central Brush!. For example, the highest GRASP® value area (882.6) is located just south of the high school/ middle school site (shown on image above as a red star burst). From this location, a resident has access to all indoor and outdoor facilities in Brush! – 109 outdoor recreation components in 13 different parks and 8 indoor facilities.

Further analysis of this perspective indicates that essentially all (95%) of Brush! is within one mile of a recreation opportunity. Additional statistics can be found in the following table:

**Table 5: Map Statistics** 

	А	В	С	D	E
	Percent of Total City with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre/ Population per acre	GRASP® Index
		8.8 to			
Brush!	100%	882.6	246.3	76	81

**Column A**: Shows the percentage of the City that has at least some service (LOS >0). One hundred percent coverage is rarely seen in GRASP® analysis.

Column B: For any location on the map, there is a numerical value that corresponds to the shade of orange shown. This is called the GRASP® value and results from the overlay or summation of the scores of all components accessible from that particular location. Values for different locations on the map can be compared to one another, so a person in a location with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lower value (lighter orange) area. Brush! GRASP® values range from a low of 8.8 to a high of 882.6.

**Column C**: Shows a value of 246.3 as the average GRASP® value for the total area. This is above the average of 159 for similar cities that have completed GRASP® analysis and trails only Sterling in this list.

**Column D**: Shows the results of dividing the number from Column C by the population density of the area. Compared to communities of similar total population for which GRASP® data is available, Brush!'s population density is relatively high when compared to others in the

list. Brush!' score of 76 ranks as the the median in the list of similar communities. This would indicate that while in general the LOS is high there are potentially greater numbers of people using the parks and facilities and therefore a need for this higher LOS.

**Column E:** The GRASP® Index, essentially the GRASP® value per capita, involves dividing the total value of all the components in the system by the population of Brush!. These last two numbers (column C & D) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived only using components within the city limits and does not account for parks residents may access outside those limits.

#### **GRASP®** Comparative Data

This section provides comparative data from other communities of similar population to Brush! across the country. Because every community is unique, there are no standards or "correct" numbers for these; however, there are several interesting similarities and differences when making these comparisons. First, when comparing parks per capita, Brush! ranks only above Pittsboro, North Carolina, in this ratio.

However, Brush! has more components per location, components per capita and in score per park when compared to these other cities. This would indicate that while Brush! has fewer parks per capita, the parks it has score higher than other agencies.









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Table 6: GRASP® Comparative Data

																% of		
								TOTAL								Population		
					# OF SITES			GRASP®			% of		NUMBER OF	AVERAGE		with		
				STUDY	(Parks,		AVG.#	VALUE			TOTAL	AVG. LOS	COMPONENTS	LOS/POP	pop den	Walkable		Park per
				AREA SIZE	Facilties,	TOTAL#OF	COMPONENTS	(Entire	GRASP®	AVG.	AREA	PER ACRE	PER	DEN PER	(per	Threshold	People	<b>1</b> k
STATE	CITY	YEAR	POPULATION	(Acres)	etc.)	COMPONENTS	per SITE	System)	INDEX	SCORE/SITE	w/LOS >0	SERVED	POPULATION	ACRE	acre)	Access	per Park	People
СО	Nederland	2012	3,074	46,142	38	142	3.7	620	201.7	16.3	NA	NA	46	NA	0.1	NA	81	12.4
NC	Pittsboro	2016	4,118	2,708	8	38	4.8	203	49	25.3	35%	40	9	163	0.2	7%	515	1.9
CO	Brush	2018	5,699	1,754	13	113	8.7	459	81	35.3	100%	246	20	<b>7</b> 6	3.2	70%	438	2.3
СО	Berthoud	2016	5,756	8,296	28	85	3.0	473	82	16.9	73%	148.0	15	213	0.7	61%	206	4.9
СО	Wellington	2015	7,453	2,269	19	82	4.3	420.7	56	22.1	100%	82	11	28	3.0	NA	392	2.5
СО	Sterling	2013	14,777	3,913	39	131	3.4	891	60.3	22.8	96%	279	9	74	3.8	42%	379	2.6

#### Walkable Access To Recreation

For the walkable level of service analysis, *pedestrian barriers* such as I-76, major streets, highways and the railroad were factored into the analysis.

This analysis measures access to recreation components by walking. One-half mile catchment radii have been placed around each component and shaded according to the component's GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons to be made between neighborhood access and walkable access.



Walkable Access to Outdoor Recreation

The analysis is intended to show the LOS available across Brush! if walking is used to reach assets. This map indicates that the greatest concentration of access to recreation assets are in the west central Brush! and the southern part of the city near Memorial Park. As this walkability analysis accounts for pedestrian barriers, levels of service are notably truncated in many areas such as along the railroad.

The following table shows the statistical information derived from perspective *Walkable Access to Recreation* analysis.

Table 7: Statistics for Map D

	Α	В	С	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre/ Population per acre
		0 to		
Brush!	69%	149.2	85.3	26

The numbers in each column are derived as described in the explanation for the neighborhood access. The GRASP® Index is not applicable to walkability analysis. LOS value for a person who must walk to assets is about one-third of that for someone who can drive. The GRASP® value range of 0 to 149.2 indicates that there are portions of Brush! with a high level of service compared to other portions. The highest value is found just south of Petteys Garden Park and Golf Course. A resident in this area (indicated on above image with red star burst) can walk to 31 different components in six parks, as well as four indoor facilities.

The orange shading in the maps allows for a quick understanding of how LOS is distributed across the city. It is not intended to show where LOS is adequate or inadequate, but that information can be derived from the map using GIS. First, we must determine what constitutes an adequate level of service for Brush! residents. This median location score of 46.2, is known as the *threshold* score for Brush!. GIS was used to show where LOS is above or below the threshold value.

Purple areas indicate where walkable LOS meets or exceeds the threshold. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the threshold value. It may be possible to improve the LOS value in such areas by improving the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option might be to address pedestrian barriers in the immediate area.

Walkability is a measure of how user-friendly an area is to people travelling on foot. A walkable environment benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability and include the presence or absence and quality of footpaths, sidewalks or other pedestrian rights-of-way, traffic and road conditions, land use patterns, and public safety considerations among others. Walkability is an important aspect of recreational connectivity, the extent to which recreation opportunities in a community are physically linked to allow for easy and enjoyable travel between them.

A minimum standard for service, also called a *threshold*, relates to a median score of all parks in Brush!. A score of 46.2 was used to determine this threshold value. This relates to the park rankings as the equivalent of the Morgan County Fairgrounds but perhaps more relatable to a park like the Library or Watrous Park as these are more traditional providers of a park experience.

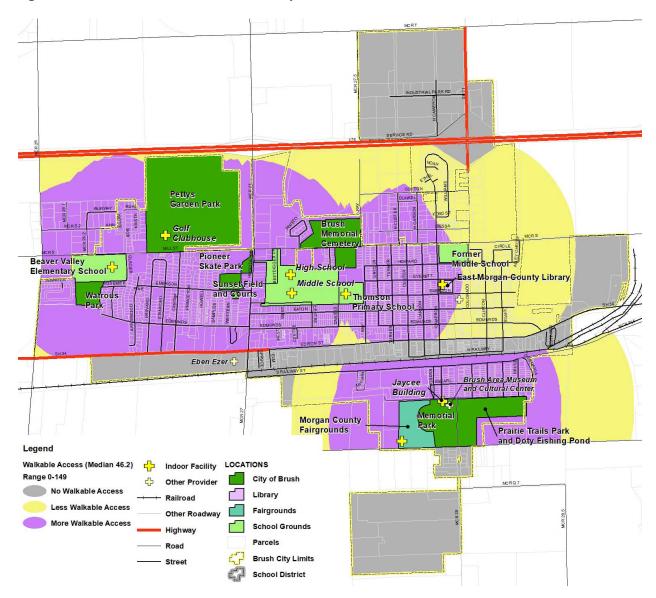
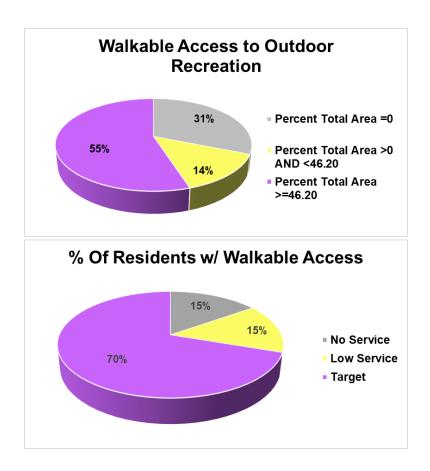


Figure 29: Walkable Access to Recreation Gap Identification.

On *Figure 29*, areas shown in purple have LOS that exceeds the threshold value of 46.2. Fifty-five percent (55%) of Brush!'s land area falls above the threshold and only 14 percent of the City fall below it. Thirty-one percent (31%) percent of Brush! has no service within walking distance.



Walkable access to assets based on population. This chart displays level of service based on where people actually live. It was produced using the walkable level of service data shown in Walkable Access to Recreation Gap Identification, as compared to census data provided by ERSI GIS data enrichment techniques.

When comparing to other cities in the Comparative Data, Brush! ranks highest of all comparable cities at 70 percent.



#### **Trail System**

Even the most well-planned, extensive trail system must start somewhere. Unless a city is already highly urbanized, good opportunities usually exist with which to begin building a trail system. Existing parks and open space area are the first place to plan new trails, with this idea of recreational connectivity in mind. Such interior trail assets, once established, provide a good point of departure to look outside park boundaries.

It is helpful to recognize that trails may be developed at a variety of scales. Many trails serve park users only while others are of citywide or regional extent. Also, people with a destination in mind tend to take the most direct route while recreationists tend to enjoy loop or circuit trails more than linear trails. An exemplary trail system will provide multiple opportunities for users to utilize trail segments to access different parts of the city directly or enjoy recreational circuits of various size. By employing park trails, city trails, and regional trails users should ideally be able to select from several options to reach a destination or spend time recreating.

#### **Trail Typology**

In addition to the park, city, regional trail hierarchy already discussed it may be useful to employ a trails typology. A new "trail" may consist of several infrastructural improvements. A trail typology of three different types is recommended for use in the City of Brush!. These are:

- 1. Bike Lane and Detached Sidewalk
- 2. Urban Trail
- 3. Multi-Use Trail

Three trail types to be considered in developing a trail system in an established community such as Brush!. This typology may be applied to a network of connections to determine the most appropriate type for each trail segment. Pedestrian and bicycle users are accommodated in different ways in each trail type. Selection for each is largely driven by the surrounding built environment.

Each trail type refers to a strategy for connecting one place to another. The primary consideration is how to accommodate pedestrian and bicycle users traveling along the same route. In more developed areas, this might involve routing cyclists along an on-street route with a pedestrian path (essentially a sidewalk) in the right-of-way. An alternative to this is the urban trail, a right-of-way path wide enough to accommodate both pedestrians and cyclists. Finally, the traditional multi-use trail provides users with an off-street connection, typically through open space areas or parks. This last is often considered the ideal trail type, yet the land dedication needed to support a multi-use trail makes it impractical or impossible to develop this type of trail in many parts of an established community such as Brush!.

#### **Connecting People to Trails**

As the Brush! trail system continues to develop additional resources will be desirable to support users. It may be worthwhile to consider signage and wayfinding strategies, trailheads and access points, public trail maps, and smartphone applications as strategies to connect people to trails and affect a positive user experience.



#### Signage and Wayfinding

Signage and wayfinding strategies should be employed to enhance the Brush! trail system by promoting ease of use and improved access to recreational resources. An important aspect of effective signage and wayfinding markers is branding. An easily identifiable hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit and which can positively impact city identity and open economic opportunities.

#### **Trailheads & Access Points**

It is also important to provide users access to trails. There are two ways to approach this. First, formal trailheads may be developed to include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead is most appropriate to provide access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves simply providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points such as this are more appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. Trailhead and access point should be primary points of interest on any trails mapping.

#### Map & App Resources

The city should develop an informative map of current trails and bike friendly streets. The following example from Farmington, New Mexico, would allow residents to enjoy existing trails and routes with greater confidence and with a better understanding of distances, access points, amenities, and the system as a whole. Even with a developing trail system such a trail map can provide valuable information to users. As the trail system evolves, this map should be updated to produce newer versions for distribution to users.

Another way to provide a trail map to users is through web-based smartphone technologies. Maps made available on this type of platform are more dynamic for users, always on hand, and can be easily updated. Upfront investment needed for this type of resource may be cost prohibitive at the present time. However, it is likely as technologies advance these costs will become more manageable in the future. It may be worth considering development of web-based maps in long term planning decisions.

#### **Other Types of Analysis**

Traditional analyses used to evaluate recreational Level of Service are also valuable. A few of these are discussed.

#### **Capacities Analysis**

One of the traditional tools for evaluating service for parks and recreation was capacity analysis, which compares the quantity of assets to population and projects future needs based on providing the same ratio of components per population (i.e., as population grows over time components may need to be added to maintain the same ratio). *Table 8* shows the current capacities for selected components in Brush!. This table can be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components.

**Table 8: Brush! Capacities Analysis** 

iable 8: Brush!	Cap	acii	<u>ies</u>	AI	Idi	<u>ysis</u>																						
		Aquatics, Leisure Pool	Basketball Court	Basketball, Practice	Camping, Defined	Concessions	Diamond Field	Diamond Field, Practice	Disc Golf	Dog Park	Educational Experience	Equestrian Facility	Event Space	Game Court	Garden, Display	Golf	Horseshoe Court	Loop Walk	Open Turf	Playground, All Sizes	Rectangular Field, All Sizes	Shelter, All Sizes	Skate Park	Tennis Court	Track, Athletic	Water Access, Developed	Water Access, General	Water, Open
INVENTORY																												
City of Brush		1	3	8	16	2	3		1	1	1				1	1	4	2	3	2		29	1	2		1	1	1
East Morgan County Library														1				1	1	1								
Morgan County												1	1									1						
School District			4					1										1	3	2	5				2			
System Totals:		1	7	8	16	2	3	1	1	1	1	1	1	1	1	1	4	4	7	5	5	30	1	2	2	1	1	1
CURRENT RATIO PER POPULATIO	ON																											
CURRENT POPULATION 2018	5,699																											
Current Ratio per 1000 Popula	tion	0.18	1.23	1.40	2.81	0.35	0.53	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.70	0.70	1.23	0.88	0.88	5.26	0.18	0.35	0.35	0.18	0.18	0.18
Population per acre or compon	ent	5,699	814	712	356	2,850	1,900	5,699	5,699	5,699	5,699	5,699	5,699	5,699	5,699	5,699	1,425	1,425	814	1,140	1,140	190	5,699	2,850	2,850	5,699	5,699	5,699
PROJECTED POPULATION - 2023	5,826																											
Total # needed to maintain current ratio of all existing facilities at projected population		1	7	8	16	2	3	1	1	1	1	1	1	1	1	1	4	4	7	5	5	31	1	2	2	1	1	1
Number that should be added by all providers to achieve current ratio at projected population		0	o	o	o	0	0	0	0	0	0	o	0	0	0	0	o	0	o	0	0	1	0	0	0	0	0	0

The capacity table can also be used to project future facility needs based on population growth, if:

- a) The future population's interests and behaviors are the same as today's, and
- b) That today's capacities are in line with today's needs.

The capacities table is based on the quantity of assets without regard to distribution, quality, or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS provided by assets should be based on their location and quality as well as their quantity, which is why this table should be used with discretion, and only in combination with the other analyses presented here. One of the major limitations of this type of analysis is striking in this example. With minimal project population growth there is only one component that needs to be increased over the project timeline.

Table 9: Outdoor Park and Recreation Facilities - Median Population Served per Facility

Outdoor Park and Recreation Facilities										
Outdoor Facility	Agencies Offering this Facility	Median Number of Residents per Facility	Brush, CO Residents per Facility							
Residents Per Park*	NA	1,318	438							
Acres of Park Land per 1,000 Residents*	NA	10.8	36.3							
Playgrounds	92.0%	3,000	1,140							
Basketball Courts	83.0%	6,037	814							
Dog Park	55.0%	40,000	5,699							
Tennis Courts	77.0%	4,250	2,850							
Swimming pools (outdoor only)	52.0%	31,600	5,699							
Diamond Fields: baseball - youth	75.0%	6,613								
Diamond Fields: tee-ball	38.0%	13,045								
Diamond Fields: softball fields - youth	59.0%	9,255	1,090							
Diamond Fields: softball fields - adult	66.0%	12,083								
Diamond Fields: baseball - adult	55.0%	18,140								
Rectangular Fields: multi-purpose	63.0%	7,691								
Rectangular Fields: soccer field - youth	47.0%	5,900	1 140							
Rectangular Fields: soccer field - adult	42.0%	11,692	1,140							
Rectangular Fields: football field	38.0%	22,615								

The remaining comparisons are based on similar residents per square mile

The Brush! system can also be compared to recent national statistics published by the National Recreation and Park Association in their "2018 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks."

A comparison of like components from the capacity table and the National Recreation and Park Association (NRPA) report shows the following.

Brush! exceeds the median population to component ratio for all comparable components.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. The following table includes all the properties included in the GIS mapping. Only current Brush! Parks acreage is included in the projected need calculation. Based on this calculation Brush! will need five new park acres to provide similar LOS based on population projects. Both residents per park and acres of park land per 1,000 people are better than NRPA published benchmarks for similar size cities or density.

Table 10: Acres of Park Land per 1,000 Residents

		2019 GIS Acres #
INVENTORY		
City of Brush		207
East Morgan County Library		2.1
Morgan County		17.6
School District		75.8
System Total		302.5
CURRENT RATIO PER POPULATIO	ON	
CURRENT POPULATION 2018	5,699	
Current Ratio per 1000 Populat	,	36.3
	,	36.3 28
Current Ratio per 1000 Populat	,	
Current Ratio per 1000 Populat Population per acre	,	
Current Ratio per 1000 Populat Population per acre PROJECTED POPULATION - 2023 Total # needed to maintain	ion	
Current Ratio per 1000 Populat Population per acre PROJECTED POPULATION - 2023 Total # needed to maintain current ratio of City of Brush	ion	
Current Ratio per 1000 Populat Population per acre PROJECTED POPULATION - 2023 Total # needed to maintain current ratio of City of Brush existing facilities at projected	ion	28
Current Ratio per 1000 Populat Population per acre PROJECTED POPULATION - 2023 Total # needed to maintain current ratio of City of Brush existing facilities at projected population	ion	28
Current Ratio per 1000 Populat Population per acre PROJECTED POPULATION - 2023 Total # needed to maintain current ratio of City of Brush existing facilities at projected population Number that should be added	ion	28
Current Ratio per 1000 Populat Population per acre PROJECTED POPULATION - 2023 Total # needed to maintain current ratio of City of Brush existing facilities at projected population	ion	28

This capacity table indicates that Brush! provides approximately 36 acres per 1,000 people or 28 people per acre of "park." This does not include other provider parks such as the library, fairgrounds, or school lands.

#### More on Utilizing GRASP® Perspectives

As needs and conditions evolve over the lifespan of this master plan, perspectives can be updated and new, specialized ones can be generated to determine levels of service throughout the community from a variety of views. This allows this plan to be a living, flexible document. These perspectives can show a specific set of components, depict estimated travel time to services, highlight a particular geographic area, or display facilities that accommodate specific programming. Used in conjunction with other needs assessment tools (such as needs surveys and a public process), perspectives can be used to determine if current levels of service are appropriate in each location. If so, plans can then

be developed that provide similar levels of service to new neighborhoods or future development. Conversely, if it is determined that different levels of service are desired, new planning can differ from the existing community patterns to provide the desired standard.

#### Key Conclusions from the Levels of Service Analysis

Proximity, availability of transportation, and pedestrian barriers are relevant factors affecting Brush!'s levels of service. The provision of assets is reasonably equitable across Brush!, especially given resident access to motorized transportation. Analysis would indicate that Brush! is currently providing its recreation opportunities in the form of larger more developed parks when compared to other similar cities. Pedestrian barriers do hinder walkable access based on current parks and recreation assets.

The most obvious way to increase overall level of service is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. However, as fewer people tend to live in many of these low-service and no-service areas, a more effective approach is to increase service in areas where localized population is greater but service is low.

Additional analysis and a review of the information received from surveys, focus groups, and other sources including staff knowledge will be needed in context to further identify the best locations for future improvements.

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### Identification of Key Issues



#### **KEY ISSUES MATRIX**

Key issues and themes for focus were identified using a number of tools, including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, leadership interviews, inventory and level of service analysis, and staff/project team input. The information gathered from these sources was evaluated, and the recommendations and action plans were developed and are listed in the following section.

The findings are summarized on the Key Issues Matrix, which captures all of the key issues that surfaced during the Master Plan process and prioritizes them on one matrix. The key issues were placed into four categories on the matrix:

- a) Priority issue
- b) Opportunity to Improve
- c) Minor or future issue
- ☐ Left Blank means the issue did not come up or wasn't addressed in that venue

The qualitative data planning tools used to determine the priority of key issues include:

- 1. Consultant team's expertise
- 2. Staff input
- 3. Public forum input
- 4. Leadership Interviews

The quantitative data planning tools used to determine the priority of the key issues include:

- 1. Community Survey
- 2. Existing planning documents
- 3. Facility Assessment/LOS

The Key Issues Matrix summarizes the areas that need immediate attention and determine the direction of the implementation of recommendations in the Master Plan. The planning process vetted out key issues in four key areas as summarized in the following matrix.

Brush! CO Parks and Recreation Master Plan		Qualitative Data						Quantitative Data				
Key Issue - Rating Scale  a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed Organizational and Administrative	Consultant Team		Raff Input	Public Input	Leadership Interviews		Community Survey	Other City Documents	Facility Assessment/LOS			
Executive Support for Parks and Recreation Department Leadership and Staff	a		a	a	а							
Volunteers	ь		ь	ь								
Communication	a		ь	а			а					
Program Registration Software	ь		a	Ь								
Succession Plan	а		ь		ь							
Bilingual Marketing	a		ь				ь					
Messaging & Marketing	a		a	а	ь		а					
Programs and Service Delivery		-										
Youth Programs	а		a	a		$\prod$	a					
Accessible Programs	а		ь	a			а					
After-School and Child Care	ь			а			ь					
Adult Programs	c		С	С			С					
Preservation Agricultural Lands and Rural Character	c			С	С			С				
Summer Camps	ь		ь	ь			ь					

Brush! CO Parks and Recreation Master Plan	Qualitative Data						Quantitative Data					
Key Issue - Rating Scale  a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input		Public Input		Leadership interviews		Community Survey	Other City Documents		Facility Assessment/LOS	
Facilities and Amenities												
Administrative Office Space	а	а		а								
Memorial Park Swimming Pool	b	а		b	I	b		b				
Gym Space	а	а		а		b	t	а				
Multi-Purpose Field Space	а	а		а		b		а				
Ballfield Space	а	а		а	ı	b		а				
ADA Access/Universal Access	а	а		а			$^{+}$	b		+		
Fitness Space	а	b		а				а				
Splash Pad or Water Feature	b	b		b	ı	b		b				
Recreation Center	а	b		а	ı	b		а				
Municipal Campground	а	а		а		а		b				
Maintenance Plan	b	С				С						
Facilities Assessment	а											
Trail Connectivity	b	b		b	I	b		b				
Community Use of Golf Course Clubhouse	а	а		а	i	a		b				

Brush! CO Parks and Recreation Master Plan		Qualitative Data						Quantitative Data				
Key Issue - Rating Scale  a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input		Leadership Interviews		Community Survey	Other City Documents	Facility Assessment/LOS			
Level of Service						1						
Accessibility at Facilities	а	а	а									
Limited and Inequitable Walkability	а	а	а		b		а	а				
	а	а	а		b		а					
Deferred Maintenance at Facilities												
Financial												
Community Donors	а	а	а		а							
Affordability of Programs and Events	а	b	b				b					
Cost Recovery Plan	а											
Sponsorship Policy	а											
Partnership Plan	b	b	b		b							
Resident and Non-Resident Rates	а											
Scholarship Policy	а	а	b									

Since many of these issues are not mutually exclusive, the project team categorized them into five key areas. This allows the team to tell a more complete story of issues within the plan. These categories, along with a brief summary of issues, are:

### Organizational, Marketing, and Administrative Aspects

- There is solid support for the Parks and Recreation staff among decision-makers. It is appreciated that staff's connection with the community generates a great amount of support from those they provide services to in the area. Continued support is necessary as the Department faces any organizational or administrative changes in the future.
- Many of the events and sports programs depend on volunteers to run. While the strong relationships staff have with community members is present, a dependency on volunteers should be avoided, as services are at risk of not operating should volunteers not be found. Also, a formal volunteer program would allow for tracking of "donated hours" which can useful for administrative purposes (ex: grant submissions). It would also allow for recognition of volunteers in a meaningful way.
- The Department uses Friday school packets, Facebook, and word-of-mouth to communicate program information. A more robust web-presence paired with an online registration software could be leveraged to communicate with the public effectively. This could allow staff to utilize their time more efficiently. There is also a need to have marketing materials available in Spanish.
- Presently, the registration management software is not utilized as a tool for managing program registrations and for communicating with participants.
   Staff suggests that it is challenging to use. Determination of whether the system should be further understood or replaced is important. There are many

- systems available on the market which may better suit the Department's needs. Utilization of a recreation and facilities management software system that meets the needs of Brush! will allow staff to more efficiently and effectively connect with the community.
- Succession planning is an important way
  to identify employees who have the
  current skills (or the potential to develop
  skills) that can help them move up in an
  organization, or on to other positions. A
  management succession plan, in particular,
  will leave Brush! Parks and Recreation
  prepared to replace senior leaders over
  time.
- To better inform more community members about the Department's offerings, marketing materials such as flyers and brochures could be provided in English and Spanish.
- There is verifiable value provided to a community by parks and recreation services. Brush! is encouraged to share the story of why parks and recreation is important in terms of preventative health, economic and property value contributions. By creating a marketing plan that is coordinated with the City's greater efforts, the Department can leverage support for the funding of expanded and improved services and amenities.

#### **Programs and Service Delivery**

- The public was enthusiastic about the great sports program offerings even though field space is an issue that causes conflict. There is an identified desire for additional youth programming (does not have to be sports-oriented).
- In the area there is a lack of programs for adults with disabilities. There may be existing opportunities for partnering on accessible programming (i.e., Morgan County Library District, East Morgan County Hospital).

- There is a voiced need for after-school programing and child care. Given the existing parks and recreation facilities and staff capacity, this may be better addressed within the private sector or by forming partnerships with governmental or non-profit organizations.
- Current adult programs are limited. The
  Department should consider the future
  expansion of programming to include
  recreational programs that appeal to a
  variety of ages, levels of experience, and
  interests. In particular, fitness programs
  are notably lacking.
- Should growth pressures continue to increase, the City should consider developing a program which actively works at preserving the rural character of Brush! through the acquisition of existing agricultural lands (by fee title, conservation easement or other tools).
- Activities for youth are limited in the summer time. The Department is encouraged to find ways to partner with the school district or non-profit organizations to offer summer activities for children of all ages.

#### **Facilities and Amenities**

- Present office conditions do not allow for privacy or for staff to focus on work without disruption. This arrangement likely causes inefficiencies in work production. A Short-Term solution is to provide partitions or to construct interior offices and a front desk counter in the existing location. A long-term solution is to take advantage of existing or upcoming building vacancies that would allow for offices and a front desk.
- The outdoor pool and its amenities are valuable assets to the public. It is a gathering space and a social outlet. It is "the place to be" when open. Staff indicates that a significant water leak is in need of being addressed. Staff has also been informed by CIRSA that it does not meet minimum ADA standards. It is recommended that the pool be addressed

- through a phased approach evaluation/ assessment, planning, design, and construction.
- The Department currently partners with the school district to use gym space, field space, and ballfield space, but space is limited and means some program participants' needs go unmet.
- There is a general need to address ADA access at facilities and to programs.
- Currently, the Department has an agreement with the school district to utilize the high school weight room at non-peak times and days. This results in minimal use by community members.
- Community members expressed an interest in a splash pad water experience.
   This would allow for a diverse group of users to benefit from access to water play.
- While a recreation center operated by the parks and recreation Department may not be realistic financially, the City has the opportunity to leverage local and regional partnerships to provide programs and facilities that meet shared goals (i.e., indoor pool access).
- Redevelop the campground to improve the visitor experience and implement effective management practices (i.e., create a paid or volunteer camp host program).
- There is a significant need to identify and prioritize deferred maintenance and related capital projects.
- To help outline needs for public facility financing, it is recommended that some level of facilities assessment of key facilities be conducted (i.e., VFW Memorial Park Pool and Brush! Municipal Golf Course at Petteys Park). For decisionmaking, it is critical to fully understand the needs related to repairs and replacements.
- There are opportunities within City limits to improve trail conditions (ex: safety concerns) and connections. There are likely opportunities to work with regional partners to develop and connect into a regional trail system.

 The golf course is an area that could benefit from additional community usage and support. Recently, the facility has been upgraded with a paved parking area. Engaging the community in programming, facility use, and service delivery is important. Additionally, creating a niche as the unique social experience for both residents and visitors can increase participation and attract visitors to Brush!. By creating opportunities for community gatherings, private parties, and a rentable space for business functions the golf course can generate additional revenue.

#### **Levels of Service**

- ADA accessibility at facilities is limited. As upgrades are made, accessibility should be addressed.
- Currently there are inequities in walkability, particularly on the east side of town. It is recommended that the City focus on efforts to create a Trails Program (a trails master plan) that takes advantage of existing corridors, trails, and sidewalks.
- Analyses demonstrate that there is a need to upgrade components at department facilities. If not addressed, the level of service provided to residents will decline and impact the community's experience.
   A Facilities Assessment would guide decision-making as maintenance needs to occur.

#### **Financial**

- Currently, there is significant financial support from local donors. Staff is encouraged to continue these relationships. The City could also consider developing a community foundation where all donations can be managed.
- Many community members praised the Department for its affordable programs. It is important, however, that the Department implement a cost recovery methodology so that fees are appropriately matched with values and so that those who do and don't have the ability to pay are paying equitably.

- At present there is no policy or pricing philosophy in place. By having a clear understanding of who is benefiting from a particular program, fees can be explained. Being able to explain a pricing structure to community leaders and residents is critical for parks and recreation professionals.
- A partnership plan will allow Brush!
  to identify for-profit, non-profit, and
  governmental entities that are interested
  in proposing to partner with the City to
  develop recreational facilities and/or
  programs.
- As part of a pricing philosophy and policy, the Department should consider the development and implementation of a non-resident fee structure for programs and services. The Department currently does not differentiate and could review the effectiveness of this policy and expand to other services.
- The current offering of scholarships is utilized and is publicized by word-ofmouth. Applicants are typically awarded scholarships and the process is applied on a case-by-case basis. A formal process with criteria (i.e., Free and Reduced Lunch Program criteria) would allow for those participants who are in need are able to receive assistance. This policy should align with a cost recovery plan as well as resident and non-resident rate structures.

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### A Vision for Brush! - Key Recommendations for Parks and Recreation

5

This Master Plan is a visionary plan for Brush! — one that provides guidance for the City's short, mid, and long-term parks and recreation opportunities for the next 20 years. This plan can be used to provide residents with the recreational opportunities that they want, and as a tool for marketing and economic development for the City. Specifically, this section includes summaries of findings that support the Action Plan Goals and Strategies found in **Section 6**.

Understanding the importance of preserving the small, home-town feel of Brush!, the Plan provides a path to cultivating the existing sense of community by:

- Incorporating use of The Course at Pettey's Park and other community assets into the programs and services delivered by the Department.
- Identifying routes and trails connecting the community to parks, recreation, and commercial opportunities.
- Identifying opportunities that allow users to access desired programs and amenities within their community.

The long-range vision captures the interest of the community, potential funders, and regional partners by providing a path toward a parks and recreation system complete with:

- Well-maintained facilities that address the community's needs and concerns.
- Recreational opportunities that attract people, both visitors and residents, into the City to leverage contributions to the City's economic vitality.

The following sections recognize and further discuss key issues, identified throughout the process that are critical to the success of a growing community in Brush!. These issues should be seen as opportunities to capitalize on the vision provided within this plan.



### A. ORGANIZATIONAL AND ADMINISTRATIVE OPPORTUNITIES

#### Office Space is Challenged

Present office conditions do not allow for privacy or for staff to focus on work without disruption. This arrangement likely causes inefficiencies in work production. Operating in a space with private offices and a front-desk, would improve the operational effectiveness and efficiency of the Department. One recommended solution is to take advantage of existing (i.e., The Course at Petteys Park Clubhouse) or upcoming building vacancies that would allow for offices and a front desk.

## **Professional Development and Future Staff**

Succession planning is an important way to identify employees who have the current skills-or the potential to develop skills--that can help them move up in an organization, or on to other positions. A management succession plan, in particular, will leave Brush! Parks and Recreation prepared to replace senior leaders over time. It is recommended that the Department Director actively participate in the City's succession planning effort that is currently underway.

Support can be provided for the professional development of staff by establishing clear, professional development objectives in annual performance goals and providing adequate budget for opportunities such as attending industry conferences can help motivate staff to perform at their highest ability. Seeking professional credentials for staff (i.e., Certified Parks and Recreation Professional) is a verifiable way to continue to develop staff's knowledge of industry standards.

In addition to planning for future changes in personnel, the Department is challenged in what services and functions it can provide based on its current staffing levels. From time-to-time, staff are

performing tasks that push beyond their typical job duties to provide the services the community has come to appreciate. Recommendation is to add one full-time staff within the next three year to support marketing and special projects is recommended.

### Gaining Efficiencies in Operations and at Facilities

There are several planning and systematic efforts recommended that the Department should undergo to increase efficiencies in operations. For example, the current registration management software is not utilized as a tool for managing program registrations and for communicating with participants. Utilization of a recreation and facilities management software system that meets the needs of Brush! will allow staff to more efficiently and effectively connect with the community. Another example is to ensure that Brush! Parks and Recreation leadership is participating actively in City budget processes. Additionally, developing a Maintenance Plan would allow for accurate preparation of and planning for regular tasks and duties that must completed throughout a year. This type of planning can assist with staffing, budgeting and coordinating of Department divisions.

It is recommended that as annual Colorado Intergovernmental Risk Sharing Agencies (CIRSA) visits are made in Brush!, it can be an efficient use of time to coordinate the assessment of all facility components. During this time staff should identify items that need to be repaired and utilize this list as a reference for maintenance work to be completed each year. When replacing, repurposing, or adding new amenities, staff should also consider the recent needs assessment, current trends, and *Appendix B* strategies for enhancing low scoring components.

The creation of a Management Plan for Municipal Campground would improve the visitor experience and implement effective management practices (i.e., create a paid or volunteer camp host program). Similarly, the Department should conduct an operations study at The Course at Petteys Park to determine what practices will work best at the course once operations by the City have been in place for several years.

#### Volunteerism

Many of the events and sports programs depend on volunteers to run. While the strong relationships staff have with community members is present, a dependency on volunteers should be avoided as services are at risk of not operating should volunteers not be found. Also, a formal volunteer program would allow for tracking of "donated hours" which can useful for administrative purposes (ex: grant submissions). It would also allow for recognition of volunteers in a meaningful way. To maximize the support provided by volunteers in Brush!, it is recommended that the Department create a formal volunteer program.

## **Increasing Awareness through Marketing and Communications**

According to the statistically valid survey, the City communication with the community is strong, but there is still room for improvement. Printed flyers and brochures are the primary methods of advertising for the parks and recreation department. Information about the programs is typically funneled through the school system in the Friday School Packets, which allows the City to distribute flyers and brochures about upcoming programs and updates. This serves the Parks and Recreation department well, since youth sports are one of the primary programs offered by the agency. We recommend, as supported in the Community Survey, the Department continue to print and distribute the brochure as a stand-alone piece of marketing collateral. The Department should also employ a number of additional strategies as outlined in Section 1.2 of the Action Plan to improve awareness through marketing and communications.

#### **Wayfinding and Signage**

Currently the City of Brush! has limited wayfinding amenities. Both responses from stakeholder engagement and from the community survey demonstrate a need for safe routes between key locations within the City. The Department should create a Wayfinding Plan that includes routing and sign standards would allow for the consistent and well-planned provision of wayfinding indicators and signage to show safe routes and mileages throughout Brush!.

# B. DELIVERY OF PROGRAMS AND SERVICES

#### **Accessibility**

Currently, accessibility at a number of Brush! Parks and Recreation facilities is limited. The City should work to create an ADA Transition Plan and seek to address identified needs as upgrades and renovations are completed. To assist with this process, the Department should ensure that Parks and Recreation staff are involved in any city-wide assessment studies that evaluate accessibility. Staff should also continue to monitor use of and condition of facilities on a regular basis. This could be coincided with annual Colorado Intergovernmental Risk Sharing Agency (CIRSA) assessment findings.

"My disability prevents me from doing a lot of things."

"There is no handicapped parking."

Survey Comments

#### **New Programs are Desired**

As evidenced by findings from public engagement, expanded programs are desired by Brush! residents. Even without the space and/or staff to provide additional services, the Department should determine the feasibility of providing programs and services identified throughout the public process. Programs that the community wants but the City does not currently offer, or could expand upon, are:

- Non-sport opportunities for youth and teens (i.e., dance/music/art programs)
- Fitness and wellness programs for adults
- Summer camp programs for children
- Recreation programs for people with disabilities
- Golf programs for new golfers of all ages

To provide the programs and services which match with the community's expressed needs in expanded youth and adult recreation programming, the Brush! Parks and Recreation Department should expand staffing or find contractual employees for program delivery within the next five years.

#### **Preservation of Rural Character**

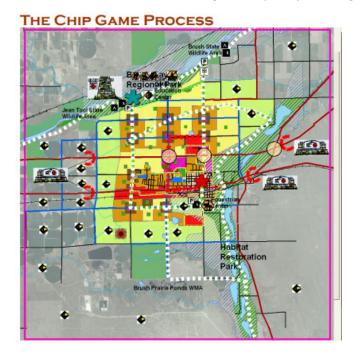
During the 2007 Brush! Comprehensive Plan Update, community members were asked to participate in a "Chip Game." At meeting number one, participants identified development opportunities and constraints and the development of a "Game Board" based on the following geographic drivers for future development:

- Existing Utility Locations (Water and Sewer)
- 2. FEMA 100 Year Floodplain
- 3. Existing Land Use
- 4. Sensitive Wildlife Habitat
- 5. Important Agricultural Lands

Out of this exercise, one relevant land use concept emerged with the Plan:

"The City desires a tight future land use pattern which protects the rural character of Brush! and protects valuable agricultural lands."

Moving forward, the Parks and Recreation can help support the preservation of these valued lands by developing an agricultural preservation program like those seen along the Front Range such as the Longmont Open Space Program.



# C. FACILITIES AND AMENITIES - NOW AND INTO THE FUTURE

### **Engage the Community to Utilize the Golf Course and the Clubhouse**

The golf course is an area that could benefit from additional community usage and support. Recently, the facility has been upgraded with a paved parking area. Engaging the community in programming, facility use, and service delivery is important. Additionally, creating a niche as the unique social experience for both residents and visitors can increase participation and attract visitors to Brush!. The Department should create opportunities for community gatherings, private parties, and a rentable space for business functions the golf course can generate additional revenue over the next three years.

# **Southern Gateway Master Plan Concept**

During the Visioning portion of this Master Plan process, City staff and the GreenPlay team discussed the community expressed need and Level of Service analysis findings that support improvements required over time for components and amenities located at Memorial Park, Municipal Campground, Doty Pond, and Prairie Trails Park. Given the proximity of these popular locations to the City's downtown area it is believed that the development of a Southern Gateway to Brush! would be of economic and level of service benefit to the community.

A Prairie Trails Field Site Plan is already in existence and can be built-upon to incorporate a large-variety of identified community needs and to create a plan for addressing a number of major low-scoring components. An economic feasibility study to determine the impact of having tournament space at this (or other suitable locations) should be conducted and will provide the City with a good understanding of potential problems that could occur if the City pursues the

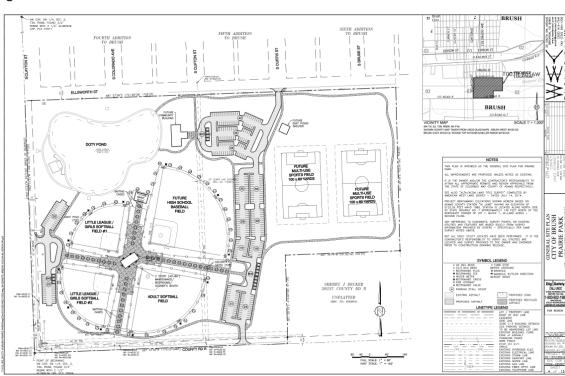


Figure 30: Prairie Trails Fields Site Plan

project, in part or in whole, and determine if, after considering all significant factors, the project is a good idea.

Things to be considered when developing the Southern Gateway Master Plan are high-scoring components like trails as well as relevant trends in recreation such as new playground types (i.e., spraygrounds) and community gardens.

#### **High Demand Components**

The statistically-valid survey asked respondents to rank facilities by importance based on those they felt the city needed to add or improve. These *high demand components* should be considered when new components are added to the system.

The highest priority in Brush! for added, expanded, or improved outdoor activities listed by survey respondents are:

- Adding trails or making trail and pathway connections
- 2. Fitness facilities and programming
- Consider demand for athletic fields and loss of rectangle field access.
- 4. Programming opportunities for youth, adults and seniors

Many of these needs may be addressed by upgrading facilities (i.e., Memorial Park Pool), retrofitting lesser used assets, and by adding components (i.e., trails) that could serve as future program opportunities.

The recommendation is to conduct an economic feasibility study for the development of the Southern Gateway area by 2021 and begin its implementation in 2022.

# D. LEVEL OF SERVICE TO THE COMMUNITY

# Promote the Character and Economy of Brush! through Parks and Recreation

Brush! is poised to take advantage of the many benefits a well-serviced parks and recreation system can provide. Thoughtfully planned enhancements put into place over the next 20 years will position Brush! to be an economically and healthily thriving community that has worked to preserve its small-town character. As described in Section II, the benefits from Parks and Recreation are numerous and would strengthen the health of Brush! residents as well as play a role in supporting the Brush! economy. We recommend that the Department and executive leadership invest in the Brush! community by providing facilities such as ballfields and addressing barriers to participation such as pedestrian barriers like Colorado Avenue.

#### **Provision of Field and Gym Space**

Currently the Department partners with the school district to use ballfield, multi-purpose fields, and gym space. However, space is limited and means some program participants' needs go unmet. As described in Section III and from Community Survey findings, the City has identified needs and opportunities to expand its ability to increase programming to youth and adults alike. To do this, it is recommended that Brush! provide ballfields, multi-purpose fields and gym space at site(s) as determined by assessment of specific needs and outcomes of benefits analysis.

#### **Development of a Brush! Trail System**

#### **Regional Trails**

In the City of Brush!, the process of building a trail system is in its infancy. A future regional connection to Fort Morgan is likely the most obvious.

#### **Park Trails**

Most of the Brush!'s trail system currently exists within developed parks. Many users regularly enjoy existing trails and loop walks within parks. Watrous Park and Prairie Trails Park and Doty Fishing Pond are excellent examples of parks with extensive trails within their boundaries. A few enhancements could make these heavily used pathways even better.

As many users seem focused on exercise the addition of mileage markers along loop walks and internal park trails would be useful. Users could track their distances which might also encourage them to try out other trail opportunities of similar length. As users tend to be intent on getting a workout rather than a leisurely stroll, it might also be worthwhile to consider adding cardio fitness stations at points along the loop or trail as well. We suggest that adding an additional loop that connects amenities at Memorial Park with Prairie Trails Park, Doty Fishing Pond and the dog park could be significant.

#### **City Trails**

With internal park trails established, the next step is to focus on connecting these park assets to each other and to various places within the city. Capitalize on existing opportunities to create strategic off-street and on-street pedestrian and bicycle links between popular recreation locations. Strategies to retrofit developed areas to meet the need for safe routes through town may be based on recommendations in this plan as well as other "complete streets" resources. Priority should be given to developing connections between existing parks, schools, and other community resources. Simple early steps such as creating preferred routes and loops on city sidewalks or low traffic streets has already begun. Continuation and expansion of this should continue.

#### **Community Gardens**

As noted in Section II, there are known social and physical benefits from community gardens. Based on results from the Level of Service Analysis and the City's goal of preserving its agricultural heritage, it is recommended that the City evaluate sites for a community garden.

#### E. FINANCIAL STEWARDSHIP

#### Funding Through the General Fund is Limited

The City of Brush! is considerably smaller than surrounding cities, and therefore has a relatively small general fund. While this is can be expected to increase in the coming years, it still may not provide enough generated revenue to cover the development of all City services. It is appropriate for the Department to determine additional funding strategies to generate dedicated sources of revenue. We recommend the Department continue to track and recognize contributions currently made to various projects and to address needs while considering the feasibility of establishing a dedicated parks foundation to help support future needs.

#### **Cost Recovery Philosophy and Policy**

Currently the Parks and Recreation Department contributes 3 percent of the revenues associated with the General Fund via fees and charges; and, its expenses amount to 12 percent of the General Fund, primarily associated with staff, program delivery, and maintenance of parks and recreation facilities. Revenues are collected from a diversity of recreational athletics for youth and adults, as well as seasonal pool operations and facility reservations. Expenditures exceed revenues in most all categories, and overall, recreation programs are subsidized annually by 40% overall. Community survey responses to a question regarding the level of support for funding indicate that there is room for improvement to the existing fee structure.

Operating under a cost recovery philosophy and communicating it to elected officials and the public, can go a long way toward directing subsidies to the appropriate areas. We recommend pursuing a cost recovery and subsidy allocation philosophy and corresponding policy because it is a key component to maintaining financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Once a cost recovery policy is in place, we recommend that the Department also identify opportunities to fill-in funding gaps with the utilization of tools such as a Sponsorship and Naming Rights Policy. Once established and put into place, it is recommended that the cost recovery philosophy assist Brush! in determining the appropriate level of scholarships to provide to community members.

#### **Alternate Funding Sources and Partnerships**

Currently, there are a number of strong relationships that exist between the Department and non-profit organizations, private operations, and governmental agencies. Examples include the Joslin Needham and Jack Petteys Foundation, Brush! School District RE-2J, and East Morgan County Library District. Examples of future potential partners include Morgan Strong, Kids at their Best, and One Morgan County.

We recommend being strategic with these partnerships so the Department can leverage resources with organizations who have shared goals. Developing a Partnership Plan will allow the Department to identify and prioritize for-profit, non-profit, and governmental entities that are interested in partnering with the City to develop recreational facilities and/or programs. Tracking contributions made to the Department, and thereby, the residents of Brush! is important for the purposes of recognizing impacts and for leveraging future grant opportunities.



# Action Plan, Cost Estimates, and Timeframe

6

The following Action Plan has been developed for the Department through input and analysis of key issues. For the purposes of this action plan four timeframes were used:

- Ongoing The Department is currently taking action, whether it be in planning or currently implementing.
- Short-Term The Department should plan to accomplish the action in 1 3
  years.
- Mid-Term The Department should plan to accomplish the action in 3 5 years.
- Long-Term The Department should plan to accomplish the action in 5 10 years.

Since the priorities of the Department will change and evolve throughout the lifetime of this plan, the following are not ranked in order of importance priority.



# ORGANIZATIONAL, MARKETING AND ADMINISTRATIVE OPPORTUNITIES

Objective 1: Continue to Develop Organizational Efficiencies										
Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete							
<b>1.1.a</b> Improve the operational effectiveness and efficiency of the Department by providing office space that allows for privacy and professional interactions before 2020.	Parks and Recreation Department	<\$40,000	Short-Term							
<b>1.1.b</b> Hire one full-time staff for support with special projects and marketing efforts by 2022	Parks and Recreation Department	\$35,000- \$50,000 plus benefits annually	Mid-Term							
<b>1.1.c.</b> By 2020, utilize a software registration system that improves the customer experience, staff finds easy-to-use, has needed reporting functionality, and allows for easy, well-branded communications with registrants	Parks and Recreation Department	\$75,000- 100,000 initial cost with annual licensing costs	Short-Term							
<b>1.1.d</b> Actively participate in the City's annual budget process for both capital and operations	Parks and Recreation and Finance Departments, City Manager and City Council	Staff Time	Ongoing							
<b>1.1.e</b> Formalize a Volunteer Program by 2020 so that contributions can be tracked for grant and other financial purposes, to explain operational staffing needs, and to recognize volunteers appropriately for their efforts	Parks and Recreation Department	Staff Time	Ongoing							
<b>1.1.f</b> Actively participate in the City's succession planning effort that is currently underway	Parks and Recreation Department and all other City Departments	Staff Time	Short-Term							
<b>1.1.g</b> Continue participation in county-wide effort toward creating a readiness/resilience plan	Parks and Recreation Department and all other City Departments	Staff Time	Mid-Term							

<b>1.1.h</b> Continue support for the Department amongst executive leadership	City Manager and City Council	n/a	Ongoing
<b>1.1.i</b> Develop a Maintenance Plan (include all facilities maintained by the Department) by 2021	Parks & Recreation Department	Staff Time	Short-Term
<b>1.1.j</b> Continue agreements with Morgan County School District for use of field and gym space	Parks and Recreation Department	Staff Time	Ongoing
<b>1.1.k</b> Conduct a golf course operations study at The Course at Petteys Park in 2022	Parks and Recreation Department	Staff time and Consultant; \$40,000	Short-Term

## **Objective 1.2: Continue to Improve Marketing and Communications**

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>1.2.a</b> Continue to print and distribute the department brochure as a stand-alone piece of marketing collateral	Parks and Recreation Department	Volunteer time	Ongoing
<b>1.2.b</b> Using the registration software, analyze and utilize participant information to make better informed marketing decisions beginning in 2021	Parks and Recreation Department	Staff time	Short-Term Followed By Ongoing
<b>1.2.c</b> Create and maintain relationships within represented populations in Brush! to understand existing needs and provide programs and services for diverse existing populations	Parks and Recreation Department	Staff time	Ongoing
<b>1.2.d</b> Develop, and adhere to, a social media policy by 2019	Parks and Recreation and Community Development Departments	Staff time	Short-Term
<b>1.2.e</b> Monitor and assess Facebook Insights and other available social media and online metrics to measure efficacy and modify practices as necessary beginning in 2019	Parks and Recreation Department	Staff time	Ongoing
<b>1.2.f</b> Create a Wayfinding Plan that includes routing and sign standards by 2023	Parks and Recreation and Public Works Departments	\$18,000-22,000	Mid-Term
<b>1.2.f.i</b> Provide wayfinding indicators and signage to show safe routes and mileages by 2025	Parks and Recreation and Public Works Departments	TBD based on plan	Mid-Term

<b>1.2.g</b> Continue to promote The Course at Petteys Park as a community gathering space	Parks and Recreation Department	Staff time	Ongoing
Objective 1.3: Seek Professional Improvemen	t Opportunities		
Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>1.3.a</b> Director of the Department should pursue certification as Certified Professional Recreation Professional by 2021	Parks and Recreation Department		
<b>1.3.b</b> Leverage the Commission for Accreditation of Park and Recreation Agencies (CAPRA) standards to adopt practices that best suit Brush! Parks and Recreation beginning immediately	Parks and Recreation Department		
<b>1.3.c</b> Support the professional development of staff by establishing objections in annual performance goals such as attending industry conferences beginning in 2020	Parks and Recreation Department		

**Objective 1.4: Improve Capacity and Ability for Addressing Maintenance and Other Issues** 

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>1.4.a</b> Develop a Maintenance Plan (include all facilities maintained by the Department) by 2021	Parks & Recreation Department		
<b>1.4.b</b> Annually assess all components (at same time as CIRSA site visits), identify items that need to be repaired, and utilize this list as a reference for maintenance work to be completed each year	Parks & Recreation Department		
<b>1.4.b.i</b> When replacing, repurposing or adding new amenities consider needs assessment, trends and <i>Appendix B</i> "addressing low-scoring components"	Parks & Recreation Department		
<b>1.4.c</b> Provide Public Works with current GIS data for safekeeping and future use once data is received from consultant	Parks & Recreation Department		
<b>1.4.d</b> Create a focused management plan for Municipal Campground by 2022	Parks and Recreation Department and/or Consultant		

## **DELIVERY OF PROGRAMS AND SERVICES**

	Objective 2.1	l: Improve /	Accessibility	at Facilities
I				

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>2.1.</b> a Formalize an Americans with Disabilities Act (ADA) Transition Plan by 2020	Public Works and Parks and Recreation Departments	Staff time	Short-Term
<b>2.1.b</b> Ensure Parks and Recreation staff are involved in any city-wide assessment studies that evaluate accessibility	Public Works and Parks and Recreation Departments	Staff time	Ongoing
<b>2.1.c</b> Continue to monitor use of and condition of facilities beginning immediately	Parks and Recreation Department	Staff time	Ongoing
<b>2.1.d</b> Based on annual CIRSA assessment findings, make accessibility upgrades to facilities as any renovations are made	Parks and Recreation Department	Capital Budget and Operational Maintenance Budget	Mid-Term

**Objective 2.2: Ensure a Variety of Programs and Services that Meet the Community's Needs** 

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>2.2.a</b> Expand use and perception of the golf course as a community-wide amenity through diverse and entry level programming and events by 2020	Head Golf Course Profes- sional and Parks and Recreation Department	Staff time and possible operating budget	Short-Term
<b>2.2.b</b> Expand youth programs by working with alternate service providers such as East Morgan County Library or private contractors to offer non-sport-oriented youth offerings like art, skill-building, and/or dance programs beginning in 2019	Parks and Rec- reation Depart- ment	Staff time and possible operating budget	Short-Term
<b>2.2.c</b> Continue to communicate opportunities for active older adults such as extended trips	Parks and Rec- reation Depart- ment	Staff time	Short-Term

<b>2.2.d</b> Expand upon recreation programs for adults by 2021	Parks and Recreation Department	Staff time and possible operating budget	Short-Term
<b>2.2.e</b> Understand the need and provide services for recreation programs within the community for those experiencing a disability, or partner with alternative service providers, to meet determined needs by 2020	Parks and Recreation Department and Local Service Providers	Staff time and possible operating budget	Short-Term
<b>2.2.f</b> Consider expanding summer camp programs so that a wide-range of ages are provided on a consistent basis beginning in 2019	Parks and Recreation Department	Staff time and possible operating budget	Short-Term

## **Objective 2.3: Preserve the Agricultural and Rural Character of Brush!**

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>2.3.a</b> Develop an agricultural preservation program which actively works at protecting the rural character of Brush! through the acquisition of existing agricultural lands (by fee title, conservation easement or other tools) by 2025	Parks and Recreation Department and City Manager's Office	Staff Time	Long-Term

## FACILITIES AND AMENITIES - NOW AND INTO THE FUTURE

Objective 3.1: Leverage, Utilize, and Improve Existing Facilities to Maximize Community and Economic Benefits

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>3.1.a</b> Conduct a feasibility assessment of Brush! Middle School's existing gymnasium for possible future use for multi-purpose recreation, fitness, gym-use, or childcare/after-school care programming by 2020	Parks and Recreation Department and Consultant	\$35,000-50,000	Short-Term
<b>3.1.b</b> Assess potential economic impact and feasibility of athletic tournaments to inform need for expanded provision of athletic fields (multi-purpose fields and/or ballfields) by 2020	Parks and Recreation and Community Development Departments	Staff and/or Consultant Time	Mid-Term

<b>3.1.c</b> Pursue new opportunities to provide additional recreation locations, facilities and amenities from other entities, including governmental, non-profit, or private, partners or donors as opportunities arise	Parks and Recreation Department and City Manager	Staff Time	Ongoing
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Objective 3.2: Promote Economic Development by Providing Park and Recreation Amenities that Draw People to the City Center

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>3.2.a</b> Create a Southern Gateway Master Plan which includes Memorial Park (including the pool), Municipal Campground, Prairie Trails Park, and Doty Pond by 2021	Parks and Recreation Department with Consultant	\$30,000-40,000	Short-Term
<b>3.2.b</b> Implement the Southern Gateway Master Plan in phases, if necessary, beginning in 2022	Parks and Recreation Department with Contracted Services	TBD and Staff Time	Mid-Term
<b>3.2.b.i</b> Provide 4-plex of baseball fields, 2 multi-purpose (m-p) fields, and appropriate tournament amenities at Prairie Trails Park (or other identified locations) by 2025	Parks and Recreation Department with Contracted Services	\$6,500,000 (\$4,000,000 for 4-plex; \$2,500,000 for 2 m-p fields)	Mid-Term
<b>3.2.b.ii</b> Create an 8-foot, paved loop-trail that connects Prairie Trails Park and Memorial Park, and the dog park by 2027	Parks and Recreation Department with Contracted Services	\$350,000	Mid-Term
<b>3.2.b.iii</b> Redesign Memorial Park Pool so a zero-depth entry is provided, a splash pad is included, and issues related to the age of the facility, such as leaking issues, are eliminated by 2022	Parks and Recreation Department with Contracted Services	\$5,500,000	Mid-Term
<b>3.2.b.iv</b> Implement the management plan for Municipal Campground by 2022	Parks and Recreation Department	Staff Time and TBD	Mid-Term

## LEVEL OF SERVICE TO THE COMMUNITY

Objective 4.1: Provide Facilities that Promote the Character of Brush! and the Economic Goals of the City

Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete
<b>4.1.a.</b> Provide athletic fields at site(s) as determined by assessment of specific needs and outcomes of benefits analysis by 2023	Parks and Recreation Department	Capital Costs – TBD based on site	Mid-Term
<b>4.1.b</b> Evaluate sites for a community garden by 2021	Parks and Recreation Department	Staff Time and \$\$\$ for Construction and Maintenance	Short-Term
<b>4.1.b.i</b> Establish at least one community garden by 2022	Parks and Recreation Department	Staff Time and \$\$\$ for Construction and Maintenance	Short-Term
<b>4.1.c</b> Work with Public Works and other agencies such as Colorado Department of Transportation (CDOT) and BNSF Railroad to address pedestrian barriers where possible beginning in 2023	Parks and Recreation, Public Works, CDOT, BNSF, etc	Staff Time; Capital Costs	Mid-Term
<b>4.1.d</b> Consider walkability and recreational connectivity concepts presented	Parks and Recreation Department	Staff Time	Ongoing

## FINANCIAL STEWARDSHIP

Objective 5.1: Establish a Pathway for Financial Sustainability						
Actions	Primary Responsibility/ Support	Resource/ Budget Impact	Timeframe to Complete			
<b>5.1.a</b> Continue to ensure that contributions from outside donors are formally tracked and recognized appropriately	Parks and Recreation Department	Staff time	Ongoing			
<b>5.1.b</b> Pursue and implement Cost Recovery analysis, philosophy and policy by 2020	Parks and Recreation and Finance Departments, City Manager and City Council	Staff and/ or consultant time; \$20,000 for consulting services	Short-Term			
<b>5.1.b.i</b> Determine the actual and aspirational cost recovery of the department's service categories by 2020	Parks and Recreation and Finance Departments	Staff time	Short-Term			
<b>5.1.c</b> Establish a Sponsorship and Naming Rights Policy by 2020	Parks and Recreation Department, City Manager and City Council	Staff time	Short-Term			
<b>5.2.d</b> Develop a Partnership Plan and Policy by 2020	Parks and Recreation Department and City Manager	Staff time	Short-Term			
<b>5.3.e</b> Develop a formal Scholarship Program by 2019	Parks and Recreation Department	Staff time	Short-Term			
<b>5.3.f</b> Consider establishing a Parks and Recreation Foundation by 2024.	Parks and Recreation Department and City Manager	Staff time	Long-Term			

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## Appendix A: Public Input Summary



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## **Brush! Public Engagement Summary**

Information Gathering is a critical piece to the Master Planning process, especially for a community like Brush! — which places a high value on feedback from residents. This step of the plan lays the foundation for the rest of the project by providing the necessary input from stakeholders and the public. In this step of the project, team members from GreenPlay travelled to Brush!, Colorado, from October 1-3, 2018, to interview key stakeholders, talk with staff and city leadership, and engage residents during a public meeting. In total, GreenPlay met with over 56 people during the week. Most of the meetings were held at the Golf Course, where each participant learned about the Master Plan process before giving their feedback. GreenPlay asked a series of thorough questions and followed the conversation to dive into the details of each group of stakeholders. Below is a summary of the information gathering meetings.

Meeting Type	# of Attendees
Parks and Recreation Staff Meeting	6
Youth Sports and Aquatics Focus Group	11
Tennis, Disc Golf, Golf, Cross County, Ebenezer, Wellness, Trails Focus	8
Group	
Chamber, School District, Athletics	6
City Leadership	5
Public Meeting	14
Total	56

#### The primary questions that were asked included:

- What are the strengths of the Brush!! Parks and Recreation Department?
- What the weaknesses of the Brush!! Parks and Recreation Department?
- What opportunities do you see for the parks and recreation department?
- Who are the key partners and stakeholders in the area?
- Are there any portions of the community that are underserved?

#### Strengths, Weaknesses, and Opportunities

The following summary is an analysis of the public input based on the categories of organization, facilities, and programs. This information was analyzed and shared with all members of the project team to develop the statistically valid survey, and provide insights to potential recommendations of the Master Plan.

## Organization

#### **Organization Strengths**

- <u>Skilled Personnel:</u> The Brush!! Parks and Recreation Department only has 2 Recreation Staff and 3 Maintenance Staff. This small but mighty team is able to handle the demands of the community through strong internal communication, nurturing excellent relationships with city and outside leadership, and by listening to the community.
- <u>Leadership</u>: Supportive city council and city leadership are key to parks and recreation success. Leadership is receptive to new ideas.
- Partners and Relationships: Amiable
  relationships and long-time partnerships with
  school district and others provide strong
  foundation for communication and programs.
  Chamber of Commerce supports businesses and
  partners with parks and recreation department.



Weaknesses

Strengths

They also host events such as Octoberfest, 5k/races, and other events that bring in tourism. Volunteerism allow programs and sports to thrive.

• <u>Financial Support:</u> The Joslin Needham Foundation provides generous support through in-kind donations for specific capital projects. This strong relationship and long-time partnership with the foundation has allowed the Parks and Recreation department to complete community-wide projects that may have taken much longer to complete without this financial assistance.

## **Organization Weaknesses**

- <u>Inefficient Processes:</u> There are several items that cause inefficient processes, including:
  - o The offices for staff are cramped and lack privacy for personnel matters.
  - The current process for renting spaces for events needs to be improved.
  - There is a lack of succession planning for when leaders retire and/or move on from current positions.
  - There is no current documented maintenance plan.
- <u>Financial Tracking:</u> Currently, there is no cost recovery method in place to determine the pricing model of programs and services. In addition, as is common in most agencies, there is competition over the general fund for desired projects and O&M. Capital projects are generally funded through in-kind donations of the Parks and Recreation Foundation. Therefore, there is a lack of documented financial details in regard to the actual cost of capital projects. Concern over the long-term future of this foundation is a priority.
- Marketing & Communication: While communication through school flyers works great for families with school-age children, there is still a need to optimize marketing channels. Advertising for community events is a challenge due to barriers around accessing the website, city calendar, and social media outlets. Communicating changes to programs is also difficult. Finally, as the Hispanic population grows in Brush!! It will be essential to implement best practices through translation to better reach this audience.

• Staff at Capacity: The entire team wears many hats, and they are able to manage the majority of their workload. However, concern about the future of staff capacity is increasing as demand also increases. Particularly in regards to maintenance staff, the team is very skilled, and these skills are valued and utilized beyond the parks and recreation department for other projects. When other departments need parks and rec staff for other projects, it takes away the ability for them to complete the work needed. The workforce is getting older and there is no succession plan in place. In addition, there is a shortage of volunteers for events and programs. Recruiting additional volunteers is necessary to support the core group of residents who offer their time. Finally, it is possible that the staff are underpaid compared to other agencies in the region. This type of discrepancy can cause a lack of motivation and higher turnover.

#### **Organizational Opportunities**

- <u>National & Professional Accreditation:</u> Currently, there is no professional accreditation or
  national recognition for Brush!! Parks and Recreation. Being involved in state and nation
  associations can increase educational and networking opportunities, which can inform best
  practices for Brush!! Two examples that would assist in this objective are to (1) Obtain a
  Certified Parks and Recreation Professional Certification for the parks and recreations staff and
  (2) Know the standard and apply for CAPRA.
- <u>Fee Structure for Programs:</u> Implementing a fee structure in accordance with a cost recovery policy would allow Brush!! Parks and Recreation to maintain financial control and equitable pricing offerings.
- Sponsorship & Naming Rights Policy: The City Council is in charge of these types of agreements, but it would be helpful to have a written document that describes the sponsorship policy. This kind of documentation would serve the parks and recreation department when donors offer financial support for projects.
- Education on Economic Impact: City leadership is aware of the economic impact that recreation programs and facilities have on Brush!, but there is still an opportunity to better educate the rest of the community on those impacts. Whether It be tourism dollars from sports tournaments, or increased home value from parks, completing a study with financial impact of parks and recreation services would help justify future needs of the department.

## **Facilities**

## **Facility Strengths**

- Golf Course: Not only is the golf course considered a strong asset for recreational purposes, but it is also an essential community gathering space. Input suggested that residents really appreciate being able to eat, drink, and socialize at the restaurant. The atmosphere and management staff is welcoming, and the golf course has great programs.
- Parks: The parks and cemeteries are beautiful and well-maintained. The current parks have updated playground equipment and modern amenities. The Disc Golf Course is great for beginners and has a strong volunteer base to help maintain it.



- Skate Park: The Pioneer Skate Park was a recipient of the 2017 Starburst Award.
- <u>Hiking Trails:</u> The current trails are valued and well-used. Many people walk their dog, run, and hike on the trails. There is desire for to build upon the current assets to better serve residents.

#### **Facility Weaknesses**

- Field and Gym Space: There is a lack of soccer and baseball fields in Brush!! The softball fields are being rundown due to overuse. Over 1,000 games are played during the season, so there is no downtime to give the fields rest. The primary need is practice space for soccer, football, baseball, softball and other field sports. In addition, there is a desire for a tournament facility to bring in tourism dollars. Could the undeveloped park land next to the golf course be a solution? Beyond fields, gym/multi-use space is also limited. There is a desire for additional space for basketball, pickleball, and other indoor space for community gatherings. A lack of fitness facilities was also seen as a weakness. Residents have to travel out of town for any type of fitness facility.
- Office Space: There is no privacy for any of the staff in their office. The current set up is an open room with no dividers. The public often visits to ask questions, register for programs, and discuss ideas. This not only inhibits productivity, but it also limits the ability to take care of personnel matters.
- Aging Pool: The pool, while a valued asset of the community, is in desperate need of repair. The pool was built in 1935 and renovated in 1955. There is an urgent need to make the facility ADA Accessibility with, at a minimum, an ADA lift. The pool also has leaks and is losing water which results in additional expenses to maintain and refill the pool. In addition, the locker room has no privacy and is very slippery when wet.
- <u>Campground Management:</u> Currently the campground is home to many transients.

  There is little to no enforcement of homelessness in the parks, and in addition, there is

also no enforcement of camping fees. Currently, they are looking to make a transition to a credit card machine for reservations because the cash system results in lost and/or stolen monies.

## **Facility Opportunities**

- <u>Trail Connectivity:</u> There is desire for safe routes to services in town through additional trails and safe sidewalks. People enjoy walking their dog, biking, and hiking on the current trails, but would like to see the connectivity expand into nearby areas, such as Fort Morgan.
- <u>Splash Pad or Water Amenity:</u> A splash pad would be a way for Brush!! Residents to enjoy a water feature at a park without the expensive maintenance and staff management that is typically required at a pool. This would also be an opportunity to ensure that more people, regardless of their abilities, could access this facility.
- <u>Greater ADA Accessibility:</u> There is an immediate need for ADA accessibility at the pool
  as mandated by Federal Law. In additional, there is desire for greater accessibility to
  trails, sidewalks, and parks.

## **Programs**

## **Program Strengths**

Strong Youth Sports Program: The youth sports program is well-organized and well-led. The program teaches the necessary skills that children need to know as they transition into more competitive high school leagues. It offers a diverse range of programs that appeals to many ages. The communication is strong from parks and recreation staff, and residents feel confident that issues will be addressed when they arise. Finally, it was mentioned that the programs are very affordable; the City offers additional financial assistance if that is an issue.



- Aquatic Program: The swimming lessons are viewed as an incredible asset to the community. Both the entrance fees and the aquatic programs are seen as very affordable. The events at the pool are also a a fun way for the community to celebrate milestones.
- Youth Employment/Development: The parks and recreation department employs many part-time staff to run programs. Many of those staff are emerging youth and young adults. Many residents voiced that the kind of skills that the youth develop from being employed translates into lifelong lessons.

#### **Program Weaknesses**

- <u>Lack of "childcare":</u> Although not necessarily a primary responsibility of parks and recreation, a lack of daycare/childcare in the area was mentioned repeatedly. The underlying desire was a need for more organized, recreational opportunities for young children. Input revealed that perhaps a daycare component in summer camp might be a solution.
- <u>No Tennis Program:</u> Tennis used to be very popular in the area. Currently there is no high school tennis camp, but there is still a desire for organized tennis programs in Brush!!
- <u>Limited Fitness Programs:</u> Currently there is no facility space that is sufficient for fitness programs. Partnerships with other agencies help to bridge the gap.

### **Program Opportunities**

- <u>Programs for Underserved Populations:</u> There is an opportunity to provide programming to the populations of the community that may be underserved including: seniors,
  Hispanic population, people with disabilities, youth that aren't involved in sports, and adults who want to stay active. More information about underserved population can be found in the section below titled "Underserved Populations."
- <u>Unique Cultural Activities:</u> Beyond traditional youth sports, focus group participants
  noted that additional activities related to cultural and/or historical significance would be
  of value to the community. Examples of this may include genealogy programs at the
  cemetery; multigenerational activities that involve seniors and younger populations;
  and dancing classes/events that get the community involved.

## **Key Partners**

- 4-H Extension Office
- American Legion
- Boy Scouts and Girl Scouts
- Brush! Museum
- Buildings by Design (BBD)
- CASE (Center for Arts and Community Engagement)
- Centennial Mental Health
- Chamber of Commerce
- Churches: Platt Valley Baptist / Snyder Bible Church / Riverview Christian School
- Civic Organizations
- Community Early Childhood Education
- Community Foundation
- County Health Department

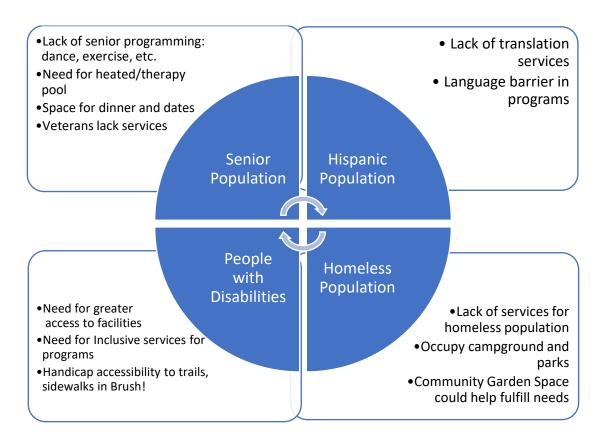
- County Tourism Board
- CrossFit
- Day Care Association: Home Base
- Division of Wildlife
- East Morgan County Hospital
- Ebenezer
- Golf Courses
- Hispanic groups in Fort Morgan
- Human Services
- Joslin Needham Foundation
- Kids at their Best
- Library
- Local Radio Station
- MCC (work/study programs)
- Morgan County
- Morgan County Gold Stars

- Morgan Family Center
- Music program through high schools
- NECALG
- One Morgan County
- Pawnee
- People's Market
- Police Departments

- Rising Up (Homeless Center, Food Pantry)
- Robotics Club in schools
- Rodeo Brush! Association
- Rotary Club
- School District (schools for arts, music, dance)
- Service Clubs

## **Underserved Portions of Community**

A key part to serving the community through parks and recreation services is understanding who is underserved in the area. GreenPlay asked focus groups to identify who might be lacking access to programs and/or facilities in Brush!! Four primary groups emerged, as identified in the table below: Seniors, Hispanics, people with disabilities, and the homeless population. Additional information regarding their potential needs are listed in the bullets next to each category. Some underserved populations, such as the Hispanic population, could be better served by improving communication tactics through translation services. Other groups, such as people with disabilities, need greater access to facilities and trails, in additional to increased inclusivity in programs. Below the diagram is a table that details other programming opportunities to better serve other members of the community.



Residents who recently moved to Brush!!	Youth that aren't involved in Sports:	Adult Population	Residents living on East Side of Brush!!
<ul> <li>Additional information for program info and offerings</li> <li>Incorporate parks and rec benefits in all economic development community</li> </ul>	<ul> <li>Programs offered through library and theater</li> <li>Rise of E-Sports</li> <li>Need for opinions, Teen Advisory Board?</li> </ul>	<ul> <li>Programming Opportunities for golfing, volleyball, softball</li> </ul>	<ul> <li>Lack of Facilities</li> <li>Need for a walking path/greater connectivity</li> </ul>

# Appendix B: GRASP® Methodology



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## **GRASP®** History and Methodology

## A. GRASP® Glossary

Buffer: see catchment area

**Catchment area:** a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment

**Component:** an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing

**Geo-Referenced Amenities Standards Process® (GRASP®):** a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment

**GRASP® Level of service (LOS):** the extent to which a recreation system provides a community access to recreational assets and amenities

**GRASP®-IT audit tool:** an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tool, which has been tested for reliability and validity, has been used to conduct inventories of more than 100 park systems nationwide over the past 16 years.

Low-score component: a component given a GRASP® score of "1" or "0" as it fails to meet expectations

**Lower-service area:** an area of a city that has some GRASP® level of service but falls below the minimum standard threshold for overall level of service

**Modifier:** a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others

No-service area: an area of a city with no GRASP® level of service

**Perspective:** a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how well a community is served by a given set of recreational assets

Radius: see catchment area

**Recreational connectivity:** the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

**Recreational trail:** a soft or hard surface trail intended mostly for leisure and enjoyment of resources. Typically passes through park lands or natural areas and usually falls to parks and recreation professionals for planning and management.

**Service area:** all or part of a catchment area ascribed a particular GRASP® score that reflects level of service provided by a particular recreational asset, a set of assets, or an entire recreation system

Threshold: a minimum level of service standard typically determined based on community expectations

*Trail:* any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users

**Trail network:** a part of a greater trail system within which major barrier crossings have been addressed and all trails are functionally connected by such things as crosswalks, pedestrian underpasses, and/or bridges. Typically separated from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

*Trail system:* all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation

**Transportation trail:** a hard surface trail, such as a city sidewalk, intended mostly for utility in traveling from one place to another in a community or region. Typically runs outside of park lands and is managed by Public Works or another city utility department.

## B. GRASP® Components and Definitions

GRASP® Outdoor Compo	GRASP® Outdoor Component List				
GRASP® Outdoor Component Type	Definition				
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. Specify type in comments.				
Amusement Ride	Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.				
Aquatics, Complex	A facility that has at least one immersion pool and other features intended for aquatic recreation.				
Aquatics, Lap Pool	A man-made basin designed for people to immerse themselves in water and intended for swimming laps.				
Aquatics, Leisure Pool	A man-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero depth entry, slides, and spray features.				
Aquatics, Spray Pad	A water play feature without immersion intended for the purpose of interaction with moving water.				
Aquatics, Therapy Pool	A temperature controlled pool intended for rehabilitation and therapy.				
Basketball Court	Describes a dedicated full sized outdoor court with two goals.				
Basketball, Practice	Describes a basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.				
Batting Cage	A stand-alone facility that has pitching machines and restricted entry.				
Bike Complex	A facility that accommodates various bike skills activities with multiple features or skill areas.				
Bike Course	A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.				
Camping, Defined	<u>Defined</u> campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count. For use only if quantity of sites is available. Use "Camping, Undefined" for other instances.				

Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in informal and/or <u>undefined</u> sites. Receives a quantity of one for each park or other location.
Climbing, Designated	A designated natural or man-made facility provided and/or managed by an agency for the purpose of recreation climbing not limited to childs play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Describes softball and baseball fields of all kinds suitable for organized diamond sport games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Multiple ballfields at a single location suitable for tournaments.
Diamond Field, Practice	Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn't lend itself to organized diamond sport games. Distinguished from open turf by the presence of a backstop.
Disc Golf	Describes a designated area that is used for disc golf.  Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area designated specifically as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or historic features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.
Equestrian Facility	Area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.
Fitness Course	One or more features intended for personal fitness activities. Receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.

Garden, Community	Describes any	garden area tha	at provides	community	members a place to
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have a personal vegetable or flower garden.

Garden, Display Describes any garden area that is designed and maintained to provide a

focal point or destination including a rose garden, fern garden, native plant

garden, wildlife/habitat garden, arboretum, etc.

Golf A course designed and intended for the sport of golf. Counted per 18

holes.

Quantities: 18 hole course = 1; 9 hole course = .5

Golf, Miniature A course designed and intended for use as a multi-hole golf putting game.

Golf, Practice An area designated for golf practice or lessons including driving ranges and

putting greens.

Horseshoe Court A designated area for the game of horseshoes including permanent pits of

regulation length. Quantity counted per court.

Horseshoes Complex Several regulation horseshoe courts in single location suitable for

tournaments.

Ice Hockey Regulation size outdoor rink built specifically for ice hockey games and

practice. General ice skating included in "Winter Sport".

Inline Hockey Regulation size outdoor rink built specifically for in-line hockey games and

practice.

Loop Walk Opportunity to complete a circuit on foot or by non-motorized travel mode.

Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is

present.

Multi-Use Pad A paved area that is painted with games such as hopscotch, 4 square,

tetherball, etc. Often found in school yards. As distinguished from "Games

Court " which is typically single use.

Natural Area Describes an area in a park that contains plants and landforms that are

remnants of or replicate undisturbed native areas of the local ecology. Can

include grasslands, woodlands and wetlands.

Open Turf A grassy area that is not suitable for programmed field sports due to size,

slope, location or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.

Other Active or passive component that does not fall under any other component

definition. Specified in comments.

Passive Node A place that is designed to create a pause or special focus within a park and

includes seating areas, plazas, overlooks, etc. Not intended for

programmed use.

Pickleball Court A designated court designed primarily for pickleball play.

Picnic Ground A designated area with a grouping of picnic tables suitable for organized

picnic activities. Individual picnic tables are accounted for as Comfort and

Convenience modifiers.

Playground, Playground that attracts families from the entire community. Typically has Destination

restrooms and parking on-site. May include special features like a climbing

wall, spray feature, or adventure play.

Playground, Local Playground that is intended to serve the needs of the surrounding

> neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.

Public Art Any art installation on public property. Receives a quantity of one for each

contiguous site.

Rectangular Field

Complex

Several rectangular fields in single location suitable for tournament use.

Rectangular Field, Large Describes a specific field large enough to host one adult rectangular field

> sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180' x 300' (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.

Rectangular Field,

Multiple

Describes an area large enough to host one adult rectangular field sport game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of

rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining

specific to a certain sport that may change with permitted use.

Rectangular Field, Small Describes a specific field too small to host a regulation adult rectangular

> field sport game. Accommodates at least one youth field sport game. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport

that may change with permitted use.

Shelter, Large A shade shelter or pavilion large enough to accommodate a group picnic or

other event for a minimum of 13 seated whether or not benches or picnic

tables are provided. Lack of seating may be addressed in scoring.

Shelter, Small A shade shelter, large enough to accommodate a family picnic or other

event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.

Skate Feature A stand-alone feature primarily for wheel sports such as skateboarding, in-

line skating, etc. May or may not allow free-style biking. May be associated

with a playground but is not part of it. Dedicated bike facilities are

categorized as "Bike Course".

Skate Park An area set aside primarily for wheel sports such as skateboarding, in-line

skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities.

Typically has a variety of concrete or modular features.

Target Range A designated area for practice and/or competitive target activities. Type

specified, such as archery or firearms, in comments.

Tennis Complex Multiple regulation courts in a single location with amenities suitable for

tournament use.

Tennis Court One standard regulation court suitable for recreation and/or competitive

play. Quick Start or other non-standard types specified in comments.

Tennis, Practice Wall A wall intended for practicing tennis.

Track, Athletic A multi-lane, regulation sized running track appropriate for track and field

events.

Trail, Multi-Use A trail, paved or unpaved, that is separated from the road and provides

recreational opportunities or connection to walkers, bikers, roller bladers and equestrian users. Paths that make a circuit within a single site are

"Loop Walks".

Trail, Primitive A trail, unpaved, located within a park or natural area that provides

recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibilty standards.

Trail, Water A river, stream, canal or other waterway used as a trail for floating,

paddling, or other watercraft.

Trailhead	A designated staging area at a trail access point. May include restrooms, an
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information kiosk, parking, drinking water, trash receptacles, seating, etc.

Volleyball Court One full-sized court. May be hard or soft surface, including grass and sand.

May have permanent or portable posts and nets.

Wall Ball Court Walled courts associated with sports such as handball and racquetball.

Type specified in comments.

Water Access,

Developed

A developed water access point. Includes docks, piers, kayak courses, boat ramps, fishing facilites, etc. Specified in comments including quantity for

each unique type.

Water Access, General Measures a user's general ability to access the edge of open water. May

include undeveloped shoreline. Typically receives quantity of one for each

contiguous site.

Water Feature A passive water-based amenity that provides a visual focal point. Includes

fountains and waterfalls.

Water, Open A body of water such as a pond, stream, river, wetland with open water,

lake, or reservoir.

Winter Sport An area designated for a winter sport or activity such as a downhill ski area,

nordic ski area, sledding hill, tobogan run, recreational ice, etc. Type

specified in comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room designed specifically as a performance/lecture space that includes a built-in stage, seating, and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built in secure entry and cabinets, a small toilet, designated outdoor play area, etc. Intended for short-term child watch or half or full day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with commercial kitchen and no waiter services.
Food - Full Service	Staffed food service with commercial kitchen and dining room with waiter services.
Food - Vending	Non-staffed area with vending machines and/or self-service food options.
Gallery/Exhibits	A space intended for display of art, interpretive information, or other type of exhibit.  Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	Active recreation space that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	Kitchen that meets local codes for commercial preparation food services.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A space that can host a variety of activities including events, classes, meetings, banquets, medical or or therapeutic uses, etc. Also includes rooms or areas designated or intended to be used as games rooms, libraries, or lounges. Rooms may be be dividable.

Patio/Outdoor Seating An outdoor space or seating area designed to be used exclusively in

conjunction with an indoor space and primarily accessed through an indoor

space.

Retail/Pro-shop An area for retail sales of sporting equipment, gifts, etc. Typically has direct

access from outdoors and can be secured separately from the rest of a

building or facility.

Sauna/Steam Room A facility with built-in seating and a heat source intended for heat therapy.

May be steam or dry heat.

Specialty Services Any specialty services available at an indoor location.

Specialty Training Any specialty training available at an indoor location.

Includes gymnastics and circuit training.

Weight/Cardio A room or area with weight and cardio equipment, resilient or anti-bacterial

Equipment flooring, adequate ventilation and ceiling heights appropriate for high

intensity workouts.

Woodshop A rooms with wood-working equipment that contains an adequate power

supply and ventilation.

Note: Any component from the outdoor component list may be included as an indoor component

#### C. Inventory Methods and Process

A detailed GIS (Geographic Information System) inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labelled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Each component was evaluated to ensure it was serving its intended function. Any components in need of refurbishment, replacement, or removal were noted.

Site comfort and convenience amenities such as shade, drinking fountains, restrooms, etc., called *modifiers* were also recorded.

The following information was collected during site visits:

- Component type and geo-location
- Component functionality
  - Assessment scoring is based on condition, size, site capacity, and overall quality. The inventory team used the following three tier rating system to evaluate these:
    - 1 = Below Expectations
    - 2 = Meets Expectations
    - 3 = Exceeds Expectations
- Site modifiers
- Site design and ambience
- Site photos
- General comments

#### **Asset Scoring**

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features. The following three tier rating system was used to evaluate these:

- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site that are easily overlooked. Not all parks are created equal and the quality of a user's experience may be determined by their surroundings. For example, the GRASP® system acknowledges the important differences between these identical playground structures:





In addition to scoring components, each park site or indoor facility is assessed for its comfort, convenience, and ambient qualities. This includes the availability amenities such as restrooms, drinking water, shade, scenery, etc. These *modifier* values then serve to enhance or amplify component scores at any given location.

Information collected during the site visit was then compiled. Corrections and comparisons were made in the GIS dataset. The inventory was then sent to members of the project team for additional revisions in an "Inventory Review Packet". This review packet consisted of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

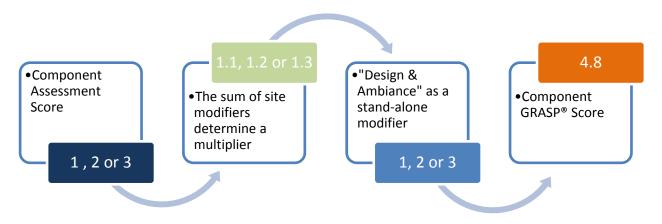
Analysis of the existing parks, open space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

## D. Composite-Values Level of Service Analysis Methodology

Analysis of the existing parks, open space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

#### GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a *GRASP® Score*. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm is used to calculate scoring totals, accounting for both component and modifier scores, for every park and facility in the inventory. The resulting scores reflect the overall value of that site. Scores for each inventory site and its components may be found in the Final Inventory Atlas, a supplemental document.



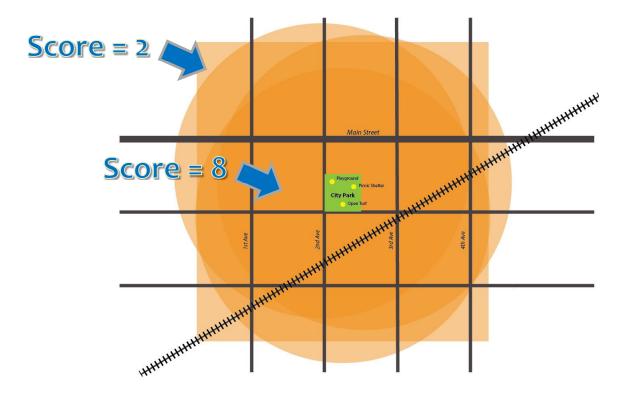
#### **Catchment Areas**

**Catchment areas**, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

#### **Perspectives**

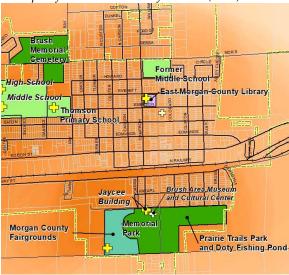
When service areas for multiple components are plotted on a map, a picture emerges that represents the cumulative level of service provided by that set of components in a geographic area.

This example graphic illustrates the GRASP® process assuming all three components and the park boundary itself, are scored a "2". The overlap of their service areas yields higher or lower overall scores for different parts of a study area.



On a map, darker shades result from the overlap of multiple service area and indicate areas served by more and/or higher quality components. For any given spot, there is a GRASP® Value for that reflects cumulative scoring for nearby assets. The following image provides an example.

Example of GRASP® Level of Service (LOS)



#### E. Brief History of Level of Service Analysis

To help standardize parks and recreation planning, universities, agencies and parks and recreation professionals have long been looking for ways to benchmark and provide "national standards" for how much acreage, how many ballfields, pools, playgrounds, etc., a community should have. In 1906 the fledgling "Playground Association of America" called for playground space equal to 30 square feet per child. In the 1970's and early 1980s, the first detailed published works on these topics began emerging (Gold, 1973, Lancaster, 1983). In time "rule of thumb" ratios emerged with 10 acres of parklands per thousand population becoming the most widely accepted norm. Other normative guides also have been cited as "traditional standards," but have been less widely accepted. In 1983, Roger Lancaster compiled a book called, "Recreation, Park and Open Space Standards and Guidelines," that was published by the National Park and Recreation Association (NRPA). In this publication, Mr. Lancaster centered on a recommendation "that a park system, at minimum, be composed of a core system of parklands, with a total of 6.25 to 10.5 acres of developed open space per 1,000 population (Lancaster, 1983, p. 56). The guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as "the NRPA standards," these standards were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible "standards," several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to try and determine what an "average LOS" should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management

processes. The popularly referred to "NRPA standards" for LOS, as such, do not exist. The following table gives some of the more commonly used capacity "standards" today.

Commonly Referenced LOS Capacity "Standards"

commonly ite	rerenced LO3 Capai	•	
Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
<b>Baseball</b> Official	3.0 to 3.85-acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Little League	1.2 acre minimum		
Basketball		¼ to ½ mile	
Youth	2,400 – 3,036 vs.	Usually in school, recreation center or church facility; safe walking or bide	1 per 5,000
High school	5,040 – 7,280 s.f.	access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	
Football	Minimum 1.5 acres	15 – 30-minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile  May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2-acre site	15 – 30-minute travel time  Pools for general community use should be planned for teaching, competitive & recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3% to 5% of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex	¼ to ½ mile  Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bide access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

#### Sources:

- David N. Ammons, Municipal Benchmarks Assessing Local Performance and Establishing Community Standards, 2<sup>nd</sup> Ed., 2002
- Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.
- James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways* Guidelines, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as "norms" for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:

- Does "developed acreage" include golf courses"? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it's an urban land-locked community? What if it's a small town surrounded by open Federal lands?
- What about quality and condition? What if there's a bunch of ballfields, but they haven't been maintained in the last ten years?
- And many other questions....

## F. GRASP® (Geo-Referenced Amenities Standards Program)

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a **composite-values methodology** and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP®** (**Geo-Referenced Amenities Standards Program**). For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including *quality*, *condition*, *location*, *comfort*, *convenience*, and *ambience*.

To do this, parks, trails, recreation, and open space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

- Quality The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some "monkey-bars."
- Condition The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers more service than one that is full of weeds, ruts, and other hazards.
- Location To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

- **Comfort** The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.
- **Convenience** Convenience encourages people to use a component, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.
- Ambience Simple observation will prove that people are drawn to places that "feel" good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below) and the quantity of each component is recorded as well.

The methodology uses comfort, convenience, and ambience as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically, this begins with a decision on "relevant components" for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the **GRASP**® analysis of the study area.

#### G. Making Justifiable Decisions

All data generated from the GRASP® evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

## Walkability

Walkability is an important consideration in recreation these days. Various walkability metrics and methodologies have emerged to assist park and recreation managers and planners in understanding this dynamic. These include:

- Walk score
- Walkability TM
- Walkonomics
- RateMy Street
- Walkability App
- Safe Routes to Parks
- Safe Routes to Play
- Safe Routes to School
- Sidewalk and Walkability Inventory

It is important to take bicycle and public transportation users into account as well as pedestrians. The concept of "complete streets" refers to a built environment that serves various types of users of varying age and ability. Many associations and organizations provide guidance on best practices in developing walkable and bikeable complete streets infrastructure. One such entity, the Association of Pedestrian and Bicycle Professionals (APBP, <a href="www.apbp.org">www.apbp.org</a>) actively promotes complete streets in cities around the country. Another such organization, the National Association of City Transportation Officials (NACTO, <a href="www.nacto.org">www.nacto.org</a>) recently released the *NACTO Urban Street Design Guide* which provides a full understanding of complete streets based on successful strategies employed in various North American cities. This most comprehensive reference on the topic is a valuable resource for all stakeholders involved in city planning and will likely prove to be a critical reference in building the cities of tomorrow.

## **Summary Tables of Assets Inventoried for Level of Service Analysis**

## A. List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components

Map ID	LOCATION	COMPONENT	QUANTITY	<b>GRASP Score</b>	COMMENTS
C062	Former Middle School	Track, Athletic	1	1	Track in poor condition
C063	Former Middle School	Diamond Field, Practice	1	1	Backstop in poor condition
C066	Beaver Valley Elementary School	Rectangular Field, Large	1	1	Turf in poor condition due to lack of irrigation
C067	Beaver Valley Elementary School	Playground, Local	1	1	Pea gravel surfacing
C070	Beaver Valley Elementary School	Open Turf	1	1	Turf in poor condition due to lack of irrigation
C071	Beaver Valley Elementary School	Loop Walk	1	1	Minimal surfacing
C083	Thomson Primary School	Playground, Local	1	1	Limited playground and access
C086	Memorial Park	Aquatics, Leisure Pool	1	1	Pool is dated and in need of repair or replacement

## **Low Scoring Outdoor Modifiers**

Modifiers that scored low have been highlighted in the table below in red. Modifiers that were not present at the time of site visits scored a zero and are highlighted in yellow. This is not meant to imply that all parks and facilities should have all modifiers but rather that the presence of modifiers should be considered as they positively impact user experience.

all modifiers but rather that the presence of	Hiloui	11612.21	iloulu i	be con	sidere	u as ti	iey po	sitively	/ шира	ct usei	expe	ience.			
Location	Design and Ambiance	<b>Drinking Fountains</b>	Seating	BBQ Grills	Dog Waste Stations	Security Lighting	Bike Racks	Restrooms	Shade Trees or Structures	Trail Connections	Park Access	Parkting	Seasonal Plantings	Ornamental Plantings	Picnic Tables
Pettys Garden Park	2	2	2	2	2	2	0	2	2	0	2	3	0	2	2
Morgan County Fairgrounds	2	0	2	0	0	2	0	2	0	0	2	2	0	0	0
Memorial Park	2	0	2	2	2	2	2	2	2	0	2	2	0	0	2
Brush Memorial Cemetery	2	0	2	0	0	2	0	0	2	0	2	2	0	2	0
High School	2	0	2	0	0	2	0	2	0	0	1	2	0	0	0
Beaver Valley Elementary School	2	0	0	0	0	0	2	2	0	0	1	2	0	0	0
Former Middle School	2	0	0	0	0	2	0	2	0	0	2	0	0	0	0
Pioneer Skate Park	2	0	2	2	2	2	0	0	2	2	2	2	0	0	2
Prairie Trails Park and Doty Fishing Por	2	0	2	2	2	0	0	0	2	2	2	2	0	2	2
Thomson Primary School	1	0	2	0	0	2	0	0	2	0	1	2	0	0	2
Sunset Field and Courts	2	0	2	0	0	2	2	2	2	0	2	0	0	0	2
Watrous Park	2	0	2	0	2	0	0	3	1	2	2	0	0	0	2
East Morgan County Library	2	0	3	0	2	2	2	0	3	0	2	2	0	0	2