City of Brentwood

Parks, Trails & Recreation Master Plan Update

Adopted February 26, 2019

RJM DESIGN GROUP

City of Brentwood

Parks, Trails and Recreation Master Plan Update

Adopted February 26, 2019

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Vice Mayor

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Council Member

Johnny Rodriguez
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Prepared by

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Prepared for

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A special thanks to our stakeholders who participated in the planning process:

City of Brentwood Community Members

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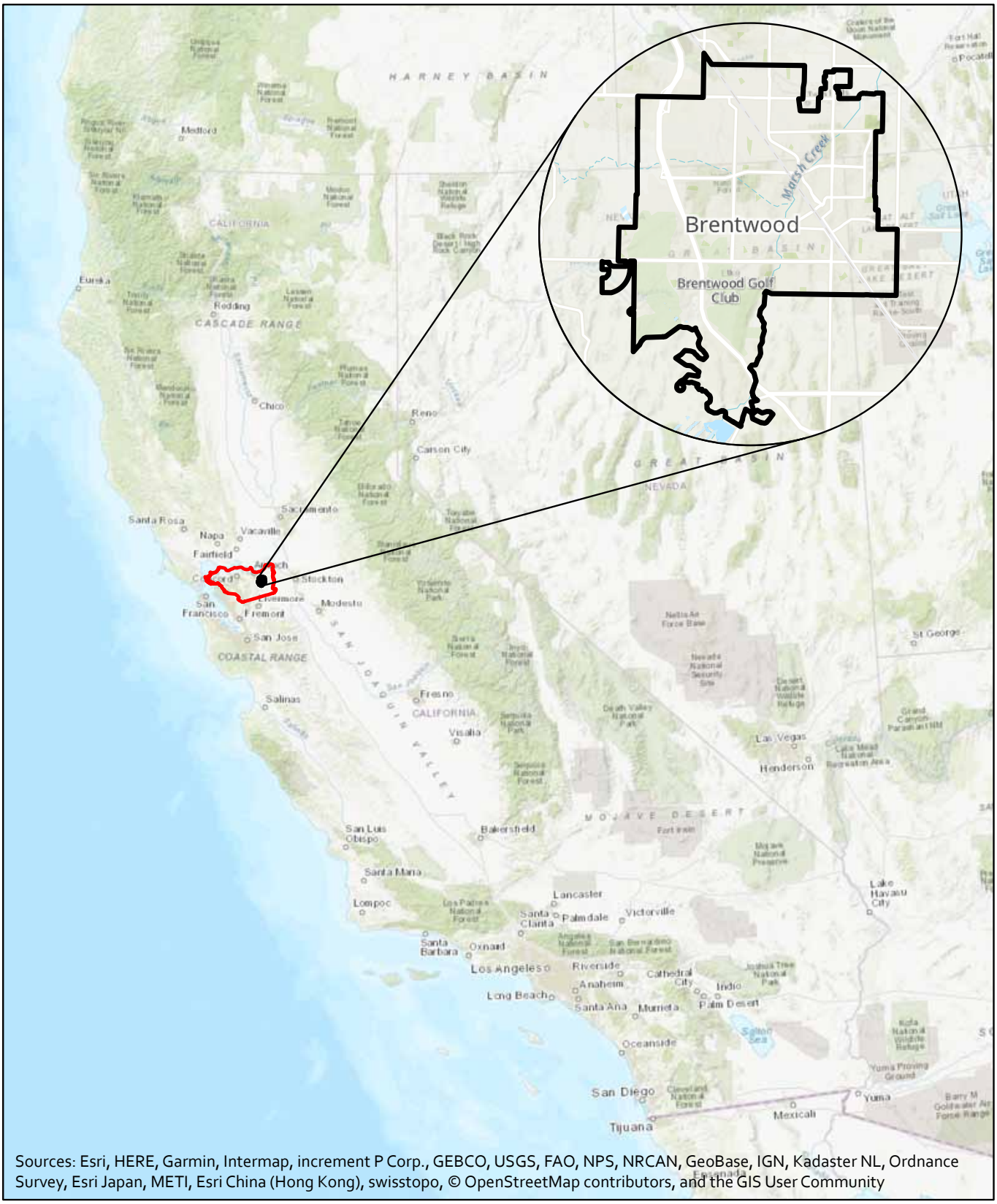
EXECUTIVE SUMMARY

"The Seed Sower"

Exhibit 1A: City of Brentwood, Vicinity Map



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, © OpenStreetMap contributors, and the GIS User Community

City of Brentwood in Contra Costa County, California - Vicinity Map

N

0 75 150 300 Miles

Section ONE: Executive Summary

1. EXECUTIVE SUMMARY

The Brentwood Parks, Trails and Recreation Master Plan Update (referred to as the Master Plan) serves as the guiding document and implementation tool for the management and development of parks and recreation facilities and programs for the city. The Master Plan is part of the defined implementation strategy of the city's 2014 Adopted General Plan. The General Plan identifies the community's vision for the future and provides a framework that guides the decisions on growth, development, and conservation of open space and resources in a manner that is consistent with the quality of life desired by the city's residents and businesses.

The General Plan has outlined the following Guiding Principles for Brentwood for the next two decades:

- Protect Brentwood's family-oriented environment, character, and sense of community,
- Provide a range of high-quality housing options,
- Attract and retain businesses and industries that provide high-quality and high-paying jobs so that residents can live and work in Brentwood,
- Preserve surrounding agricultural lands and the city's agricultural heritage,
- Expand retail-shopping opportunities to provide better local services and increased sales tax revenues,
- Continue to maintain and improve the road network and provide increased transit opportunities,
- Maintain strong fiscal sustainability and continue to provide high quality services.

The General Plan provides a framework that guides policy and decisions on growth, development, community services and facilities, conservation and open space, circulation, economic development, land use and resources in a manner that is consistent with the quality of life desired by the city's residents. The Parks, Trails and Recreation Master Plan articulates the vision for the quality of life of Brentwood residents as it relates to parks, trails and recreation opportunities. It reflects the current needs and desires of Brentwood residents and serves as the specific planning document that can be used to implement the policies and action items outlined in the 2014 General Plan.

The Master Plan Update included a comprehensive needs assessment process to identify and examine Brentwood's unique character and setting. It examined the existing conditions, and also went through a thorough community participation process to define and articulate the community's top facility and program needs. The Master Plan uses this data and provides a series of recommendations and strategies to implement the community's vision and ultimately fulfill the overall guidance of the General Plan.

THE NEEDS ASSESSMENT PROCESS

The Needs Assessment Process, as part of the Update of the Master Plan, commenced with an examination of the characteristics that define the City of Brentwood and an inventory of the existing recreational opportunities and resources available within the community. The inventory and analysis provides the foundational understanding of the community and serves as the starting point from which community members are engaged and their needs are identified. Established methods of community involvement including: stakeholder interviews, community workshops, a sports organization survey, demographics analysis, and an online community survey provide multiple opportunities to engage the community members. These methods also provide multiple measures from which a broad understanding of community issues, recreational facility and program usage patterns, and community needs for parks and recreation facilities are developed. The resulting identified needs, facility usage patterns, recreation standards, and population projections provide the basis for the quantification of facilities required to meet such needs. Facility recommendations are then derived based on community prioritization of needs and finally, general cost for recommendations are also identified.

EXISTING RECREATION RESOURCES

At the time of this report, the City of Brentwood has 237.05 developed acres of parkland, nearly 100 parks and facilities, 19.22 miles of beautiful trails and 63 miles of bike lanes. City parks are currently categorized into three broad categories 1) Pocket Parks, 2) Neighborhood Parks, and 3) Community Parks. These resources contain a variety of recreational opportunities including sports fields, basketball courts, tennis courts, playgrounds, exercise stations, picnic areas, trails, passive recreation areas, community centers, programs, dog parks and a host of other amenities.

COMMUNITY PARTICIPATION

The Master Plan Update process utilizes a variety of methods to gather community information to ensure the process is as inclusive as possible and has the greatest benefit to the community. Information was gathered from residents and stakeholders through a variety of methods including stakeholder interviews, community workshops, a sports organization questionnaire, and an online community survey. Through the combination of all the outreach tools, an estimated 8,400 participants were included in the development of this document.

Stakeholder Interviews: One on one and group stakeholder interviews were conducted with selected individuals to establish an initial impression of relevant issues related to parks and recreation with the City of Brentwood. A total of four interviews were conducted among five individuals.

Focus Groups: Key groups including Community Services, Senior, Youth, and Sports/Trails groups were interviewed in a small tabletop discussion setting. A total of forty-one (41) members across 4 separate groups were interviewed on their views of the current recreation amenities within the city as well as possible changes that the city may benefit in pursuing.

Sports Organization Survey: Fifteen (15) sports organizations (representing over 6,896 players) responded to a questionnaire designed to gather information about organization participation, needs, and facilities used. The survey provides quantitative information on how sports organizations use parks and recreation facilities within the city, and qualitative information that allows for feedback from sports organization representatives on issues and concerns related to facility use and needs.

City of Brentwood Online Survey: Four separate online surveys held during the months of August and October 2017 were conducted and resulted in over 1,400 respondents. The purpose of the survey was to obtain community-wide input on a variety of issues related to the Master Plan Update including parks and recreation satisfaction, park and program use, park access and trail usage, as well as preferred improvements to parks and programs.

Community Workshops: Three community workshops were held during the months of August, September, and October 2017 resulting in approximately seventy five (75) participants overall. Each workshop had a separate goal and topic. Workshop #1 focused on community character and issues; Workshop #2 involved sports specific topics; and Workshop #3 focused on community feedback and prioritization. Some of the questions addressed through the community participation events include:

How Many Fields, Courts, and other Recreation Elements Does the City Need?

Knowing "how much" and "how often" residents use parks and recreation facilities and the specific types of recreational activities in which they participate, is essential to establishing the type and number of facilities in which to plan. Some of the most important information collected during the process highlights how Brentwood residents actually participate in parks and recreation activities. Information from the online survey and community workshops, along with the usage data from the sports organization survey, provide the basis for calculations which quantify how many parks and recreation facilities are actually needed by the community. The facility needs and demands can be found in Section 3.2 Facilities Analysis Calculations (FACs).

Are Neighborhood Parks Conveniently and Appropriately Distributed throughout the City?

In addition to providing appropriate quantities and types of recreation facilities, the location and accessibility of facilities influences how they will be utilized by the community. The City of Brentwood strives to provide access to parks and recreation facilities to all members of the community through a world class trail network. The Service Gap Analysis analyzes the distribution of parks within the city, and their accessibility to residents through these multi modal transportation networks.

What Are the Top Priority Facility and Program Needs for Brentwood?

Utilizing a variety of methods and tools of community engagement and analysis provides the greatest amount of feedback and ensures that the Master Plan Update is as inclusive as possible. The Facility Needs Summary illustrated in Section Three: Outreach/Needs Assessment combines these methods together and highlights the specific facilities identified by each process as being needed by the community, and provides a means for prioritization. Top priority facility and program needs for the city include:

Top Facility Needs	Top Program Needs
Restrooms	Senior Programming
Shade from Trees or Structures	Evening Adult Programming
Trail Expansion and Improvements for Safety, Signage, Markers and Maps	Outdoor Education & Recreation Programming
Pickleball Courts / Pickleball Complex	Arts & Enrichment Programming
Sports Complex & Additional Soccer and Ball Fields	Active Sports & Fitness Programming
Swimming Pool - Competitive & Recreation Pool	
Indoor Gymnasium / Sports Center	

RECOMMENDATIONS

Detailed and specific facility and program recommendations are identified throughout Section 2: Research and also in Section 4.

The recommendations take the approach that continued parks and recreation facility planning & development will be necessary to satisfy current and future recreation needs. It is intended that the city pursue the satisfaction of recreation facility needs using the below key strategies and improvements:

- Long term future community park planning
- Park / facility specific recommendations
- City-wide trail recommendations
- Operation and implementation with funding mechanisms

With the above outlined recommendation elements there is an assumption the city will continue to work with the community to balance future recreation trends and demand needs over time ensuring this document continues to be a living representation of the community's voice.

Long Term Future Community Park Planning

Based on identified needs and best practices we recommend the following amenities in the development of Sand Creek Sports Park:

- Work with Contra Costa County Flood Control District and the Water Conservation District to incorporate the flood control basin into the design and use of the park
- Ball field
- Soccer fields
- Open field space for community and temporary programming events
- Trail connection and support services
- Restroom/Concession building
- Playgrounds (2-5 and 5-12 years)
- Shade and picnic tables
- Exercise stations (par course)
- Community garden

Based on identified needs and best practices we recommend the following amenities in the development of a recreation facility:

- Multi-generational community center
- Therapy pool
- Performing arts
- Trail connection and support

Park / Facility Specific Recommendations

Currently, funding for capital improvements, renovations, and additions to park and recreation facilities in the City of Brentwood comes from both General Fund and non-General Fund sources such as developer impact fees, landscape districts, and grants. Currently the city budgets capital projects each fiscal year.

For Fiscal Year 2017/18, several projects were completed. These were:

Creekside Park Playground Replacement	$350,000
Sport Court Lighting at Creekside Park	$100,000

For Fiscal Year 2018/19, projects already in progress or scheduled to begin:

Aquatic Complex Mechanical Room Improvements	$350,000
Aquatic Complex Pool Plastering	$350,000
Garin Park Playground Replacement	$300,000
Loma Vista Playground Replacement	$300,000
McClarren Park Improvements Phase II	$350,000
Parks, Trails and Recreation Master Plan Update	$150,000
Sport Court Lighting at Balfour-Guthrie Park	$170,000

Proposed unfunded projects for future years include:

Aquatic Complex Locker Room Remodeling	$400,000
Aquatic Complex Pool Decking	$400,000
Aquatic Complex Slide Replacement	$300,000
Aquatic Complex Water Play Structures Replacement	$300,000
CCWD Trail	$161,283
Homecoming Park Playground Replacement	$300,000
Miwok Park Playground Replacement	$200,000
Sunset Field Natural Turf Improvement	$300,000
Sunset Park Playground Replacement	$300,000
Walnut Park Playground Replacement	$300,000
Windsor Way Park Playground Replacement	$150,000

City-Wide Trail Recommendations

The City of Brentwood is fortunate to be situated in an area with several Regional Trails running through the city that connect with destinations outside of the city. While the city itself has a relatively expansive city trail system, there are many small gaps in existing trails, and areas of the city with incomplete trail facilities that make off-street trail circulation challenging for trail users. Exhibit 4.3 on Page 121 shows the existing trails and the existing segments that need completion, as well as new trails necessary in the future to complete the city's trail network within the current city limits.

While some new trails and segments will be completed with new development in the future, the city will need to work in coordination with existing land owners and special districts such as EBMUD, CCWD, ECCID, CCCFCD and UPRR to enter into joint use agreements and/or maintenance agreements to complete some segments and open them to the public. In most cases, the city will need to identify funding sources to construct the necessary improvements for these trail segments.

Operation and Implementation Plan

The cornerstone of the success of the Parks, Trails, and Recreation Master Plan is Brentwood's ability to secure stable funding for the development and operation of parks, recreation facilities, and programs. Two major cost centers require funding in order to implement the Master Plan. One is capital costs which includes: potential acquisition and development of new park lands and facilities, and renovation of existing park and recreation facilities. The second major cost center is to develop long-term sustainable resources for operations and maintenance of existing and new facilities. Several sources are identified to address potential funding sources for both cost centers.

Palomino
Park
BRENTWOOD

Group discussion during Community Input Process.

RESEARCH

Veterans Park Universally Accessible Playground

Section TWO: Research

A substantial piece of the Parks and Recreation Master Planning process is taking a thorough assessment of the existing conditions that make up the scope of Parks and Recreation services provided by the City of Brentwood. As part of this process all areas were reviewed and analyzed and measured against best practices and industry standards. Overall it has been observed that Brentwood has exceptional programs, parks, services and facilities that consistently show high levels of service. This section provides a summary of current services and provides analysis along with recommendations for each service area. By following this section Brentwood will continue to ensure a high standard of service delivery and in addition can use the recommendations to expand on its pursuit for excellence in providing outstanding parks, facilities and programs to the residents of Brentwood for years to come.

2.1 Existing Conditions

Park and Recreation facilities within the City of Brentwood were found to be exceptionally well maintained in clean and safe conditions. Deferred maintenance needs were not found within park structures, facilities, irrigation systems, and buildings. As of 2018, Brentwood has 237.05 developed acres of parkland, nearly 100 parks and facilities, 19.22 miles of beautiful trails and 63 miles of bike lanes.

Based on observations and discussions with staff, it appears that the level of maintenance is currently in Mode 1, a maintenance category established by the National Recreation and Park Association (NRPA) which is considered an above average operating standard for municipal parks and recreation systems the size of the City of Brentwood. While Brentwood's level of maintenance is at a very high standard, the park system will over time, show signs of an aging infrastructure and need for ongoing capital upgrades. Additionally, the city is faced with a continued growing population and a demand for new and upgraded park facilities, especially sport facilities. Foremost among these new demands include the Vineyard Event Center and Sand Creek Park.

The NRPA standards are thru CAPRA—Commission for Accreditation of Park and Recreation Agencies (CAPRA)

MODE I

- State of the art maintenance applied to a high quality diverse landscape.

MODE II

- High level maintenance associated with well-developed park areas with reasonably high visitation.

MODE III

- Moderate level maintenance-associated with agencies that, because of budget restrictions, are unable to maintain at a high level.

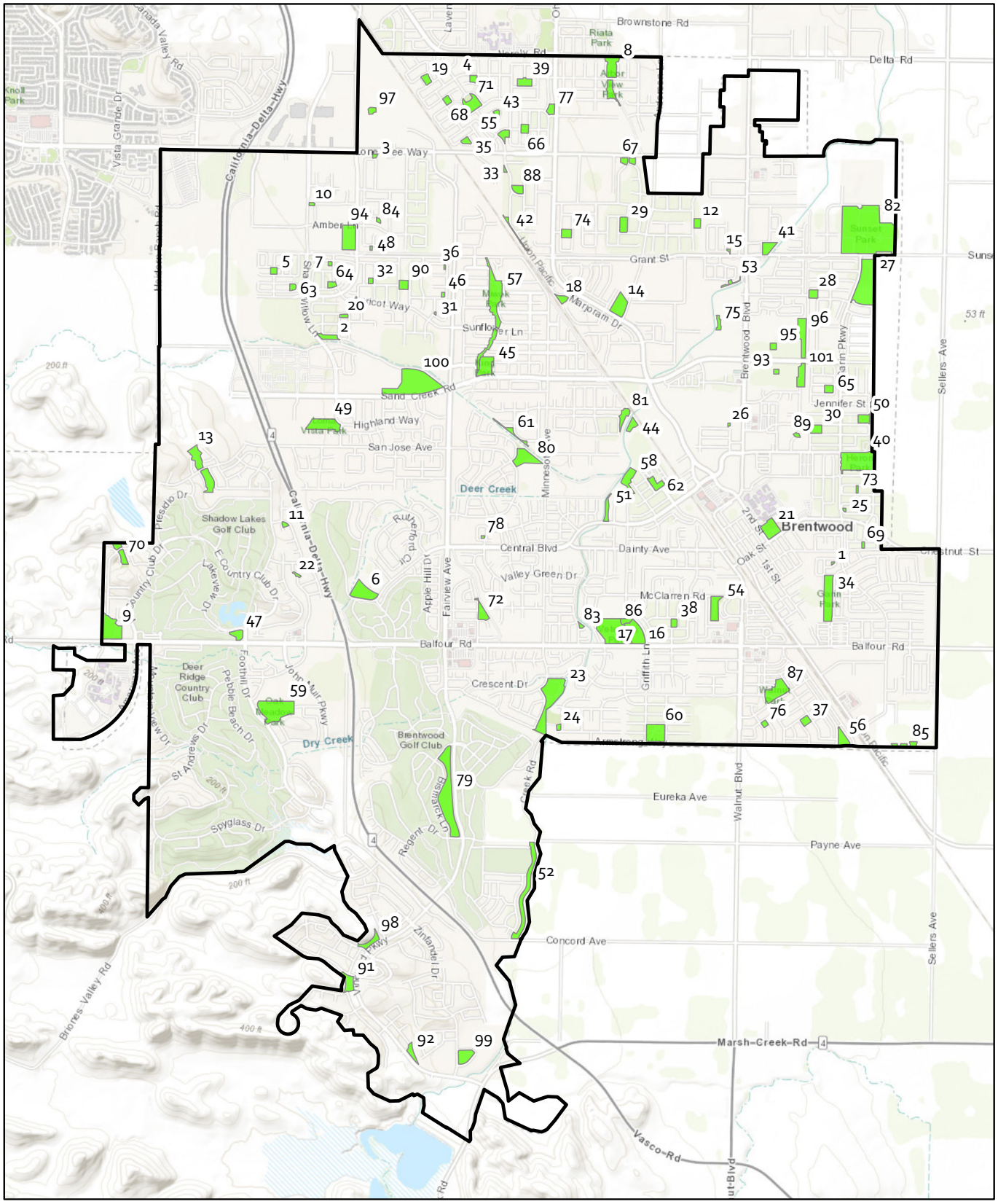
MODE IV

- Moderately low level of maintenance.

The Parks and Recreation Department is organized around three components:

- Recreation—Youth Commission, Arts Commission, Brentwood Neighborhood Committee, Aquatic Complex, Community Center, Senior Center, Special Events, Special Classes, Public Art, and Youth and Adult Sports Programs.
- Park Maintenance—Park and Recreation Commission, Landscape, Irrigation Control, Play Structures, Weed Abatement, Park Planning, and Tree Inventory.
- Administration—Park and Recreation Administration.

Exhibit 2.1 A: City of Brentwood Parks



N

City of Brentwood Parks

0 0.5 1 2 Miles

Exhibit 2.1 B: City of Brentwood Parks Index

Existing Parks

- 1. Almanor Park
- 2. Almond Park
- 3. Amber Park
- 4. Anastasia Park
- 5. Appaloosa Park
- 6. Apple Hill Park
- 7. Apricot Park
- 8. Arbor View Park
- 9. Balfour-Guthrie Park
- 10. Bella Fiore Park
- 11. Berkshire Park
- 12. Big Basin Park
- 13. Black Gold Park
- 14. Blue Goose Park
- 15. Bosk Pocket Park
- 16. Brentwood Family Aquatic Complex
- 17. Brentwood Skate Park
- 18. Caboose Park
- 19. Celeste Park
- 20. Cherry Park
- 21. City Park
- 22. Cortona Park
- 23. Creekside Park
- 24. Creekside Trailhead Park
- 25. Crocket Pocket Park
- 26. Curtis Park
- 27. Dakota Park
- 28. Daytona Park
- 29. Dolphin Park
- 30. Egret Park
- 31. Fiorita Pocket Park
- 32. Fruitwood Park
- 33. Gann Street Pocket Park
- 34. Garin Park
- 35. Gemini Park
- 36. Giotto Pocket Park
- 37. Glory Park
- 38. Golden Poppy Park
- 39. Granville Green Park
- 40. Heron Park
- 41. Homecoming Park
- 42. Iron Horse Trailhead
- 43. Kaleidoscope Park
- 44. Kestrel Park
- 45. King Park
- 46. La Pergola Pocket Park
- 47. Lake Park
- 48. Lexington Park
- 49. Loma Vista Park
- 50. Mallard Park
- 51. Marsh Creek Staging Area
- 52. Marsh Creek Trailhead Park
- 53. Marsh Creek Vista Park
- 54. McClarren Park
- 55. Medallion Park
- 56. Mission Grove Park
- 57. Miwok Park/Trail
- 58. Monarch Park
- 59. Oak Meadow Park
- 60. Orchard Park
- 61. Outrigger Circle Pocket Park
- 62. Palmilla Park
- 63. Palomino Park
- 64. Peach Park
- 65. Pelican Park
- 66. Pistachio Park
- 67. Portofino Park
- 68. Rainbows End Park
- 69. Rice Pocket Park
- 70. Rolling Hills Park
- 71. Rose Garden Park
- 72. Sage Glen Park
- 73. Sawyer Pocket Park
- 74. Seedling Park
- 75. Sparrow Park
- 76. Spirit Park
- 77. Steeplechase Park
- 78. Stonehaven Park
- 79. Summerset Commons Park
- 80. Summerwood Park
- 81. Sungold Park
- 82. Sunset Park Athletic Complex
- 83. Sweetgrass Pocket Park
- 84. Topaz Park
- 85. Tulare Park
- 86. Veterans Park
- 87. Walnut Park
- 88. Wheatfield Park
- 89. Windsor Way Park
- 90. Yukot Park

Future Parks

- 91. Alta Park
- 92. Aspen Park
- 93. Dragonfly Park
- 94. Empire Park
- 95. Hummingbird Park
- 96. Live Oak Park
- 97. Meadowhawk Park
- 98. Monte Rosa Park
- 99. Pioneer Park
- 100. Sand Creek Sports Park
- 101. Sycamore Park

Since 2014, the City of Brentwood has added several facilities associated with new development including:

- Daytona Park—1.22 Acres
- Pistachio Park—1.07 Acres
- Egret Park—1.54 Acres
- Lexington Park—0.16 Acres
- Dakota Park—4.70 Acres
- Prewett Ranch Trail—1.20 Miles
- Kestrel Park—1.26 Acres
- Monarch Park—2.29 Acres
- Golden Poppy Park—0.79 Acres
- Sparrow Park—0.63 Acres
- Caboose Park Trail extension—0.25 Miles
- Barrington Trail, Dakota Trail, and Mokelumne Trail segments—1.70 Miles

Sparrow Park

Pistachio Park

Currently several parks are under design and/or construction:

- Alta Park—2.76 Acres
- Aspen Park—1.26 Acres
- Dragonfly Park—0.56 Acres
- Hummingbird Park—0.63 Acres
- Live Oak Park—2.38 Acres
- Meadowhawk Park—0.73 Acres
- Monte Rosa Park—1.76 Acres
- Pioneer Park—2.79 Acres
- Sycamore Park—1.42 Acres
- Tulare Park—1.44 Acres

Monarch Park

Since Fiscal Year 14/15, the Parks and Recreation budget has shown modest increases. Exhibit 1.1.1-A displays actual expenditures for fiscal years 2014/15 through 2017/18.

The Department's budget is broken into fourteen (14) areas:

Division	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual
Administration	$1,744,906	$1,835,363	$1,981,101	$2,215,945
City Pool	$775,929	$800,593	$840,344	$887,756
Park & Rec. Commission	$6,746	$6,720	$7,356	$7,666
Youth Commission	$1,462	$893	$1,461	$1,328
Arts Commission	$289	$443	$586	$544
Community Center	$520,890	$519,434	$618,677	$655,274
Senior Programs	$217,844	$205,823	$209,974	$235,636
Brentwood Senior Activity Center	$218,530	$227,362	$277,617	$287,353
Sports Programs	$263,484	$247,509	$284,750	$262,124
Recreation Programs	$257,230	$278,617	$346,634	$343,849
Roadway Landscape	$1,015,430	$969,342	$1,007,669	$1,362,786
Lighting and Landscape Assessment Districts	$5,563,151	$6,420,545	$6,736,070	$7,198,793
Park Assessment District Citywide	$2,735,745	$2,798,189	$2,924,859	$2,993,777
Facilities	$800,894	$740,769	$945,670	$1,029,250
Total	$14,122,530	$15,051,602	$16,182,768	$17,482,081

Overall, the current level of resources allocated for park maintenance, while increasing over the past two years, is adequate to fully fund both operation/maintenance, and long-term capital upgrades and development. While this is a positive for the city, the desire for new park and recreation facility development such as the Vineyard Event Center and Sand Creek Park will place demands for new funding and/or funding sources.

Over the past several years, the city has completed several park projects and received a number of grants. This includes:

- 2016: East Bay Regional Park District Measure WW Funds
  - Trail Connection and Landscape
  - Sport Court Lighting
  - City-Wide Park Shade Improvements Phase II

For Fiscal Year 2017/18, several projects were completed. These were:

- Creekside Park Playground Replacement $350,000
- Sport Court Lighting at Creekside Park $100,000

For Fiscal Year 2018/19, projects already in progress or scheduled to begin:

- Aquatic Complex Mechanical Room Improvements $350,000
- Aquatic Complex Pool Plastering $350,000
- Garin Park Playground Replacement $300,000
- Loma Vista Playground Replacement $300,000
- McClarren Park Improvements Phase II $350,000
- Parks, Trails and Recreation Master Plan Update $150,000
- Sport Court Lighting at Balfour-Guthrie Park $170,000

Proposed unfunded projects for future years include:

- Aquatic Complex Locker Room Remodeling $400,000
- Aquatic Complex Pool Decking $400,000
- Aquatic Complex Slide Replacement $300,000
- Aquatic Complex Water Play Structures Replacement $300,000
- CCWD Trail $161,283
- Homecoming Park Playground Replacement $300,000
- Miwok Park Playground Replacement $200,000
- Sunset Field Natural Turf Improvement $300,000
- Sunset Park Playground Replacement $300,000
- Walnut Park Playground Replacement $300,000
- Windsor Way Park Playground Replacement $150,000

The city is doing a remarkable job in the maintenance of park and recreation facilities. Brentwood may be faced with challenges over the next few years, including future upgrades to existing infrastructure, changing demographics, new recreational trends, and increased demand for additional sports fields to meet current and emerging recreational activities. Despite these challenges and ongoing fiscal constraints that continue to face governments today, there is the opportunity to further improve on the level of park maintenance and recreation services by modernizing and improving current practices and procedures. While the city has park maintenance standards and practices in place, these standards, with continued upgrades, modifications, and improvements, will solidify the foundation for continued enhanced operations and maintenance practices.

Recommendations

The City of Brentwood should continue to implement, develop, and refine the following:

- A lifecycle maintenance plan for buildings and park amenities. This should be built into daily operations, yearly capital improvement plans, and budgetary requests to maximize the value and useful life of these assets.
- While the city conducts soil testing at Sunset Park Athletic Complex, a soil management plan should be developed especially at those irrigated with non potable water including regular soil testing in order to avoid issues with plant dieback, high salt build up from the use of treated water, and sparse or soggy turf conditions. The plan should include at a minimum:
  - Soil type and texture
  - Infiltration rate
  - pH
  - Soluble salts and sodium
  - Identification of limiting soil characteristics
  - Planned soil management actions to remediate limiting soil characteristics
- A volunteer park adoption/maintenance program such that it includes training for the volunteers as Park Stewards. The program could include regular fix up/clean-up days and enlist the help of community organizations such as scouts, park users, sports clubs, etc. to maintain and enhance various elements of the park system.
- Evaluate opportunities to "naturalize" many existing facilities including the elimination of turf in areas of little public use and development of native demonstration gardens.
- The city already has moved towards upgrading the city's park and sports field lighting to energy efficient LED lights. Compared to the current standard high pressure sodium lights currently used in many park systems, which last six years, LEDs not only reduce energy consumption but can last up to 20 years before needing replacement, potentially producing up to an 80 percent savings on maintenance. Estimated annual utility savings can result in project payback in 3 to 11 years.

- If the city moves in the direction of installing synthetic fields, they should first establish policies appropriate for the installation and management of synthetic playing fields including:
  - Synthetic fields should be installed only at facilities which also have lights for night-time play.
  - Synthetic fields should be budgeted as a fixed asset and fully depreciated over the life of the "carpet."
  - A policy that states synthetic fields will be open for play except under extreme weather conditions.
- Where appropriate, continue to expand the "Yellow Swing Program" for those with disabilities, as seen at city park's playground, to additional neighborhood and community parks. The Yellow Swing is a swing seat designed to help meet the American Disabilities Act guidelines for playground equipment in public applications. Many Brentwood parks feature a "yellow swing."
- Establish an Estimated Annual Water Use (EAWU) for various hydrozones such as turf, sports fields and shrub beds.
- Explore the possibility of developing a Community Garden program to provide opportunities for city residents to participate in the program. Many underutilized areas of parks could be potential sites for a Community Garden.
- Continue to evaluate and refine the park maintenance standards. Examples of what this should include are:
  - Established park maintenance standards and frequency rates and tracking over several years
  - Establish and track the cost per acre for each park and park type and tracking over several years
- The city should expand their sustainability efforts with the development of a formalized Sustainable Performance System. Many of the components of such a system are already in place but an entire program should include:
  - Native Plant Policy—Defined by ecoregion such as California Coastal, Mexico border to San Francisco
  - Coordinate with local utilities to explore partnerships in the development of renewable energy sources within park sites.
  - Recycling program
  - Green waste composting
  - Demonstration gardens
  - Use of alternative energy sources
  - Integrated Pest Management Program reflective of consistently changing needs of an urban park system
  - Habitat development beyond mitigation sites
  - Community Gardens
  - Public education and outreach

2.2 Park and Recreation Facilities Analysis and Assessment

Mallard Park

The following is an assessment of current maintenance conditions at existing park and recreation facilities within the City of Brentwood. It details possible changes in maintenance and operations standards, practices, procedures, and the recommended development of a Sustainability Performance System. Each type of facility and area will be addressed separately in the report with supporting photos, as appropriate, and comments. This assessment and accompanying recommendations are based on the following:

- June and July 2017 tours of parks and recreation facilities within the City of Brentwood guided by Parks and Recreation personnel and by the author.
- Interviews and communications with Parks and Recreation personnel.
- Review of standards, policies and procedures as provided by personnel from the Parks and Recreation Department.

The objective and outcome of the park site assessment and maintenance assessment were to evaluate, assess, and make recommendations on the maintenance operations of the City of Brentwood as part of the Master Plan process. Further, recommendations are included for sustainability practices for both new and rehabilitation projects, including ongoing sustainable operation and maintenance practices. Several of the following areas of maintenance operations were assessed:

- Maintenance standards
- Asset management of city parks and recreation facilities
- Budget availability to meet desired outcomes
- Staffing levels to achieve desired outcomes
- Contract management of park elements
- Facility management
- Cost of services
- Data management
- Performance measures

Existing Conditions and Recommendations

Facility Inventory Summary

The city currently categorizes parks into three (3) broad categories: Pocket Parks, Neighborhood Parks, and Community Parks. A current breakdown of acreage for the park and recreation facilities is:

Park Type	Acres
Pocket Parks	3.27
Neighborhood Parks	110.39
Community Parks	123.39
Sub-Total:	237.05
Future Neighborhood Parks	11.50
Future Community Parks	22.62
Total Current Acreage:	271.17

Recommendations

The city should fully define a Master Plan classification system of parks to further detail uses and acceptable features of each type of park facility. This classification is largely based on park size, but also considers location and accessibility and refers to the park land itself.

The three (3) recommended classification definitions are:

- *Pocket Park*—generally very small in size and serving only the immediate neighborhood. Pocket parks are frequently created on a single vacant building lot or on small, irregular pieces of land and are generally less than ½ acre in size. These areas provide a landscaped respite from neighborhoods and often offer places to sit. The parks contain limited assets such as a bench, picnic table, and/or a drinking fountain.
- *Neighborhood Park*—typically these parks serve the surrounding neighborhood for multiple uses. Park development may include play areas, small fields, benches, picnic tables, and improved paths but do not include restroom facilities. Geographic range of users is generally up to one-half-mile as the crow flies.
- *Community Park*—meets the recreational needs of several neighborhoods and may also preserve unique landscapes and open spaces. These parks serve multiple uses and provide recreational facilities and accommodate group activities not provided in neighborhood parks. Community park sites should be accessible by arterial and/or collector streets. The parks may include a restroom facility based on the nature of the recreation facility or amenity in the park. Geographic range of users is up to 3 miles or city-wide if park contains a recreation facility.

Within these defined classifications of park land, further refinements to the classification can be made as follows to more specifically describe the use, amenity, facility, or grouping of those, prominently featured in a given park. These two (2) groups of refinements will be referred to as Special Use Park Facilities and Recreation Facilities:

- *Special Use Park Facilities*—These facilities can be located in any of the three (3) park classifications and is intended to be a park amenity or facility that describes special circumstances or unique site characteristics such as trailheads, staging areas, trails, open spaces, water play features, dog parks etc. outside of common city park uses.
- *Recreation Facilities*—These facilities are primarily meant to serve the entire city and can be located within a Community Park or could be stand alone. These facilities include community centers, sports complexes and skate parks.

In addition to these city facilities, joint use facilities also serve the city's parks and recreation needs. Joint use facilities include defined facilities as part of the local school districts. These facilities supplement the city's parks and recreation facilities and are available for community use outside of school district hours of operation. Joint use opportunities can also exist with other public agencies including the Contra Costa County Flood Control, East Bay Municipal Utility District and East Contra Costa Irrigation District.

Park Grounds

The park tours were completed in June and July 2017, during a time of the year with extremely hot, dry conditions. Turf areas were in an active growth period. The following are significant findings regarding the condition of park grounds and turf areas with recommendations for improving conditions where appropriate.

The majority of the parks are irrigated with non-potable water. Most non-potable water from urban areas is slightly saline. High salt concentrations reduce water uptake in plants by lowering the osmotic potential of the soil. Plants differ in their sensitivity to salt levels so the salinity of the particular non-potable water source should be measured so that appropriate species and/or application rates can be selected. Despite the watering with non-potable water, turf and other plantings showed no evidence of high salt concentrations.

Most sports fields and open turf areas were in good condition with thick growth mass and generally limited invasion of broadleafs. Gopher issues were not present within the park system.

Soil compaction was not evident at the parks as regular turf aeration occurs throughout the park system.

Shrub beds for the most part appeared to be exceptionally well maintained and weeded.

Nearly nine years ago the city started utilizing a computerized maintenance management system called "Maintenance Connection". This system assigns each work request to

individual staff, and when called in by a resident, sends an automatic email response to the customer letting them know they received the work order. For Fiscal Year 16/17 the city processed 2,995 work orders.

As a whole, park grounds were free of litter and graffiti with obvious signs of maintenance staff paying immediate attention to grounds clean-up.

Recommendation

- Continue to monitor/comply/inspect with the existing park maintenance standards.

Sports Fields

Oak Meadow Park

Throughout the park system, sports turf was maintained in a good, playable condition. Gophers, soil compaction, and broadleafs were generally not an issue throughout the park system.

The park tours were conducted during daylight hours; therefore, lighting systems on sports fields were not checked for proper illumination.

In general, fences, backstops, bleachers, and benches were in good repair, showing evidence of regular and ongoing maintenance. The sports complex at Sunset Park was exceptionally well maintained.

The Sunset Park Athletic Complex has one Bermuda grass soccer field. All other soccer fields are Fescue grass and are typically closed for turf management from January to June. The ballfields are closed for turf management in November and December.

Recommendations

- If the city moves in the direction of all-weather synthetic fields, these should be handled in the budgetary process as a fixed asset with the "carpet", fully depreciated over the anticipated life of the product. With high levels of scheduled play and difficulty in managing unscheduled play, synthetic fields would eliminate field closures and extend play opportunities. All-weather fields typically cost more than regular grass fields, but they achieve payback against the costs as a result of increased field usage and reduced maintenance costs, thus showing a good return on investment. A typical well-maintained synthetic field will have a life of 10-12 years.

- With the possible building of a community park at Sand Creek, it is important that the city follow design standards for sports fields and support facilities. Use of these design standards and guidelines needs to be utilized for future development to limit maintenance costs, especially when sports fields may double as a drainage basin. Standards to consider are traffic and pedestrian circulation, parking, athletic use areas, restroom/concession location and design.
- While the city conducts soil testing at Sunset Park Athletic Complex, a soil management plan should continue to be developed especially at those parks irrigated with non-potable water including regular soil testing in order to avoid issues with plant die-back, high salt build up from the use of recycled water, and sparse or soggy turf conditions.
- Look for opportunities to work with Contra Costa County to consider re-engineering flood control basins as additional areas for possible sports fields or recreation sites.

Parking Areas

Overall, parking areas were found to be in good to excellent condition. Parking lots are managed by the Engineering Department with coordination assistance from Parks. Parking lots are maintained as needed.

Recommendations

- Continue to regularly inspect parking areas for overspray and soil moisture, adjusting watering levels as necessary at all landscaped areas adjacent to paved parking areas, park roads and paved trails. All paved parking areas should be inspected on a regular basis to detect cracks in their surfaces. Cracks should be sealed as early as practical to minimize moisture damage and halt surface deterioration, thus minimizing damage as well as maintenance, repair, and replacement costs.
- Regularly remove organic material from parking lots to prevent deterioration.
- Immediately repair damaged areas by either cold crack fill, hot rubberized crack fill, or cold asphalt patch.

Park Sidewalks and Walkways

Park sidewalks, generally concrete, were in excellent condition with little evidence of cracking and uplifting from tree roots. Very few examples of problem areas where found and in all cases scope was very limited.

The city regularly inspects sidewalks and repairs raised surfaces by either ramping or "grinding" raised concrete, sidewalks, and walkways.

Dakota Park

Recommendations

- Continue to conduct regular inspections of park sidewalks to identify settlement and/or uplifting, exposed edge, and cracks that may pose a safety hazard to park users.
- Continue to utilize the Urban Forest Guidelines for the City of Brentwood that sets forth tree species choice, tree planting procedures, and maintenance standards.
- Much like parking areas, immediately repair damaged asphalt areas by either cold crack fill, hot rubberized crack fill, or cold asphalt patch.

Trails

According to Rails-to-Trails "Trails and greenways are often seen narrowly when it comes to their benefits. People tend to focus on the recreational or environmental aspects of trails and greenways, failing to see the big picture—the total package of benefits that a trail or greenway can provide to communities, including public health, economic and transportation benefits, and even the effect on community pride and identity."

Prewett Ranch Trail

As of Fiscal Year 17/18, the city is served by 19.22 miles of Trails and 63 miles of bike lanes. Foremost among those trails is the Marsh Creek Regional Trail operated by East Bay Regional Park District. This trail winds along Marsh Creek through bountiful tracts of farmland, is about 6.5 miles long within the city limits.

Recommendations

- Continue to work with County of Contra Costa, East Bay Regional Park District, and other public agencies to explore further opportunities for opening of waterways/ drainage areas for trail use and multi-beneficial creek restoration projects.
- Explore opportunities to develop Green Streets or Linear Parkways within the park poor sections of the town, identified in the Service Gap Analysis Exhibit included in the Appendix.
- Working with other organizations, explore opportunities to develop equestrian staging areas.
- To enhance public health benefits, the city should work with local neighborhood organizations to identify and mark local neighborhood trails.

Sport Courts

Numerous sport courts were visited during the maintenance tour including tennis, basketball, and volleyball. Tennis courts at Creekside and Balfour-Guthrie were found to be in excellent condition with fencing, surface, nets, and lining all in well maintained condition. The tennis court at Balfour-Guthrie Park was completely renovated and resurfaced in 2015. Basketball courts were also in excellent condition.

The grass volleyball court at Balfour-Guthrie and the sand court at Arbor View Park were in excellent condition.

The city also maintains bocce courts at Veterans Park, Apple Hill Park, and Monarch Park and two horseshoe pits at Veterans Park.

Almond Park

Monarch Park

Recommendations

- Coated playing surfaces should continue to be regularly inspected for cracks or other surface damage and promptly repaired when these are detected. When cracks begin to appear in the surface of the courts, moisture can seep below the surface resulting in accelerated deterioration.
- Outside basketball courts should continue to be maintained on a regular basis. Asphalt courts should be scheduled for resurfacing every five to seven years on a rotating schedule. This is consistent with the current Pavement Management Program that currently exists. Concrete courts do not require resurfacing but should continue to be regularly maintained and painted. In addition, one standard color should be used for all similar types of courts and structures and records of that color should be kept by the maintenance staff for small repairs or removal of graffiti.

Park Structures and Buildings

Many of the city parks structures and buildings were found to be in good to excellent condition, with little evidence of a backlog of required maintenance. The Community Center, Senior Activity Center, Brentwood Family Aquatic Complex were all in good condition with evidence of regular maintenance and upgrading.

The Brentwood Family Aquatic Complex is open for use April through October of each year. At the Aquatic Complex, the equipment room is in need of expansion and renovation.

Over the past few years the city has installed new shade structures at Apple Hill Park, King Park, Sunset Park Athletic Complex, Oak Meadow Park, Balfour-Guthrie Park, Veterans Park, Blue Goose Park, and Wheatfield Park.

Generally park restrooms were clean and well maintained, but could use a minor renovation with upgraded facilities.

Recommendations

- Park buildings should continue to be regularly inspected for vandalism, safety issues, and proper operation of equipment.
- Minor renovations should be scheduled for the more heavily used restrooms.

Park Playgrounds and Amenities

Overall, the playground equipment at each park was creative, generally well maintained, and in an excellent state of repair.

The city has standardized playground safety surfaces of rubberized, wood fiber, and limited use of sand. To counter the continual problem of surface migration below swings, the city should regularly rake under the swings. Each year the Department adds close to 700 cubic yards of wood fiber into the playgrounds. This is done on a rotating basis to ensure all playgrounds are maintained to appropriate playground safety standards. The following parks had wood fiber added in 15/16: Lake, Granville Green, Heron, Arbor View, Summerwood, Seedling, and Celeste parks: in 16/17: Sunset, Loma Vista, Veterans and Oak Meadow Parks; and in17/18: Orchard, Sage Glen and Walnut Parks.

Veterans Park Universally Accessible Playground

Working in conjunction with Special Kids Foundation, a local special needs advocacy group, the city was able to design and construct a universal abilities playground at Veterans Park. This custom playground features equipment and surfacing that can be accessed and utilized by children regardless of their abilities. In addition to the typical types of play equipment, there are components specifically designed to stimulate senses including touch, sight, and sound.

In 2016, new playgrounds were installed at Appaloosa, and Palomino Parks. In 2018, a new playground was installed at Creekside Park.

Recommendations

- Have staff regularly inspect safety surface for compaction and regularly rake under swings and play equipment landing areas.
- Evaluate demographics and trends when determining appropriate replacement playgrounds and amenities.

Park Trees and Landscaping

Park landscaping, which includes trees, shrub beds, and turf were found to be in excellent condition. The city has identified the need to have a long-term pruning program to manage the city's urban forest. Based on cost effectiveness and plant growth management, it was determined that a 5-year grid pruning program would be optimal. Resulting from this aggressive schedule, most trees appeared to be healthy, with little need for thinning or structural pruning. The city currently has over 25,000 city maintained trees inventoried, which include landscape districts and parks. The city has a tree replacement program as older trees reach the end of their lifecycle.

Young trees were well staked with limited weed growth underneath. Compaction around tree wells was occasionally seen with no evidence of wood fiber/mulch around the drip line.

Shrub beds were also in good condition with little evidence of dead or declining vegetation due to soil conditions, age of the planting, and/or watering issues.

City landscape maintenance contractors dispose of nearly 1,500 tons annually of pruned material into green waste dumpsters. Chippings from tree pruning and removal operations are spread on city open space areas to suppress weed growth and amend the soil for future plantings.

Recommendations

- Regularly inspect for overspray and overflow from adjacent sprinklers, adjusting watering levels and or spray patterns as necessary.
- With the increased use of recycled water for irrigation, the city should continue to evaluate the decline in the redwoods at several parks and remove those trees that have declined and replace with appropriate species.
- Wood fiber/mulch should be regularly replaced within the drip line of trees and shrubs to reduce compaction and water evaporation.

Lake Park

- Continue to regularly inspect for overspray and soil moisture, adjusting watering levels as necessary at all landscaped areas adjacent to paved parking areas, park roads and paved trails.
- Continue to annually (October/November) test soil to assess nutrient deficiencies, following with an application of appropriate fertilizer and/or soil additives to promote healthy root growth. Soil fertility fluctuates throughout the growing season with the quantity and availability of mineral nutrients altered by the addition of fertilizers, sulfur, lime, etc. and the removal from soils as a result of plant growth and development. Soil tests should be taken at various locations dependent on the plant material and its ability to grow in various soil conditions.
- Continue to update Park Maintenance Standards as necessary.

Irrigation Systems

Irrigation throughout the park system was well managed with limited examples of poor irrigation practice including over or under watering at sport fields, open turf areas, and shrub beds. Irrigation is mostly centrally controlled as the city continues to renovate antiquated systems.

In March 2015 due to declining water supplies and limited snowpack, the State of California imposed restrictions to achieve a 25% reduction in potable urban water usage. City staff, working with landscape maintenance contractors, initiated several changes to conserve water:

- Refined the programming on all controllers to lower the total amount of water used, yet still providing the proper care for turf and shrubs.
- Using multiple start times for turf areas, allowing for less overall water use.
- Changed regular nozzles to MP Rotator nozzles in many areas.
- Turned off (or capped) sprinklers on zones where shrubs are mature enough to survive without direct watering.
- Submitted proposals to convert turf strip to shrubs with bubblers.
- Submitted proposals to convert heads in greenbelt areas to more efficient heads.
- Since the drought State of Emergency declared in 2015, the city has converted potable systems to non-potable systems in the following parks: Arbor View, Blue Goose, Heron, King Park, McClarren Park, Miwok Park, and Seedling Parks.

The 2015/16 Parks/LLAD potable water usage was 49% of the 2013 potable water usage. The city continues to make changes to irrigation systems and practices including switching parks to non-potable irrigation.

Recommendations

- City staff should continue with a regular inspection program of the irrigation system including operation to determine coverage and to identify overspray issues.

- City should continue to evaluate and replace park irrigation systems with a centrally controlled irrigation system city-wide with soil sensors and an automated evapotranspiration (ET) based irrigation control and scheduling system that allows control of multiple sites to exact specifications and daily changes.
- Monitor soil moisture conditions and irrigate turf areas to provide adequate moisture for healthy growth while maintaining a playable surface that is not muddy, spongy or over saturated. This will help to prevent tearing and uprooting of the turf and topsoil under normal playing conditions.
- City should explore opportunities to further utilize available non-potable water for irrigation of shrub beds, landscaping, and other park amenities as permitted under State law.

Special Use Facilities

Constructed in 2005, Sunset Park Athletic Complex is a 37.9-acre sports complex located at 655 Sunset Road. The complex offers six lighted softball/baseball fields that can accommodate base paths of up to 70 feet on four fields, 80 feet on two, and 90 feet on one of the six fields. The ball fields all feature spectator bleachers for home and visitor spectators. Play equipment and grass areas are available, as well as, two restrooms, concession buildings, picnic tables and barbecues. Four lighted soccer fields are available in a variety of configurations with the largest size at 70 yards by 110 yards.

Brentwood Family Aquatic Complex

Constructed in 1999, the Brentwood Family Aquatic Complex is a shining gem. The Complex features three pools with a total of 15,000 square feet of water, a 5,500 square foot bathhouse and 12,000 square feet of deck and lawn areas.

A 25 yard x 25 meter competition pool is complete with a shallow end of 6'7" to 13' or (1 to 2 meters). The deepest area of the pool accommodates both 1 and 3-meter diving boards. This allows for U.S. and International swim competitions, as well as water polo, synchronized swimming and diving programs. The competition side of the pool has covered seating for approximately 400 spectators and about an acre of lawn and trees.

Separated by the design features of one of the competition bleachers and small grass berm, the recreational side of the complex contains a shell shaped zero entry play area that includes a cascading giant mushroom, a double spray lemon drop, and a fill and dump tumble bucket feature.

The play area transitions its way up to an alley area that leads into a 25 yard, three-lane lap pool that is 4' in depth. An additional 25-yard, three lane lap pool at 3' 5" serves as the landing area for the double loop and triple loop slides.

The building houses the entry area, manager's office, first aid room, lifeguard room, staff bathroom, men and women's locker rooms, family change room, mechanical and maintenance areas, a variety of storage rooms and swim team storage/office. All of the above facilities are covered by a large over hang that serves as additional shade and meeting areas on either end of the site. Parking for 125 cars plus is available and up to 50 bicycles in a circular bike rack.

The purpose of developing the Brentwood Family Aquatic Complex was to provide the citizens of Brentwood and surrounding communities with a unique and diverse water experience for all ages, skills and abilities.

The city has several interactive water play areas including large sites at City Park, Blue Goose, Rainbows End, and Dolphin Park. A smaller facility is also located at Mallard Park. All are heavily utilized during warm weather periods. Facilities feature recirculated water treatment and are well maintained.

Interactive Water Play at Blue Goose Park

The city currently operates dog parks at Dakota and King Parks, both found in excellent condition. Dog Parks continue to grow in popularity and the city is encouraged to evaluate the park system for areas which could serve as potential dog parks. These parks also offer benefits to the users including:

- Excellent source of dog-dog social interaction.
- Excellent source of dog-people social interaction.
- Opportunities for people-people social interaction.
- Excellent source of off-leash exercise for active dogs.
- Dog parks allow dogs to get adequate physical and mental exercise, thereby lessening destructive and annoying behaviors in general which can benefit society as a whole.
- Dog parks which are designed for dogs only, lessen the chance of owners letting their dogs off-leash in on-leash parks.

Recommendations

- Explore opportunities for the development of at least one additional dog park.
- The Skateboard Park should continue to be regularly inspected and maintained to limit debris collection within the facility which can present a hazard to park users. Any cracks found should be immediately repaired to prevent further damage from moisture within and under the concrete.
- Consider the development of a Community Garden/Pollinator Garden program for city residents.

Park Signage

The city has developed a standardized signage program that includes a visible park monument sign. Informational signage throughout the parks are standardized as well and includes verbiage in a positive context.

Recommendations

- Park signage should be regularly inspected for theft, damage, and graffiti.
- Park name signs could be enhanced with limited landscaping of native species selected to display seasonal colors.
- The city should continue to maintain a formalized signage system that is uniform in terms of sign types, a positive approach toward rules, colors, and materials. This will help residents better identify parks and make maintenance replacement and repairs less complicated.

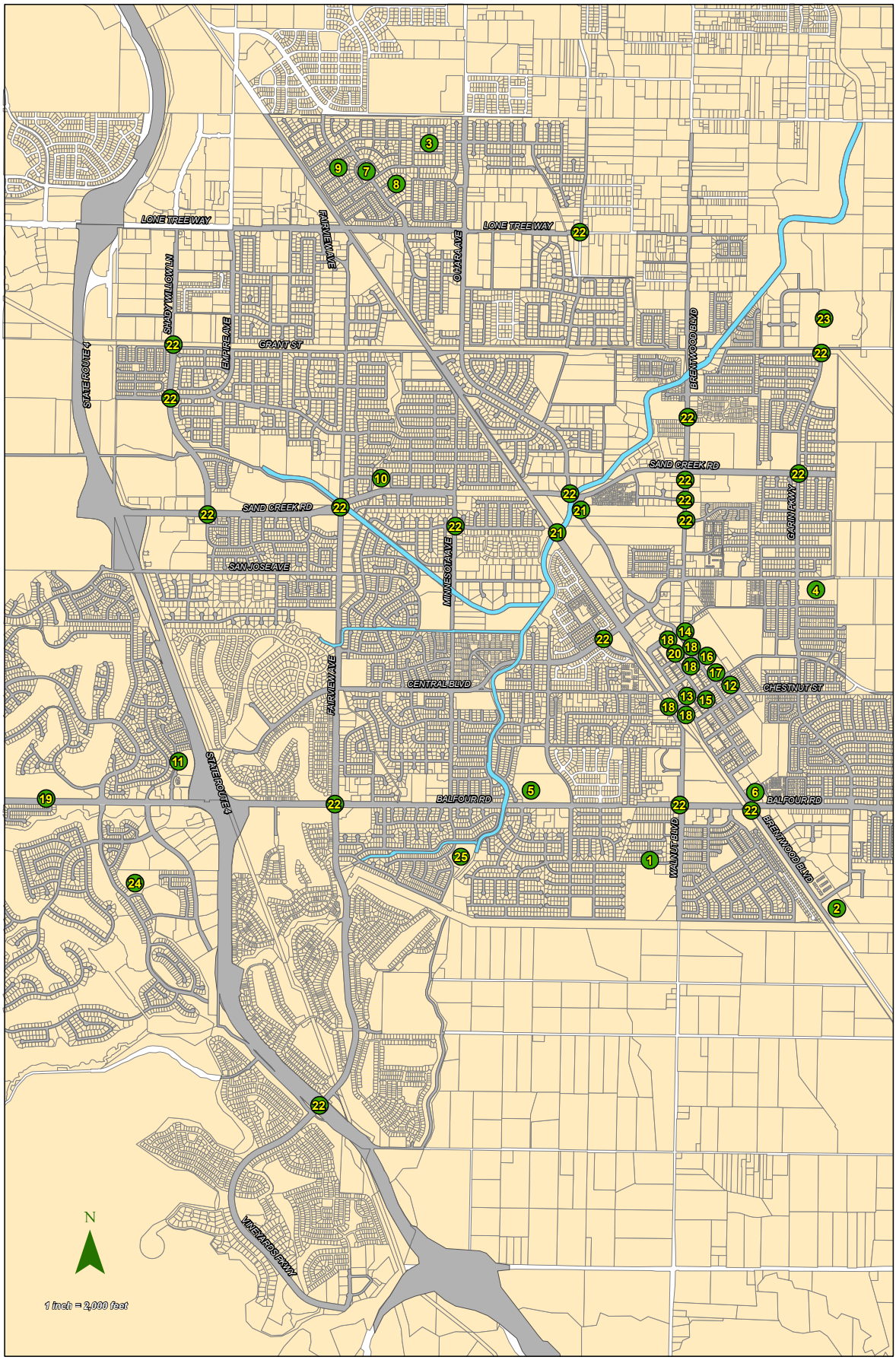
Fencing

The city utilizes a variety of fencing material throughout the park system, including precast concrete, vinyl, chain link, wood, and decorative metal fencing. Fencing is utilized both as decoration and pedestrian control. Overall fencing appears to be well maintained and in good condition with limited damage and little rust.

Recommendations

- Metal fencing should continue to be regularly inspected for damage, and broken or damaged components (posts, top rails, bottom rails and vertical members) should be promptly repaired or replaced.
- City should develop a timeline for the regular repainting of metal fencing to prevent rust and improve overall appearance.
- Continue to find opportunities for more public art fencing.

Exhibit 2.2 A: Brentwood Public Art Map, August 2018



Current Locations:

1. **Horses at Continente Avenue/Victoria Drive**
2. **Brentwood Police Station**
   9100 Brentwood Boulevard
3. **Spiral Monkeyes at Granville Estates**
   1091 Granville Lane
4. **Heron Park Cylindrical plasma cut metal**
   950 Garin Way
5. **Veterans Park Five Critters and Critters Poems**
   3841 Balfour Road
6. **Auger at Garin Ranch - corner of**
   Brentwood Boulevard and Balfour Road
7. **Rose Garden Park and Soundwall**
   2732 Cathedral Drive
8. **Kaleidoscope Park - 2581 Margaret Lane**
9. **Rainbows End Park - 1626 Marina Way**
10. **King Park Dog Silhouettes and Tunnel Mural**
    1379 Bauer Way
11. **Cortona Park - 366 Cortona Way**
12. **Brentwood Library - 104 Oak Street**
13. **Civic Center Gateway Arch - Oak Street**
14. **Civic Center Monument - coner of**
    Second Street and Brentwood Boulevard
15. **Fountain - corner of First Street and Oak Street**
16. **Civic Center/City Hall Tile Fountain and Mural**
    150 City Park Way
17. **City Park Farmer Statue/Playground Fence**
    710 Second Street
18. **PADA Utiity Boxes:**
    Strawberries - Brentwood Boulevard and
    Second Street
    Pumpkins - Second Street and Pine Street
    Peaches - Second Street and Maple Street
    Cherries - Walnut Boulevard and Oak Street
    Corn - Brentwood Boulevard and Oak Street
19. **Balfour Road "Playful Winds"**
    Open perimeter area east bound on Balfour Road
    between Mountain View Drive and Foothhill Drive
20. **PADA Mosaic Soundwall Mural**
    Corner of Second Street and Brentwood Bouldevard
21. **PADA Abstract Murals - Marsh Creek Trail**
    Underpasses, O'Hara Avenue & Sand Creek
22. **Utility Boxes:**
    Fairview Avenue and Balfour Road
    Sand Creek Road and Fairview Avenue
    O'Hara Avenue and Sand Creek Road
    Garin Parkway and Sand Creek Road
    Garin Parkway and Sunset Road
    Walnut Boulevard and Balfour Road
    Minnesota Avenue and Carmel Parkway
    Sand Creek Road and Shady Willow Lane
    Shady Willow Lane and Grant Street
    Central Boulevard and Palmilla Drive
    Shady Willow Lane and Empire Avenue
    Brentwood Boulevard and Applewood Court
    Brentwood Boulevard and Balfour Road
    Brentwood Boulevard and Sand Creek Road
    Brentwood Boulevard and Technology Way
    Vineyards Parkway and Fairview Avenue
    Brentwood Boulevard and Nancy Street
    Lone Tree Way and Adams Lane
23. **PADA Mosaic Animal/Sport Sculptures:**
    Burrowing Owl/Volleyball, Raccoon/Football,
    Bass/Basketball, Frog/Baseball
    Snake/Soccer Ball
24. **PADA Mixed Media Mural**
    Restroom at Oak Meadow Park
    180 Crawford Drive
25. **Creekside Park Mural**

Public Art

To date, Brentwood has fifty-eight (58) individual public art pieces. The City of Brentwood has an active and well funded public art program within the park and recreation system and throughout the city. The program was established to require the inclusion of art in public capital projects and private construction and development projects. Funds are generated on all public projects at 1% of the construction costs and for all new residential development at 4/10th of 1% of project valuation. Residential remodeling is the same except that contributions are not made for projects valued under $250,000.

All funds appropriated for public art are deposited into a public art fund. The City Council established an Arts Commission to oversee Brentwood's public art program. Under the Public Art Program, 80% of all funds must be used on new art projects and the remaining 20% for administrative costs.

The purpose of the Arts Commission is "to encourage, stimulate, promote and foster programs for the cultural enrichment of the city and its inhabitants. Such art has enabled people in all societies to better understand their communities and individual lives."

Recommendations

- To further foster public art and to engage the community, develop an Art in the Park Program where the city, through their park and recreation system, fosters the creation and installation of temporary public art in parks. The works could be displayed in parks and traffic islands and be temporary installations defined by an exhibition period of three months to one year.
- Consider the redevelopment of an individual park as an "Art Park" featuring walkways and permanent and rotational public art.
- Continue to explore opportunities for adding public art in highly visible areas.

Community Center

Brentwood Community Center

In 2009 through the sale of bonds, the city funded the construction of a 32,000 sq. ft., two story Community Center. The Community Center includes expanded services and offerings, including space for art, multipurpose rooms, banquet facilities, a full commercial kitchen, activity rooms, pre-function lobby, and exterior event spaces. All new structures were designed to meet the Leadership in Energy and Environmental Design (LEED) Certified-level standard of the U.S. Green Building Council (USGBC). Parking is available in either the adjacent 280 stall parking garage or the parking lot in front of the Community Center.

Facility features include:

- Community Room and Lobby—The 5,000 square foot room opens directly to City Park through a series of large glass doors. This room seats up to 500 people and 330 in banquet style. When divided by a sound proof partition, seating in Hall A is 140 banquet and 225 auditorium style, and Hall B can seat 190 banquet and 275 auditorium style. The Community Room has phone, data, and projection capabilities.
- Commercial Kitchen.
- Lobby—Serves as a pre-function area for events in the Community Room, with seating and public art walls.
- Multi-Purpose Room—Located on first floor and 2,459 square feet. In full capacity this can seat up to 351 people and 163 in banquet style. This room can be divided into two rooms. Currently utilized on a regular basis by preschool programs and classes.
- Art Classroom—The 1,138 square foot room is designed for art programming.
- Conference Room—Located on the second floor, the 1,670 square foot room can seat 96 people or be divided into two rooms seating 48 each.
- Upstairs office space formerly housed Parks and Recreation Department staff. City is looking at that space for business development.
- Downstairs front desk space for Department staff.
- Chamber of Commerce currently occupies the space formerly the work area of the Park Maintenance Division.
- Restrooms and storage.

Each room at the Community Center is available for rent 7 days per week. In Fiscal Year 15/16, there were 6,086 hours of use of the Community Center, an increase of 8%. Fifty percent of these hours were utilized by rentals in fee based categories (residents, non-residents, commercial, and non-profits) and the other 50% of the hours used were no-fee or fee waiver rentals either by the city, school districts (through joint use agreements), or other government agencies. The number of hours used by either no fee or fee waiver rentals increased by 34% over the prior year. This resulted in a decline of nearly $16,000 in revenue from the prior fiscal year. Generally the Community Room is booked a year in advance for weekend use.

Recommendations

- Consider and evaluate the costs and benefits of a second Multi-Generational Community Center.

Brentwood Senior Activity Center

Nationwide the US Census Bureau projects that California's population for those over 65 will increase by 130% by 2030. Brentwood's population is growing older, with a median age of 37.7 in 2016, increasing from 34.8 in 2010. Currently 13.6% of the population is over 65 and between 2000 and 2015, the age group 65 and older experienced a large increase of 33% (Over 2,500 in total population). The high rate of growth in this age group in Brentwood is an indication that senior services and facilities will be in high demand over the next several decades.

In 2009 the city funded the development and construction of the Brentwood Senior Activity Center, an approximately 8,375 square foot facility directly south of the Aquatic Complex. This facility provides:

- Main Hall—3,450 square feet that can seat 300 auditorium style and 208 banquet seating. Includes a small stage.
- Commercial kitchen immediately adjacent to Main Hall.
- Combo Room—1,395 square feet with up to 88 banquet seating.
- Meeting Room—819 square feet.
- Class Room—576 square feet.
- Small Game Room.
- Restrooms and storage.

The Senior Activity Center is operated via an MOU between the city and the Brentwood Senior Citizen's Club, Inc. Under this agreement, the city is responsible for providing volunteers and/or staff to conduct and support Club activities, programs, and events. The city is responsible for newsletters and flyers, some recreation programs such as the Senior Bocce League, custodial and maintenance, reception desk, registration, and memberships. In Fiscal Year 17/18, the city started staffing the reception desk.

2.3 Recreation Program Analysis and Assessment

The City of Brentwood Fiscal Year 17/18 city budget states the functions of the Parks and Recreation Department as:

> *"The Parks and Recreation Department is dedicated to the well-being and quality of life in Brentwood. The department provides the best in programs, parks and services at a great value to residents. There are over 100 recreational activities and events offered for people of all ages and interests."*

In addition to providing open spaces, parks, and facilities for recreation, the City of Brentwood, through the Parks and Recreation Department, provides a range of services and programs geared towards meeting the recreation needs and interests of various age levels. The services and programs provided by the city include:

- Recreation Classes and Activities—In addition to those classes geared towards recreation and fitness, Brentwood offers a variety of cultural and special interest classes and activities including music, dance, art, computer technology, and self-defense on a participant fee basis at city facilities, parks, and local business establishments.
- Pre-School, Youth and Teen Programming—Brentwood provides numerous classes and sports for youth (6-12) and a variety of programs for teens including Youth in Government Day, on-line educational courses, and Driver's Education Course. Preschool programs include Educational Preparatory Preschool and a variety of dance, music, gymnastics, and sports programming.
- Sports Leagues and Activities—Brentwood offers a variety of sports activities and classes for all ages; however, offerings are limited due to a lack of facilities and staff. Activities offered for youth include basketball, t-ball, and indoor and outdoor soccer. The adult sports program, primarily softball, is running at full capacity and is currently capped. The city is unable to expand to other nights due to field use by other youth sport programs.
- Aquatics—The seasonal aquatics program (April through October) includes swim lessons for ages 6 months and up, lap swim, water aerobics/fitness, recreation swim, junior lifeguard training, diving, and water safety classes. Additionally, a seasonally operated aquatics program is conducted at the Brentwood Family Aquatic Complex with aquatic teams using the Heritage High School Pool year-round.
- Community Events—Recreation staff facilitates the city's annual Starry Nights in Brentwood Summer Concert Series. Concerts in the Park take place each Friday evening from mid-June for 10 weeks in City Park. Other special events programmed by the city include the 4th of July Celebration, Scarecrows in the Park, Snowmen in the Park, and Movies in the Park. Recreation also provides administration and coordination support for Bark in the Park, Annual Christmas Tree Lighting, and Holiday Home of the Season programs.

  In addition to city sponsored community events the Department also facilitates numerous special events through a Special Event Permit Process. This permit

process allows the Community to organize large events, fun runs and festivals through a structured organized process making city parks and facilities available for community enjoyment.

- Community and Senior Center—The Department manages and programs the Brentwood Community Center and the Brentwood Senior Activities Center. The Brentwood Senior Activities Center, provides a facility for Brentwood seniors to gather and participate in social, recreational, and personal development programs designed to encourage a healthy and active senior social lifestyle. Additionally, the Senior Ambassadors are the first contact for greeting and assisting visitors at the Brentwood Senior Activity Center. Additionally they assist part-time staff with administrative duties, work on membership, and notify staff of maintenance issues.
- Commissions/Committees—The Department is also responsible for coordination of several citizen based Commissions/Committees including the Park and Recreation Commission, Youth Commission, Arts Commission, and the Brentwood Neighborhood Committee.

Brentwood has a history of providing community services and activities to meet the needs of various age groups, often in cooperation with other agencies. The City of Brentwood and Liberty Union High School District collaborate on use of a number of sports facilities at Liberty High School and Heritage High School through a joint-use agreement. The city also has a joint use agreement with Brentwood Union School District for use of gymnasiums and fields at the three middle schools.

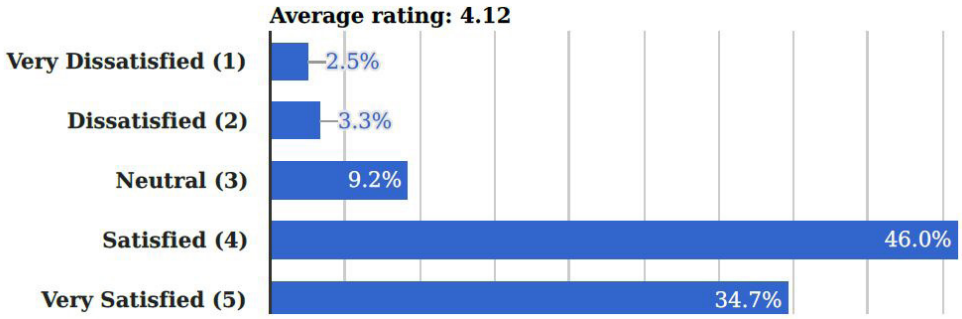
Existing Programs and Activities

As part of the Brentwood Parks and Recreation Department Parks, Trails, and Recreation Master Plan, the Community Needs Assessment Survey found that:

Compared to other cities, and primarily due to a lack of facilities and limited staff, Brentwood offers a limited variety of sports activities and classes for all ages. There is an extensive rental program at the Brentwood Community Center, Brentwood Senior Activity Center on weekends, and at the Sunset Park Athletic Complex. The Senior Activity Center is heavily utilized during the week and has outgrown available space from 8 a.m. to 4 p.m. Additionally, a seasonally operated aquatics program is conducted at the Aquatic Complex with swim teams at Heritage High School Pool.

The Community survey found the majority of Brentwood residents are very happy with Parks and Recreation services with 80.7% of the respondents stating they were satisfied or very satisfied with Brentwood's parks, trails, and recreation facilities.

Exhibit 2.3 A: Respondent Satisfaction with Brentwood Parks, Trails and Recreation Facilities



Further, 87.6% were satisfied or very satisfied with the level of maintenance. When asked regarding satisfaction of recreation programming, 60.7% were satisfied or very satisfied.

The survey found that 33.8% of the respondents had a recommended suggestion or change to existing programs. Of those, classes and art programs, especially Yoga, and programming for teens and seniors were common responses.

At the initial community meeting, attendees were asked what role can Parks and Recreation play in making the City of Brentwood a great place to live, work, and play? Primary responses were for the development of an Art Center/Theatre and the development of programs and events, especially art programs.

Aquatics

Brentwood's Aquatic Program currently provides drop-in programs which include lap swim, water fitness, and open recreation swim in the summer. Seasonal instructional classes include swim lessons, fitness swim, water aerobics, junior lifeguard camp and diving.

The Brentwood Family Aquatic Complex offers ten levels of lessons that meet every swimming level from the ages of six months to adult. Levels include:

- Level 1—Parent and Polliwog (6 months to 3 years)
- Level 2—Guppies--Beginners (3-5 years)
- Level 3—Starfish--Intermediate (3-5 years)
- Level 4—Seahorses--Advanced (3-5 years)
- Level 5—Goldfish—Beginner (5+ years)
- Level 6—Sea Turtles—Advanced Beginner (5+ years)
- Level 7—Stingrays—Intermediate (5+ years)
- Level 8—Sea Lions—Advanced/Intermediate (5+ years)
- Level 9—Dolphins—Advanced (5+ years)
- Level 10—Sharks—Beginning/Intermediate (Adults)

Beginning March 2018, the city began offering the American Red Cross "Learn to Swim" program, which offers 12 levels of classes from ages 6 months and up.

The Community Needs Assessment Survey identified water play areas and swimming pools as the primary reasons people choose to visit Brentwood's Community Parks. Further, when asked which recreation programs have your family used, Swimming/ Aquatics was the highest at 30.5% followed by Youth Sports Programs at 27%.

Fiscal Year 15/16 saw an increase in swim lessons revenue from $55,556 to $61,565. Water Aerobics also saw a significant increase growing from just 12 participants to 56 for the 15/16 fiscal year.

Weekend single entry swims increased substantially over the past fiscal year. From Fiscal Year 15/16 to Fiscal Year 16/17 weekend single entry increased 4% and weekday single entry increased 23%. The $2 after 4 p.m. entry increased by 4%. Lap Swim passes also saw a significant increase but water fitness declined by 16%.

The Aquatic program has a revenue flow that has slightly increased over the past two fiscal years. For Fiscal Year 15/16, $348,991 in revenue was recorded and $388,581 for the following fiscal year. Expenses grew slightly faster with aquatics budget of $800,592 for Fiscal Year 15/16 and $840,343 for Fiscal Year 16/17. Evaluation of revenue rate (revenue/expenses) shows a 43.6% revenue rate in Fiscal Year 15/16 and 46.2% the following fiscal year. The aquatics program is supported by part-time staff including a Pool Manager, Assistant Pool Managers, Senior Lifeguards, Lifeguards, Swim Instructors, and Cashiers. It is typical for community swimming pools to be subsidized, especially due to the high cost of staffing, water, and utilities.

Through a joint use agreement with Liberty Union High School District, the District makes available the Heritage High School 50 meter pool for swim team use, which the city facilitates for after hour use. Currently the Dolphins, ages 4-18 utilize the pool from April through August. The Dolphins, with 180 swimmers, are members of the Contra Costa Valley Swim Conference. The other swim team, SeaWolves with approximately 125 swimmers, are a year round competition program. Additionally, the SeaWolves offer a growing water polo program, with 32 players, which utilizes Heritage High School Pool in the winter and summer and Brentwood Family Aquatic Complex in the spring.

Recommendations

- Continue to evaluate options and work with Liberty Union High School District and private fitness business providers to expand swimming programs for city residents, especially learn to swim and water awareness programs.
- Consider development of a second city aquatic facility if funds become available.

Children and Youth Services

Brentwood offers recreation activities and classes, special events, camps, and preschool enrichment programs geared towards a variety of grade levels: preschoolers, elementary, middle, and high school. Youth programs are a significant component of Brentwood services, highlighted by contract programing such as Skyhawk's sports programming and an educational preparatory preschool.

Children and youth services remain important to the City of Brentwood despite an aging population. Median age increased from 34.8 in 2010 to 37.7 in 2016, with 13.6% of the population over 65. Between 2000 and 2016, the age group 55-65 and older experienced an increase of 10.8%. During the same time frame those 14 and under grew by just 136 children, an actual decline from 27% of the population to 22.8%.

Childcare needs are increasing and serve a valuable community and recreation service. The 2012 update to the Contra Costa County Child Care Needs Assessment prepared by the Contra Costa County Office of Education, found that in 2012, 88% of child care demand was being met in the County versus 73% in 2006. Still, by age group, only 61% of infant demand was being met in 2012, 98% of preschool, and 8% of school age demand was being met.

The Department offers a variety of preschool and youth programs, camps, teen programming, Youth Commission, classes, and sporting activities. (Details of classes and sports are detailed later in this report.) Included in this programming is the relatively new Educational Preparatory Preschool for ages 3-5. This program is currently operated by the Grace Institute of Education at the Community Center and features a STEM curriculum of science, technology, engineering, and math. This popular program runs five days a week for three hours a day.

The Brentwood Library is run by Contra Costa County. The Library offers some homework assistance, reading, and story time programming.

Preschool

In addition to the Educational Preparatory Preschool, Brentwood offers a variety of dance, music, gymnastics, and sports programming. Sports programming includes contracts with Skyhawk's Sports Academy and Kidz Love Soccer, offering such programs as Mommy/Daddy and Me, Tot Soccer and Basketball, and Preschool Academy. For the 4-6 year olds, the city offers indoor Basketball, Flag Tag, T-ball, and Tennis.

Biddy Basketball and Biddy Outdoor Soccer are both very popular programs. Ballet, Tap, and Jazz dance classes doubled in attendance over the same time frame. Overall, preschool programming saw a slight increase in participation from Fiscal Year 14/15 to 15/16. Participation remains steady for both programs in fiscal year 16/17.

Camps

Brentwood runs a variety of fee based specialty camp programs contracted with local and regional businesses, including Expressions Dance Academy, Black Diamond Kids Center, and Mad Science.

Other camps offered include Tennis, Skyhawks Volleyball, Beginning Game Design, Musical Theater, and Dance. Attendance at all camps has fluctuated from year to year.

Youth Ages 4-13

The city offers a number of music and art classes, sports programs and leagues, and physical fitness programming for ages 5-12. Many are in partnership such as Skyhawks, Expressions Dance Academy, Max Martial Arts, Grace Institute of Education, Kidz love Soccer, and Black Diamond Kids Center. This year the Youth Basketball program and Biddy Flag Tag both saw an 18% increase in attendance. All art classes are held at the Brentwood Community Center hosted by a contract instructor.

An ongoing challenge with the growing youth basketball program is the lack of available space and Brentwood Union School District having priority use of the middle school gyms. The city utilizes Bristow, Edna Hill, and Doug Adams Middle Schools for youth basketball. Enrollment has increased year to year with participation now exceeding 400.

Girls softball and pee wee baseball participation are growing as much as youth basketball.

Teen Activities

Programs for teens include Youth in Government Day, tennis classes, on-line educational courses, and Driver's Education Course. Online educational courses include Accounting Fundamentals, Medical Terminology, Designing Effective Websites, SAT/ACT Preparation, and Introduction to Microsoft Excel.

Parks and Recreation employs 100 plus teens and offers training and valuable work experience in the areas of aquatics, recreation programs, and leadership opportunities. Parks and Recreation is one of the largest employers of teens in Brentwood. Teens also volunteer at numerous city special events.

Youth Commission

The Brentwood Youth Commission helps to bring together youth and adult, private and public sectors of the community to address responsibility for the care, health, safety, welfare, and education of Brentwood's young people. The Commission helps to promote youth involvement in the Brentwood community and communication between city leadership and the young people of the city. Further, the Commission is a forum for ideas and concerns, and provides a vehicle for concerns and interests of youth to be communicated to City Council.

The Youth Commission is made up of ten students who act in an advisory capacity to the City Council and the Parks and Recreation Department. The Youth Commission has organized youth-oriented events such Hometown Halloween event and a neon-themed Middle School Dance, participated in the Liberty and Heritage Homecoming Parades, held the annual "Who are the Leaders in the Community," participated in the 4th of July Celebration and raised funds for the Youth Commission Scholarship Program.

Youth Scholarship Fund

The Brentwood Parks and Recreation Department provides partial financial assistance for our sports, classes and programs through the Youth Activity Scholarship Program which is based on need, not school grades. The Youth Activity Scholarship Program is funded through community donations. For Fiscal Year 15/16, this fund provided financial assistance to 31 participants.

The Brentwood Men's Club regularly funds the youth scholarship program and the East Contra Costa County Chapter of the Independent Pool and Spa Service Association gave a $500 donation.

Recommendations

- Explore the possibility of joint meetings with Youth Commissioners from adjoining cities and hosting a Youth Town Hall with City Council.
- Consider expanding Brentwood's role in teen programs offering an array of programs that might include social recreation, tutoring, mentoring, and non-sports activities.
- Continue the established teen volunteer program for students ages 13-17. This program is designed to help develop basic leadership skills, customer service skills, and how to supervise school-aged children by assisting city staff with the delivery of programs. Students accepted into the program have the opportunity to volunteer at city programs.
- Work with health care associations to incorporate healthy eating and exercising habits into city sponsored after-school recreation programs and camps for young children that model healthy living.
- Continue to provide healthy snacks at city sponsored programs, day camps, and special events in compliance with the city's Health-Wellness Policy.
- Continue to discuss with Brentwood Union School District scheduling conflicts and available options to prevent such conflicts with the growing youth basketball program.
- Explore the creation of alternative sports programming that is of interest to youth such as laser tag and rock climbing.
- Collaborate with Liberty and Brentwood Union School District to ensure state standards for physical education are implemented and supplement school programs with physical activity and skill development in recreation offerings.
- Provide indoor and outdoor spaces for supervised, but unstructured, free play for youth.
- Continue/develop financial assistance support for youth who cannot afford program fees.
- Consider programming "high risk" adventure activities for teens such as kayaking, mountain biking, scuba diving, and rock climbing.

- To assist with budgetary restrictions develop a training and volunteer program of adult Play Stewards who would receive training and instruction on the aspects of play and recreation. Play Stewards would then coordinate with city staff on the delivery of recreation programming for youth and teens.

Classes

Due primarily to the lack of available resources, Brentwood offers a limited number of classes. Those that are offered are age specific and discussed throughout this report.

Throughout the industry most classes and programs are fee based. In order to offset costs, a general goal of an organization is that programs be self-supporting to the greatest extent possible, through user fees as well as nontraditional funding methods. Classes and programs are funded primarily through the fees they generate. Partnerships are a very common approach and the Department, faced with limited space and staff, currently partners with several public agencies and private businesses to offset cost and provide services.

Recommendations

- Increase art programming by offering them at venues close to home: neighborhood facilities, parks, churches, museums, the library, and shopping malls.
- Strive to maintain high quality and diverse recreation classes and programs currently being offered.
- Brentwood should continue to monitor demand for programs and classes to determine and address changing needs and usage patterns.
- Develop a line of healthy eating/cooking programs in conjunction with the local business community. These could be held at the Community or Senior Activity Centers.
- Survey current participants and non-participants to determine their preferences for additional kinds of classes, and determine if there are any deterrents to their participation, such as transportation or child care.
- Continue to collaborate with local and regional arts organizations to maximize resources and expertise to bring additional cultural programs and classes to residents. Develop multi-cultural arts programs and activities that promote personal connections among participants and allow the community to highlight and share its diverse customs, celebrations, and diversions.

Organized Sports

Overall annual Adult Sports participation remained nearly unchanged for the third straight year running at over 100,000 participants over this period. This program is running at full capacity and is currently capped as the city is unable to expand to other nights of use due to field use by other youth sport groups. Men's softball, with 40 teams, was faced with a waiting list to play.

Within the city limits, there several community and sport groups that regularly utilize city and school districts playing fields and facilities throughout the year. This includes the following groups and their most recent reported membership numbers (if indicated):

• 2G Sports & Fitness	20
• AJAX United Soccer League	350
• All American Sports Academy	20
• All World Sports	Tournament
• Brentwood Pony Baseball League	1,500
• Delta Dawgs Baseball Club	20
• Disc Dogs of the Golden Gate	30
• East County Spartans	20
• East Diablo Youth Soccer League	1,250
• Golden Hills Church	20
• Lady Wolfpack	20
• Nor Cal Travel Ball	Tournament
• Strike 3 Baseball Academy	40
• TPR Baseball	Tournament
• Brentwood Pickleball Club	50
• Brentwood SeaWolves	120
• Brentwood Dolphins	180

While enrollment among the various groups has fluctuated over the last five years, most groups have maintained, if not increased, enrollment. Reportedly, there is a consistently high demand for playing time on all sports fields and facilities. Brentwood staff has also indicated that there is limited available space to accommodate additional or new sports groups such as lacrosse or pickleball, which is played on the basketball court at Creekside Park.

The Sunset Park Athletic Complex hosted 11 tournaments in Fiscal Year 16/17 bringing in nearly $24,885 in revenue from field rentals. Revenue for tournaments increased by 20% this fiscal year, mostly due to TPR baseball consistently using Sunset Park Athletic Complex.

Sunset Park Athletic Complex

While Pickleball continues to grow in popularity, the City of Brentwood has no dedicated pickleball facilities. Pickleball is currently accomodated at Creekside Park's basketball court. Respondents to the Community Survey identified pickleball courts as a primary amenity that they would like to see added to Brentwood parks. Without having to construct new courts, pickleball can be played on a tennis court or a basketball court.

Many Brentwood residents have voiced the opinion that they would like to see a new sports park facility within Brentwood's jurisdiction at the Sand Creek area that would provide playing fields to augment the perceived shortfall and accommodate a mix of uses. One of Brentwood's biggest challenges over the timeframe of this Master Plan is finding the funding to create additional playing fields to meet this specialized demand.

Recommendations

- The city should work to address the lack of fields available for all sports including emerging sports such as lacrosse, pickleball, and off-season soccer by entering into discussions with the Brentwood Union School District to expand the list of joint use facilities and plan for the development of synthetic fields.
- Brentwood should conduct and report to governing bodies economic profile reports of major tournaments held at city facilities that includes estimates of monies spent for hotels, food, gas, etc. in Brentwood.
- Consider adding a dedicated pickleball court to existing or new park.
- Continue cooperative efforts with youth sports organizations to provide safe and accessible programs that develop sports skills, good sportsmanship and provide youth experiences in organized sports such as the popular baseball, softball, and basketball. New sports interests to be addressed include cricket, badminton, rugby, and lacrosse.

Senior Programming at the Brentwood Senior Activity Center

Participation in senior programs and membership increased by 20% over last year with several new program offerings, including new Adult Education classes (Acrylic Painting and Meditation for Awareness), special events, and excursions, contributing to this increase. Programs, activities, and events include:

- Activities—Numerous activities are offered such as Line Dancing, Ballroom Dancing, Computer Lab, AARP Smart Drivers Course, Duplicate Bridge, Bingo, Pinochle, Billiards, Bunco, Quilting Workshop, and Ukulele.
- Through an agreement with Liberty Adult Education, the city offers Acrylic Painting I & II, Gentle Yoga Stretch, Meditation Self-Healing and Aura Awareness, "Premiers" Exercise I and II Programs, and Tell Your Story.
- Newsletter—A bi-monthly publication of the Brentwood Senior Citizens Club, Inc. detailing activities, programs, special events, and news relating to Brentwood seniors.
- Health Services—In conjunction with John Muir Foundation, weekly blood pressure clinic and provides a care manager who meets with seniors weekly by appointment.
- Meals—Lunches are served Monday-Friday. Approximately 50 are served on-site each day. Home delivered meals are provided and delivered to Brentwood's homebound seniors in conjunction with Contra Costa Health Services Meals on Wheels Program. Groceries are provided to low income seniors at no cost every Thursday and second Friday of the month through the Brown Bag program.

- Resources and Referrals—A variety of regular programming is offered including tax assistance, Medicare, and Contra Costa Legal Services.
- Special Events—Examples includes Bunco Night, Annual Ice Cream Social, Comedy Night, themed Annual Senior BBQ, Spaghetti Dinner and Show, and the Annual Volunteer Appreciation Luncheon.
- Transportation—Transportation assistance is provided by Tri Delta Transit and Dial-A-Ride.
- Trips— Past trips have included Fleet Week Air show, McHenry Mansion, Cache Creek Casino Trip, and Day at the Races—Golden Gate Fields.
- Ambassador Program—These volunteers assist with various membership/class/event sign-ups, and refer people to appropriate internal or outside services.
- Senior Scholarship Program—This program aims to provide support to seniors who have limited resources. Program will award up to thirty-five (35) $150 scholarships to qualified applicants.

The Brentwood Senior Activity Center operates Monday-Friday, and the city rents out the building on weekends, weeknights, and times not utilized by the seniors.

Fee Waiver use of the Senior Center includes Contra Costa County (Health Services) and the Contra Costa Food Bank (Brown Bag).

Recommendations

- Continue to work with Contra Costa County and other public agencies to determine the needs of older adults in the Brentwood area and initiate planning to take a more active role in programming and service needs for older adults.
- Continue to address the needs of an aging population by expanding programming and encouraging participation in physical activity with an emphasis on the gentler aerobic activities.
- Within existing programming, market to older adults with an emphasis on well balanced fitness programs, including gentler aerobics such as yoga, Tai Chi, and Pilates that offer a variety of benefits for health and disease prevention.
- Continue to identify partners or collaborators to assist in developing an increase in programs for older adults. Possible additional partners may include other educational institutions.
- Continue to offer additional lifelong learning programs such as creative arts, technology classes, lectures, short courses, and leisure classes that cater to the adults and particularly the aging baby boomer population.

- Offer educational travel opportunities and cultural outings with an emphasis on "off the beaten path," scheduled to attract the working retiree.
- Provide more "inter-generational programming" to bring various age groups together to enjoy recreation events and activities.

Special Events

Special events are a unique community service that generate revenue through facility rental, admission fees, concessions, and generates revenue in the community through increased business activities and tourism.

The Parks and Recreation Department, working in conjunction with numerous civic organizations, businesses, and other public agencies, provides facilities, staff support, and miscellaneous services for a number of special and seasonal events in the community. Specific events change annually but they include the Brentwood 4th of July Celebration, Christmas Tree Lighting Ceremony, Scarecrows in the Park, Movies in the Park, and other events that provide fun and recreational opportunities for all Brentwood residents.

A popular program is the summer Starry Nights in Brentwood Concerts in the Park which take place each Friday evening for ten weeks starting in June at City Park. The free series features live music, runs from 7 to 9 p.m. and is one of the most popular programs organized by the Department.

Recommendations

- The city should continue to play a role and work in cooperation with the Chamber of Commerce, School Districts, civic organizations, and businesses to produce community-wide special events.
- Brentwood should consider hiring a consultant to study the economic benefit of special events and report to governing bodies economic profile reports of special events, tournaments, and swim meets held at city facilities.
- Continue to expand cultural events and creative experiences through community partnerships with merchants, businesses, Chamber of Commerce, and other community organizations. Continue to showcase different cultures in special event programming to enhance cultural understanding and unity.

Special Needs

Special needs is a term used in clinical diagnostic and functional development to describe individuals who require assistance for disabilities that may be medical, mental, or psychological. The city currently contracts for some maintenance tasks with Futures Explored, Inc., an agency that serves adults with developmental and physical disabilities throughout the East Bay.

While Parks and Recreation accommodates people of all abilities into their programs whenever possible, numerous challenges are present in this area including finding staff with training in specific areas for children who need one-on-one attention, and keeping costs low, while providing appropriate and quality accommodations. For parents, the continuum of special services and child care for their special needs child from infant care to preschool to kindergarten and beyond can be challenging when considering cost, availability, location, and transportation.

Recommendations

- Brentwood's Parks and Recreation Department should develop and receive City Council approval of an Inclusion Policy that is committed to following the guidelines set forth by Title VI and the ADA to ensure that all programs, activities, and services, when viewed in their entirety, are readily accessible to and usable by individuals with disabilities.
- The Parks and Recreation Department should continue to provide opportunities for individuals with disabilities to participate in inclusive programs as well as programs specifically designed for persons with disabilities.
- Coordinate with Contra Costa County to explore options for subsidized transportation to future programming for those with special needs.
- Expand inclusion programming to allow participants the opportunity for more "hands on" job training classes to improve their potential for finding employment.
- Explore potential cooperative agreements with other Contra Costa County communities to provide programming opportunities for the developmentally disabled including summer programs, after school programs, independent living programs, and job training programs specific to youth with disabilities.

Outdoor Recreation Programs

Active learning and adventure can take place outdoors in a variety of environments, rural and urban, local, and more remote. Outdoor education, recreation, and training involves both young people and adults in a wide range of experiences, including adventurous activities on land and water and activities with an environmental focus. Methods used include skills-focused learning, problem solving, team building, and self-reliant journeys and activities.

Use of the outdoors in an urban setting, makes a major contribution to physical and environmental education and enhances many other curriculum areas. It contributes to personal growth and social awareness, health and fitness, and develops skills for life and the world of work.

Recommendations

- Adopt, as part of this Master Plan, an objective to "develop and expand a comprehensive Environmental Education Program."

- Continue to expand passive and active outdoor programs for families, neighborhood oriented walks, foot races, or bicycle events to provide safe venues for physical activity.
- Collaborate with Brentwood Union School District, local colleges and universities, East Bay Regional Park District, and other organizations to offer programs in environmental education and interpretation to develop stewardship for natural resources and instill an appreciation for the natural environment.
- Consider developing low-cost/free programs for families in neighborhood parks to encourage children and families to get out and play.
- Expand the Volunteer Program to develop a Park Steward where individuals can provide environmental enhancements, clean-up, and coordinate other volunteers within local parks.
- Implement Safe Routes to Schools and Parks via a joint Brentwood/Brentwood Union School District project to encourage walking to and from schools and parks. A goal of the program is to increase the outdoor activities of families by providing incentives for non-automotive transportation and providing additional opportunities to interact with the natural environment.
- Adopt the Outdoor Bill of Rights connecting children with the outdoors and California history.
- Utilize other recreational programming to promote the city's outdoor recreation programming and sustainability actions to reduce resource use and protect the environment.

Healthy Brentwood

Currently the city participates in the Healthy Eating Active Living (HEAL) Cities Campaign, a partnership of the League of California Cities and the Public Health Advocates. HEAL features a number of policies including Complete Parks, Land Use, Healthy Foods, and Workplace Wellness. The City Council adopted a resolution in support of this program in 2010.

In 2007, City Council formalized the City of Brentwood Wellness Policy Guidelines related to concessions and vending standards. In 2008, the document was amended to add language on the benefits of play opportunities. This document includes strategies for encouraging lifelong healthy behaviors in the community.

Full support of this program and development of a site specific program such as, "Healthy Brentwood" could be designed to encourage and help residents to find opportunities for participation in health and fitness programming. Currently the city and their partners are offering health and fitness programs that promote well-being and healthy lifestyles. Expansion of programming and partnerships could surround the subject areas access to healthier ways to eat and exercise, nutrition, and fitness, and how to use community parks and facilities to use towards a healthier lifestyle.

A possible mission statement for a Healthy Brentwood program is:

"Healthy Brentwood is a community collaborative that focuses on health and nutrition, creating a sustainable approach to wellness that will positively impact current and future generations through forming partnerships with committed community stakeholders."

Recommendations

- Develop multi-disciplinary health partnerships with schools, local hospitals, and health care providers, private health clubs, and other agencies to bring public information and educational programs that prevent obesity and successfully promote physical activity across entire communities. Park Rx—Define prescriptive health and fitness opportunities within current park and recreation programs.
- Work with Contra Costa County and other public agencies to determine the needs of the Brentwood community and initiate a strategic planning effort for the Healthy Brentwood program.
- Report on an ongoing basis to the public and policy makers the health and wellness outcomes of the city's programs and facilities.
- Promote healthy eating throughout the community by providing healthy snacks at city sponsored programs, and concession stands.
- Collaborate with Contra Costa County agencies, local colleges and universities, and the East Bay Regional Park District to maximize opportunities to share resources in providing outdoor recreation and health and wellness programs.
- Continue the Farmers' Market to promote local businesses that provide organic and local produce and bakery goods. The Brentwood Farmers' Market is scheduled every Saturday from 8:00 a.m. to 12:00 noon, from March until mid November. It is held on Oak Street and First Street in Downtown Brentwood.

2.4 Department Administrative Functions

Administrative support functions provide an integral part of efficiently implementing services through an organized and structured system of task, procedures, policy and planning processes that allow services to be carried out effectively. Support functions relate to how programs and operations are implemented by the City of Brentwood including the operation and / or development of facilities and policies or procedures to support the delivery of programs and services. Administrative support is provided by the Administrative Division of the Department and supports both the Parks and Recreation Divisions in many ways including operating the customer service desk, processing permits and work orders, managing the Department budget, and processing payments, reports, agreements and contracts. Administrative support also works internally with all departments in the city including the City Manager's office, Human Resources, Finance, Public Works, Risk Management and the City Attorney's Office.

Cost Recovery

The Department has an established cost recovery policy that applies to the city's recreation programs. This policy differentiates between resident and non-resident as well as non-profit and commercial renters of park facilities including buildings and group picnic rentals.

The policy sets a cost recovery goal for residents of direct cost plus 10% of Department overhead for youth programs and direct cost plus 75% of Department overhead for adult programs. Non-resident aquatic and city run youth programs are set at 10% above the resident fee.

The policy also defines several programs will not have a non-resident rate including recreation swim, lap swim, active adults 50+, teen programs, and cosponsored Liberty Union High School District Adult Education classes.

To minimize duplication and/or competition, the city should continue to coordinate fiscally and long-range planning with the School Districts and with other public and non-profit agencies to provide for the best use of public and private resources to meet recreation demands.

A 2008 agreement between the City and Brentwood Union School District, amended in 2012, established joint utilization of public facilities for public benefits. There is also an agreement in place with Liberty Union High School District for joint use of facilities. Under this agreement there is no charge for the use of listed District facilities for city sponsored programs and no charge to the Districts for use of listed city facilities. An example of Brentwood's current uses (at the time of this report) include:

- Heritage High School Pool – Used to house the swim teams
- Liberty High School Tennis Courts – Summer 6 week tennis camps only
- Liberty High School Old Gym – Mobile stage and bleachers
- Bristow Middle School Gym – Biddy Sports programs 8 and 6 week programs year round
- Bristow Middle School Restrooms – Biddy Sports outdoor program twice a year for 8 weeks
- Bristow Middle School Gym – Youth Basketball practices only January-March
- Edna Hill Middle School Gym – Youth Basketball games and practices January-March
- Doug Adams Middle School Gym – Youth Basketball games and practices January-March

Recommendations

- Staff from both organizations should continue to meet and discuss agreement modifications required to meet the changing needs and demands of the community, especially in the development of joint-use sports fields.
- Work to develop a "501c3" organization that works with and supports Brentwood and other community organizations to develop interpretive, educational, environmental, recreation, and community service programs for the community. The primary mission of a Foundation could be based on:
  - To aid, sponsor, promote, advance and assist in the provision of public parks, recreation and community services in the Brentwood Area.
  - To cooperate with and support the Brentwood Parks and Recreation Department and other community organizations in the development of interpretive, recreational, educational, environmental, and community service programs throughout the city for the benefit and enjoyment of people in the service area.
  - To receive, invest, and manage funds acquired through dues, donations, grants, gifts, bequests, and solicitations in furtherance of the purposes and goals of the city.
- Continue to meet on a regular and ongoing basis to review and consider changing terms of the Joint Facility Use Agreement with Brentwood Union School District and Liberty Union High School District to improve and expand use of indoor and outdoor school and city facilities.
- The city should prioritize the development of a Cultural Arts Master Plan.
- Continue to expand the public art program with the development of a rotating "Art in the Park" program.
- Based on the current Cost Recovery Policy, compare fee policies of other jurisdictions with the city's and establish an updated policy that supports established revenue generation goals for each program taking in consideration equity, cost recovery, and consistency.
- Pursue additional public-private partnerships with fitness clubs, golf courses, dance studios or other private recreation providers to provide recreation programs.

Marketing

Marketing and communication of public information in both print and electronic media is essential to increase public awareness about programs and facilities to reach all ages, non-users and the underserved. For Fiscal Year 15/16 the city printed 67,000 activity guides between three issues with the majority being mailed to each household. This is down from the prior fiscal year when 78,750 were printed, with the decline due to the city no longer providing guides to Discovery Bay, Oakley, Byron, and Knightsen.

While the city provides an excellent level of service in many areas, improvement can be gained in some aspects of marketing, branding, and facility rental. Social media is one area that could be further utilized and recently the Department started utilizing Facebook and Nextdoor to promote their programs and activities.

The Community Survey found that 63.7% utilized the Activities Guide to find information about recreation facilities and programs and 49.8% used the website. Social media was used by 26.6% of the survey respondents.

Recommendations

- Evaluate marketing efforts directed towards those sub groups of residents who do not utilize the city web page or internet to learn about recreational programming.
- Continue to market to all segments of the community and identifies potential promotional strategies for each of the following:
  - Networking - go where your market is
  - Direct marketing - sales letters, brochures, flyers
  - Advertising - print media, directories
  - Training programs - to increase awareness
  - Write articles, give advice, become known as an expert
  - Direct/personal selling
  - Publicity/press releases
  - Trade shows, health/wellness fairs and similar events
  - Web site
- Continue to develop a Social Media marketing plan that includes web site improvements and increased online visibility based on establishing a brand for the city through a variety of social media sites including:
  - Facebook
  - Twitter
  - Instagram
  - Blogs
  - Events sites
  - Video sites

Volunteers Programs

In a time of limited staffing resources and heavier reliance on alternative sources of funding, the use of volunteers is considered a valuable component of maintaining quality service levels. The current Volunteer Program attempts to match individuals with various city projects. The application process is designed to give potential volunteers the opportunity to indicate their interests, skills, and experience for placement in a volunteer position. Currently the department averages 4,000 hours per year of volunteer time.

Currently the Department utilizes volunteers primarily in the Senior Ambassador and Oldies but Goodies programs at the Brentwood Senior Activity Center, as youth coaches, and at department special events. Some recent uses volunteers includes the following examples:

- Volunteers painted 5 barbecues at Veterans Park, 8 at Sunset Park Athletic Complex, and 3 at Blue Goose Park.
- Five yards of bark mulch was spread at Sunset Park Athletic Complex.
- Boy Scout Troop 93 installed eight cubic yards of mulch throughout Veterans Park.
- Volunteers participated in the annual Marsh Creek Clean-up.
- Girl Scout volunteers cleaned up dog waste on the East Bay Municipal Utility District
- (EBMUD) Trail.
- Oak Tree saplings were planted at the Marsh Creek Trail/Creek Road area.
- An Eagle Scout refurbished the owl box located at Black Gold Park.

Recommendations

- Work cooperatively with local service clubs to recruit volunteers for special projects or events.
- In cooperation with schools and youth groups e.g. Boy Scouts and Girl Scouts continue to engage youth in the design of and completion of volunteer work.

2.5 Commissions and Committees

Park and Recreation Commission

The Park and Recreation Commission works with the department staff on general land use issues to ensure adequate park, recreation areas, open space, and trail facilities exist in the City of Brentwood. The Commission reviews and recommends park and recreation programs and services, and makes recommendations to City Council regarding final approval of park projects. The Park and Recreation Commission is an advisory body to the City Council.

Arts Commission

The Arts Commission is an advisory commission to the City Council made up of five (5) Brentwood residents. Commissioners represent a cross section among the major art and cultural fields whose role is to encourage, promote, and foster the cultural enrichment of the city. The Arts Commission oversees the development of city public art at the direction of City Council, publicizes art opportunities, commissions placing public art in the city as approved by City Council, and promotes the arts as a reflection of the historical nature of the community.

Youth Commission

The City of Brentwood Youth Commission is an advisory body to the City Council, dedicated to promoting the youth voice in local government. Founded in 1999, the Youth Commission is made up of ten (10) students of diverse backgrounds who care about the Brentwood community and have a drive to make our community the best

possible place for youth. Youth Commissioners are supported by three adult advisors and city staff. They advise the Parks and Recreation Department to identify and address concerns and issues and are responsible for planning and implementing social and community-oriented activities. The Youth Commission has organized youth-oriented events such as movie nights, parades, youth forums, and also participates in city events. Other accomplishments of the Youth Commission include assisting with the application process as the City of Brentwood applied for both the "100 Best Cities for Young People" and "Playful City USA" awards.

Brentwood Neighborhood Committee

The Brentwood Neighborhood Committee is an advisory committee made up of residents from the city's neighborhoods. The purpose of the Committee is to celebrate community pride by planning and assisting with special events that bring residents together to enjoy the neighborhoods, parks, historic downtown, and Brentwood's home-town character. These events foster strong community relationships, and encourage our exceptional quality of life that is "Better in Brentwood!"

The goals of the Neighborhood Committee are to:

- Administer and participate in the Christmas Tree Lighting Event.
- Administer and participate in up to two Home of the Season Events.
- Administer and participate in the Bark in the Park Event.
- Participate and support the National/Brentwood Night Out Event.
- Participate in the Hometown Halloween Event.
- Participate in additional activities as directed by City Council.
- Provide support to the Parks and Recreation Department in the planning and implementation of city sponsored special events by providing volunteers and assistance as needed.

Recommendations

- Create Brentwood Park Foundation, a nonprofit "501c3" organization that works with and supports Brentwood. The primary mission of a Foundation could be based on:
  - To aid, sponsor, promote, advance and assist in the provision of public parks, recreation and community services in the Brentwood Area.
  - To receive, invest, and manage funds acquired through dues, donations, grants, gifts, bequests, and solicitations in furtherance of the purposes and goals of the city.
  - To cooperate with and support the Brentwood Parks and Recreation Department and other community organizations in the development of interpretive, recreational, educational, environmental and community service programs throughout the city for the benefit and enjoyment of people in the service area.

2.6 Demographic Analysis Study

Understanding the demographic context of the city can create a valuable perspective for understanding current parks and recreation facility and program requirements and, moreover, for anticipating parks and recreation facility and program needs in the future. Demographic characteristics such as age, presence of children, ethnicity, and income have been demonstrated in past research to have a relationship to recreating patterns and needs. For those reasons, historical change and emerging directions of the resident population and demography of the city are important considerations as Brentwood plans for and moves forward into the future.

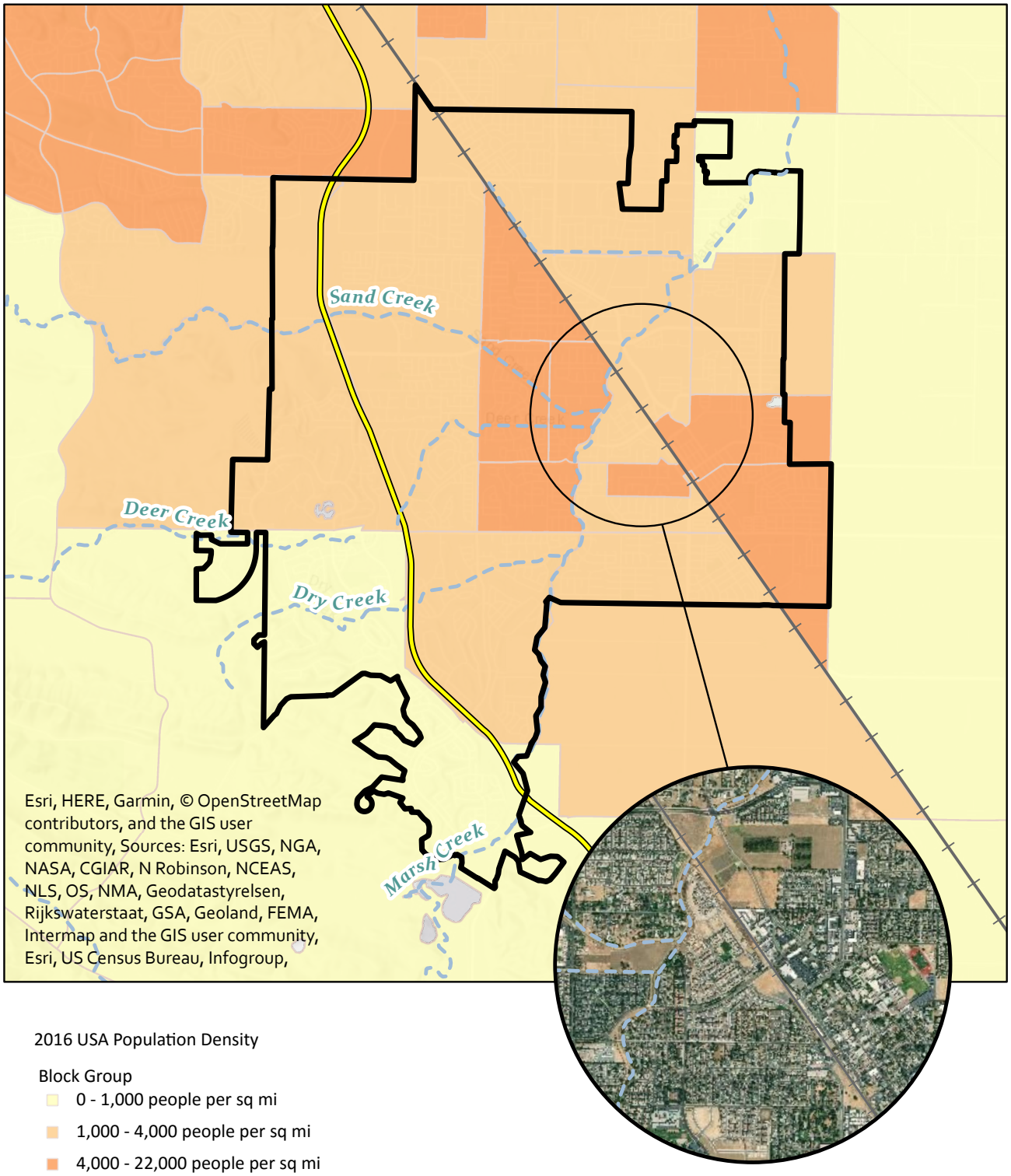
Four demographic analyses have been prepared as a foundation for understanding city residents' recreation needs and preferences now and in the future.

- A review of historical population growth for residents of the city and for residents of the county as a whole for perspective, examining data as of 2000 and 2010. This data describes the actual size of the resident population base and how it has changed over time. An updated estimate of growth for population in the city and the county as of 2016 is provided by the American Community Survey and, as of 2015, by the California Department of Finance.
- A review of historical household (occupied housing unit) growth for the city and county as a whole for perspective, examining data as of 2000 and 2010. This data describes the actual size of the resident household base and how it has changed over time. An updated estimate of growth for households in the city and the county as of 2016 is also provided by the American Community Survey and, as of 2015, by the California Department of Finance.
- A review of historical demographic trends for residents of the city and county as a whole for perspective, examining data as of 2000 and 2010. The data describes the actual make-up of the community and how it is changing over time, using many demographic factors, such as age, presence of children, household size, ethnicity, and income. Estimates from the 2016 American Community Survey are also included.
- A forecast of population and household growth to 2030 for the city, relying upon the Contra Costa LAFCO: Water and Wastewater Municipal Services Review for East Contra Costa County. The forecast is an important element in the Defensible Needs Assessment because facility and program needs today must be viewed in the context of future needs to effectively and sustainably plan for future facilities and programs.

Historical Population Growth

Exhibit 2.6A, Population Growth in the City of Brentwood presents a sixteen year history of population growth within the city. As this graph illustrates, population growth in the city during the 2000 to 2010 time frame grew from 23,302 residents to 51,481 residents, reflecting a 220% increase, with approximately 2,800 new city residents documented each year on average. This remarkable growth rate amounts to more than two new households moving into the city every day. American Community Survey estimated the city population continued to grow to 60,532 by 2016.

Exhibit 2.6B: Population Density of Brentwood, CA



2016 USA Population Density

Block Group

- 0 - 1,000 people per sq mi
- 1,000 - 4,000 people per sq mi
- 4,000 - 22,000 people per sq mi
- 22,000 - 116,000 people per sq mi
- 116,000 - 618,125 people per sq mi

Population Density

City of Brentwood, CA

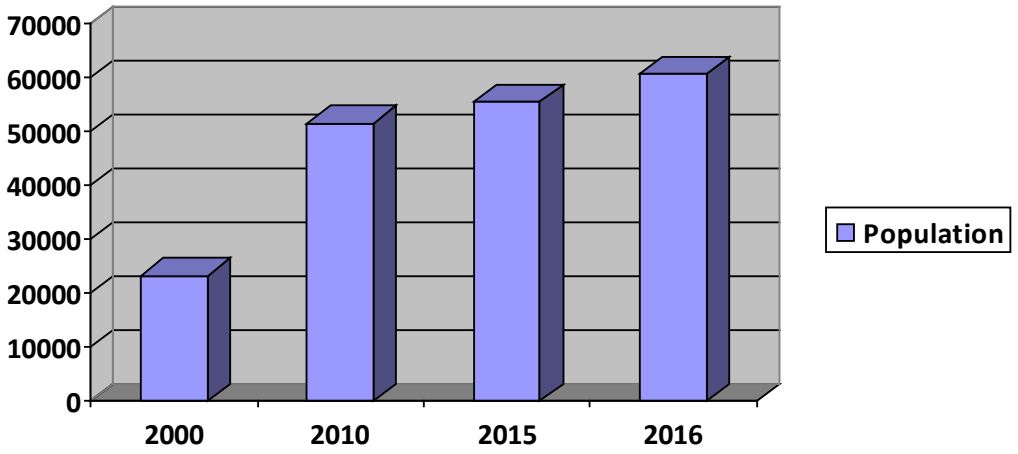
Miles

0 0.5 1 2

Parks, Trails and Recreation Master Plan Update

RJM DESIGN GROUP

Figure 2.6A: Population Growth - City of Brentwood

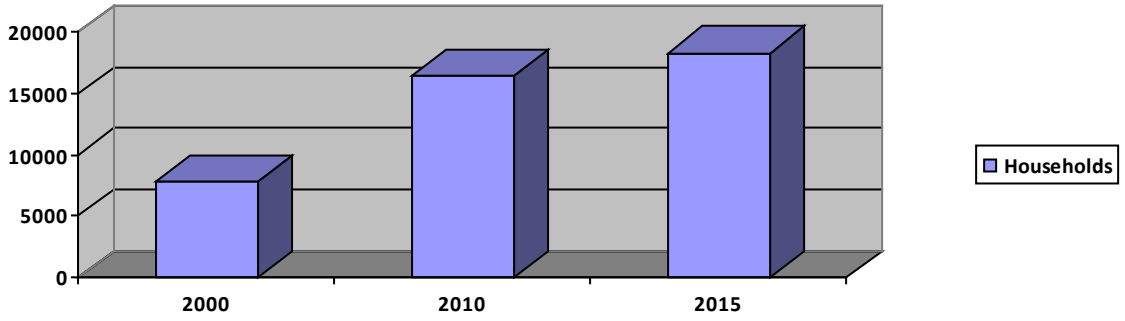


The city growth rate of 220% between 2000 and 2010 compares with a 10% rate of growth for the County as a whole. Thus, the city population growth during this time frame was 20 times greater than the rate in the County overall. Exhibit 2.6B illustrates areas of population density in Brentwood in 2016.

Historical Household Growth

As Exhibit 2.6C illustrates, the volume of households in the city during the 2000 to 2010 time frame from 7,788 to 16,494 reflecting a 211% increase. By 2015 the city had added another 1,807 households. Thus, while the city household volume exploded during this time frame, the County experienced above average growth overall.

Exhibit 2.6 C: Household Growth - City of Brentwood



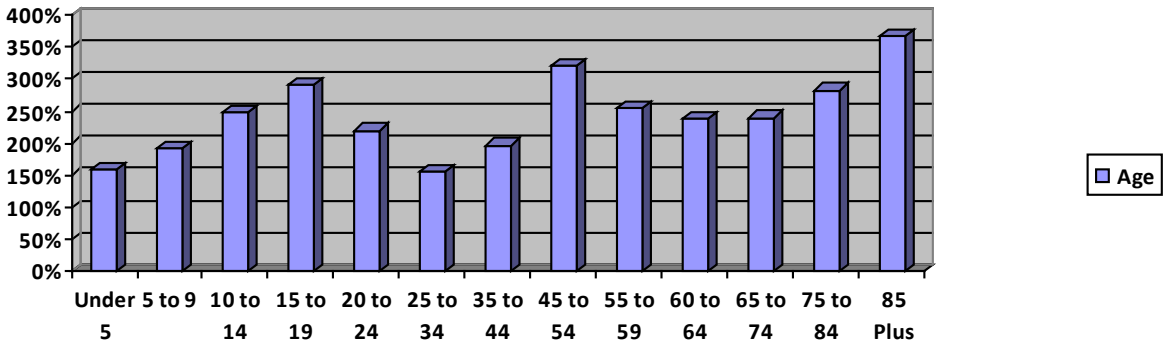
Historical Demographic Trends

To enhance the analysis of population and household growth previously provided, a collection of demographic characteristics for the resident population was compiled for 2000 and, for comparison, 2010. Highlights of the demographic trends includes:

- Average household size in the city has remained stable growing slightly from 3.1 persons per household in 2000 to 3.11 persons per household in 2010, while the trend observed in the county (from 3.23 in 2000 to 3.26 in 2010) revealed a similar modest increase.

- The median household income in the city was 15% above the median figure for the county in 2015 ($92,589 to $80,185). However, the median income figure in the city grew slightly faster during the 2010 to 2015 period (2% county vs. 3% in the city.)
- Brentwood residents spent an average of 42.1 minutes commuting to work in 2015, up from 39.7 minutes in 2010. For Contra Costa County, the average commute time was 35.3 minutes in 2015, up from 32 minutes in 2010.
- As Exhibit 2.6C reveals, during the 2000 to 2015 time frame, the greatest growth in population by age group was among city residents 15-19 years (290%) and those 45 to 54 years of age (321%).
- Growth for the age groups 55 and older was near a 250% increase with a remarkable growth of 367% for those 85 and older. This trend mirrors many communities, a reflection of the aging Baby Boomer population. Growth in this age group in the city suggests consideration be given to assuring that senior facilities and services are adequate to serve this burgeoning population group.
- The pattern of growth in the city's population by age group was comparable to the pattern among county residents where significant growth rates of population were documented among residents 19 and under. During the 2000-2010, 10-year period there were 9,366 new residents from this age group added to the City of Brentwood. Thus, the volume of children 19 years and younger is indicative of a potential change in needs for programs and facilities for this age group.
- Exhibit 2.6D also reveals that during the 2000 to 2010 time frame, a tremendous increase in the 25-44 age group with 6,197 new residents.

Exhibit 2.6D: Population Increase by Percentage 2000 to 2010 - City of Brentwood



- As a result of the changes in the distribution by age, the median age in the city grew from 32.7 years in 2000 to 36.7 years in 2010, and 37.7 in 2015.
- Examining the city population by race and ethnicity, there were declines in the share of residents identifying themselves as White occurred from 2000 to 2010 (from 73.8% to 67.9%) while increases were noted among those identifying themselves as Hispanic (from 26.8% to 28.2%) and Asian (from 2.9% to 7.9%). By 2015, the Asian population continued to grow to 8.3% of the population while the Hispanic population declined to 25.1%.

- A 2015 estimate from the American Community Survey revealed that 76.9% of the City population over 5 years speaks only English at home and 23.1% speak an additional language at home. Of that 23.1%, nearly two out of three speak Spanish. Only 4.4% of the population over 5 is identified as not speaking English "very well" (described as linguistically isolated.)
- Less than half of City households (48.8%) in 2010 were households with children less than 18 years, declining from 50.9% in 2000. County-wide the percentage of households with children under 18 increased from 37.3% to 38.8% by 2010, a number substantially lower than Brentwood.
- The City's proportion of homeowners declined between the 2000 to 2010 timeframe (from 80.7% to 76.3%), similar to the County trend. As of 2010, 76.3% of City households are homeowners while 67.1% are homeowners County-wide.
- The median housing value of $428,500 in the City in 2016 is somewhat below the median value of $472,900 in the County as a whole. Both the City and County have experienced a decline in housing values dropping from 2010 median values of $471,600 for the City and $548,200 for Contra Costa County.
- The 2010 median rental rate in the City is slightly above that in the County.

Forecast Population and Housing Unit Growth

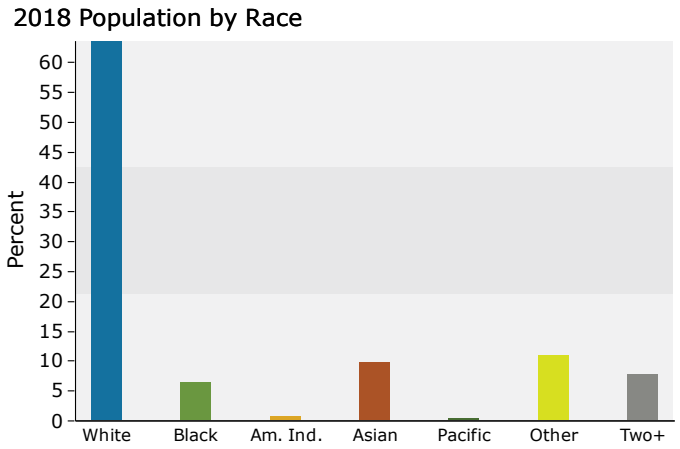
As estimated by the American Community Survey, Brentwood's 2017 population is 60,532. As researched by Contra Costa LAFCO: Water and Wastewater Municipal Services Review for East Contra Costa County, the City of Brentwood is expected to reach a build-out population of 82,900 by 2030. The population growth for the City between 2020 and 2035 is expected to occur at a 3% rate per year, with approximately 500 new housing units anticipated each year on average.

Current (2018) Demographic Profile

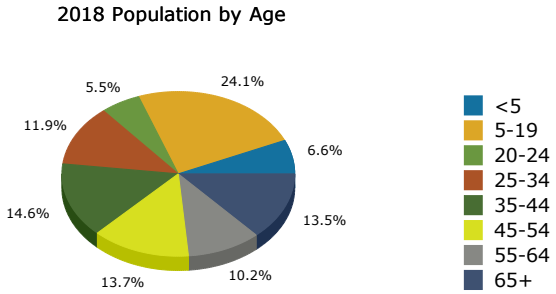
Demographics are a constantly changing landscape. The previous section was developed during the initial Master Plan Investigation. The following narrative and demographics profile exhibits / charts are a snapshot of the 2018 information available at the time of the reports publication. This information is not meant to correct or modify the previous section only continue the investigation on the changing demographics of Brentwood.

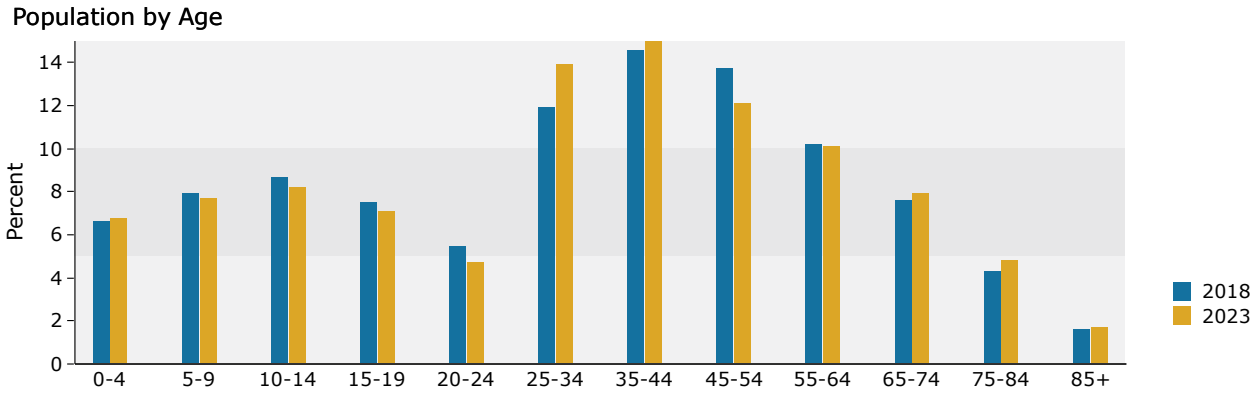
- The ACS estimated the 2016 population to be 60,532 for the City of Brentwood. The Current ESRI forecast dataset now estimates the population for 2018 at 62,764 (a 3.6% increase from 2016). The current forecast for 2023 is now predicted at 68,652 on track for a build out population of 82,900 by 2030.
- The population of homeowners for 2018 is identified at 76.4% compare to 76.3% in 2016.
- The population of renter occupied homes for 2018 is identified at 20.8%.
- The median housing value of $428,500 in 2016 is now $489,273 and continues to show strong growth into 2023.

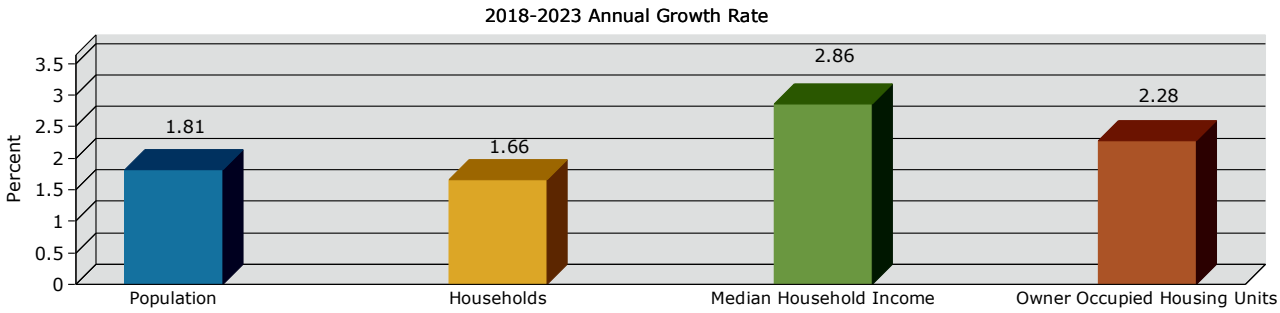
Exhibit 2.6E: 2018 Demographic Profile



2018 Percent Hispanic Origin: 29.8%







Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

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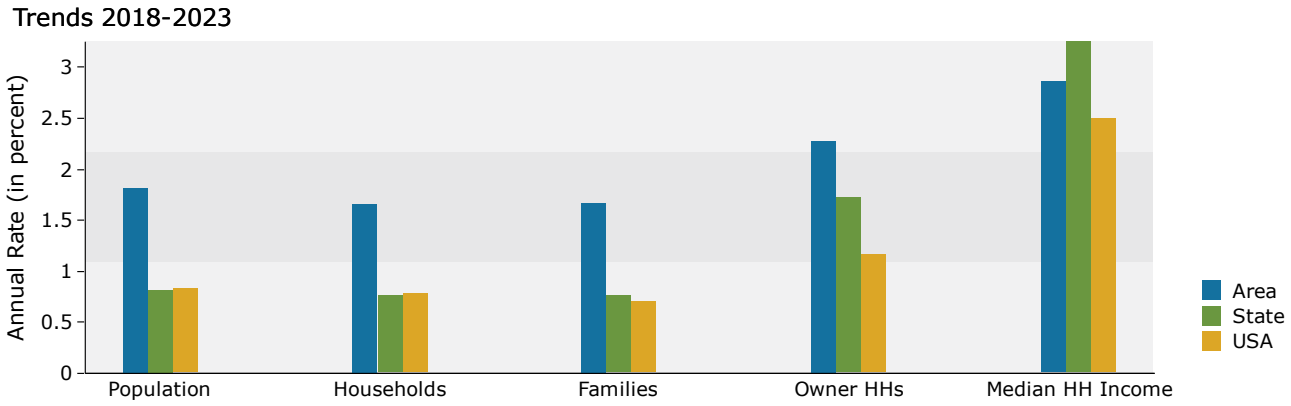
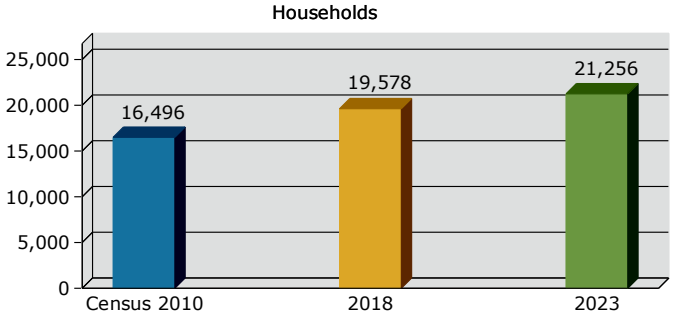
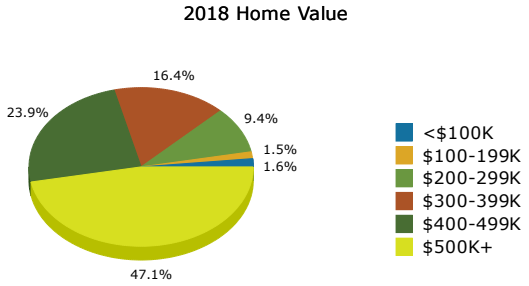
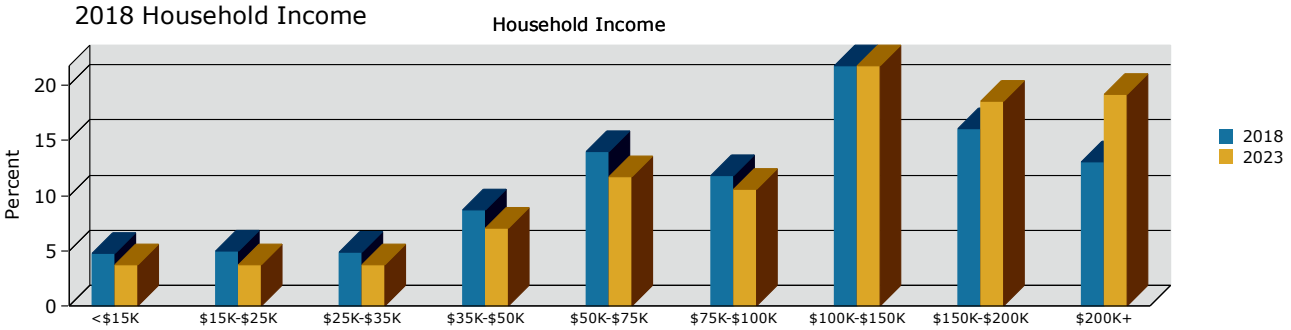
Exhibit 2.6F: 2018 Household Profile









Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023.

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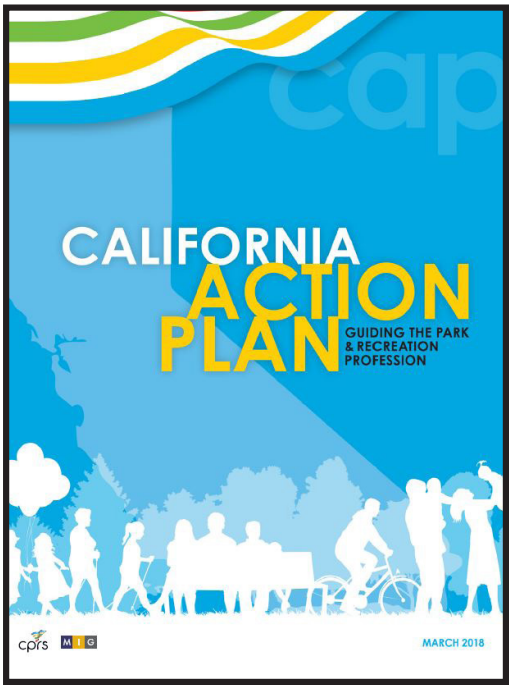
- Brentwood's population by race continues to follow the historical patterns. Residents (according to our 2018 update) identifying as White continue to decline now representing 63% of the population; those identifying themselves as Hispanic continue to increase now representing 29.8% of the population; those identifying themselves as Asian continue to increase now representing 9.9% of the population.

2.7 Recreation Trends Analysis

Benefits of Parks and Recreation

- A 2015 estimate from the American Community Survey revealed that 76.9% of the city population over 5 years speaks only English at home and 23.1% speak an additional language at home. Of that 23.1%, nearly two out of three speak Spanish. Only 4.4% of the population over 5 is identified as not speaking English "very well" (described as linguistically isolated.)



Less than half of city households (48.8%) in 2010 were households with children less than 18 years, declining from 50.9% in 2000. County-wide the percentage of households with children under 18 increased from 37.3% to 38.8% by 2010, a number substantially lower than Brentwood. The California Park and Recreation Society (CPRS) developed the Vision Insight and Planning Project—Creating Community in the 21st Century. Commonly called the VIP Plan, it identified the mission of California's park and recreation agencies as:

To create community through people, parks and programs.

This slogan was adopted by numerous agencies throughout California and elsewhere across the United States, including Brentwood. Further, the VIP Plan also identified several benefits of park and recreation services, which many agencies have followed closely.

CPRS has just developed an update to the VIP, called the California Action Plan: Guiding the Park and Recreation Profession (CAP). The CAP will carry forward elements from the VIP Plan that are still relevant today, refreshing the goals and core strategies based on new trends and best practices.

Here in Brentwood, the development of recreation programming at all ages and park development has closely followed those areas identified within the VIP Plan and the new goals identified in the CAP. These goals, very similar to the VIP Plan are:

- Promote health and wellness: Promote physical, emotional and mental health through fitness, play, and activity.

- Support economic vitality: Attract new businesses, foster economic development, promote community revitalization, increase tourism, provide jobs and generate revenues to support the economic vitality of our communities.
- Create recreation experiences: Get people involved in their communities by creating engaging programs, special events and new recreation experiences.
- Foster social cohesiveness: Create cohesive communities by celebrating diversity, providing inclusive services, modeling compassion, promoting social equity, connecting social networks, and ensuring all people have access to the benefits of parks and recreation.
- Support human development: Support youth development and lifelong learning to foster social, intellectual, physical and emotional growth in people of all ages and abilities.
- Protect natural resources: Protect habitat and open space, connect people to nature, promote the ecological function of parkland, and sustain and steward our natural resources.
- Strengthen community identity and sense of place: Provide parks, facilities, and services that reflect and celebrate community character, heritage, culture, history, aesthetics and landscape.
- Facilitate community problem-solving: Apply skills in community engagement, collaboration, leadership and facilitation to resolve community problems and issues.
- Support community vibrancy: Support safe, vibrant, attractive, walkable communities that make life better through parks and recreation.

Emerging Trends

Trends in the Park and Recreation profession cover a wide variety of topics, from park design to after school education programs to crime prevention. The sources of the following trends summary can be found in the bibliography of the complete report included in the Appendix document.

Today, our country and the world has become more transient and fast paced, with frequent, rapid, and dramatic changes. Therefore, understanding the trends that affect the park and recreation industry is very important as the city moves through the process of developing a Master Plan to ensure sustainability and to meet the future needs of the community. An awareness of trends affecting the future economy, facility operation, and program participation will not only enhance the ability to meet growing and changing needs, but open doors to new opportunities. Paying attention to current issues and understanding future issues will assist Brentwood in achieving sustainability and positioning Parks and Recreation as an essential service to the community.

Emerging trends can be organized into six major subject areas:

- Demographic Shift
- Health and Fitness
- Changing Lifestyles/Technology
- Society and Economy
- Sustainability and the Urban Environment
- Parks and Recreation Industry

As these emerging trends are explained and discussed, it will become clear that there will be significant impacts on current facilities and the need for development of new park and recreation facilities.

Foremost among these changes are:

- "Intergenerational" facilities that address needs of all of the community's population, regardless of age.
- Facilities that support programs, and provide positive, safe, and secure recreational alternatives for healthy lifestyles and to combat obesity.
- Facilities that support programs and activities, promote personal connections, and allow the community to highlight and share their cultural heritage(s).
- Neighborhood parks and facilities that allow for increased community connectedness.
- Facilities that support increased multi-cultural family and art events.
- Access to facilities, with flexible hours to accommodate user needs.
- Facilities in which teens can call "home", program, and operate under teen leadership.
- Facilities in which children can experience, learn, and develop an appreciation for nature and open space.
- Facilities designed with reduced or limited impact to natural resources.

Demographic Shift

- Our Nation is aging, as is the state and the City of Brentwood. The median age of Americans today is 37 years. By 2030, it is projected to be 39 years. Brentwood's population has a median age of 37.7 in 2016 with 13.6% of the population over 65. Between 2000 and 2015, the age group 65 and older experienced a large increase of 33% (Over 2,500 in total population). During the same time frame, the percentage of those 14 and under declined from 27% to 22.8% of the population. The US Census Bureau projects that California's population for those over 65 will increase by 130% by 2030. (American Community Survey and California Department of Finance)

- California's population for those over 60 will increase by 112% during the period from 1990 and 2020. Those age 85 and above will increase at even a faster rate, having an overall increase of 143%. (American Community Survey and California Department of Finance)
- Households are shrinking nationwide, with Brentwood's population per household at 3.12 higher than the 2.94 figure for California. Both Brentwood and California are higher than Contra Costa County's 2.77 person per household. California currently has the second highest average in the nation for owner-occupied at 2.93. (American Community Survey and California Department of Finance)
- Our Nation is becoming more culturally diverse. By 2020, the Hispanic population will reach 80 million, comprising one in five US residents. English as the language used at home has dropped from 87% in 1990 to 84.3% in 2000.
- There are now roughly fifty million students in K-12 public schools in America, and in 2015, for the first time ever, the majority were minority students. (Friedman, Thomas, 2016)
- By 2030, one in every five Americans will be 65 years or older, and AARP, Inc., estimates that in many states the numbers of seniors will equal or exceed the number of school-age children.

Health and Fitness

- Situated within Contra Costa County, Brentwood has convenient access to scenic mountains, natural areas, and the San Francisco Bay area. This provides opportunities for people seeking both access to natural areas and the urban environment for walking and bicycling, two of the most popular activities statewide. Walkscore.com gave Brentwood a 36 out of 100 walk score and a 47 out of 100 bike score meaning Brentwood is a car dependent city. Walk Score measures the walkability of any address using hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category. Amenities within a 5 minute walk (.25 miles) are given maximum points. A decay function is used to give points to more distant amenities, with no points given after a 30 minute walk. Walk Score also measures pedestrian friendliness by analyzing population density and road metrics such as block length and intersection density. The most walkable neighborhoods as identified by Walkscore.com were Rose Garden (48), Garin Ranch (40), and Harvest (39). In contrast, San Francisco was the second most walkable city in the United States receiving a score of 83.9. Local comparisons include Concord (44), Discovery Bay (42), Antioch (39), and Walnut Creek (38). In 2008, California State Parks research found that 74% of Californians walk for fitness or pleasure.
- Playful City USA is a recognition program honoring cities and towns that ensure that kids in their communities, particularly kids from low-income families, get the balanced and active play they need to thrive. The Parks and Recreation Department has been designated as a "Playful City USA" for ten years in a

row. Playful City USA is a national program from KaBOOM! that celebrates and promotes local policies that increase play opportunities for children and is a key platform in combating the lack of play among children. As a Playful City USA, Brentwood is recognized or making it easy for all kids to get balanced and active play in their neighborhoods and for pledging to integrate play as a solution to the challenges facing communities.

- There will continue to be a growing population of individuals with special needs. In 2005, almost 22 million of older adults in our nation had a functional deficit, and 12 million of this group had an activity limitation. This percentage is projected to grow over time as the population ages. While growth rates have slowed, by 2030, the number of individuals with functional or activity limitations are projected to grow to 38 million and 22 million respectively. (American Community Survey and California Department of Finance)
- In 2015, California was ranked as the 5th least obese state in America (45 states are more obese) although obesity rates had increased by over 78%. Louisiana is the most obese state in the nation at 36.3% of the population, followed by Alabama, Mississippi, and West Virginia at 35.6%. While obesity in California has almost doubled over the last 15 years, the adult rate fell from 24.8% in 2011 to 24.1% in 2015. For 2015 the California obesity rate rose slightly to 24.2%. (Center for Disease Control)
- According to the Center for Disease Prevention and Control more than two-thirds of Americans are overweight and one-third is obese. Obesity prevalence in 2015 varies across states and territories but continues to increase;
  - No state had a prevalence of obesity less than 20%.
  - In 6 states (California, Colorado, Hawaii, Massachusetts, Montana, and Utah) and the District of Columbia, obesity ranged from 20% to less than 25%.
  - 19 states and Puerto Rico had a prevalence of obesity between 25% and less than 30%.
  - Obesity prevalence in 21 states and Guam was 30% to less than 35%.
  - Four states (Alabama, Louisiana, Mississippi, and West Virginia) had an obesity prevalence of 35% or greater.
  - The South had the highest prevalence of obesity (31.2%), followed by the Midwest (30.7%), the Northeast (26.4%), and the West (25.2%).
  - Obesity rates are higher nation-wide for Hispanic and Black populations.
- A recent study by the Trust for America's Health and the Robert Wood Johnson Foundation projected a nation-wide obesity rate of 42% by 2030 with California increasing from the current level of 24.8% to 47%.
- Nationwide figures for 2014 reveal that those diagnosed with diabetes has almost doubled to 9.3% nation-wide, 9.9% for California, and Contra Costa County at 8.5%. Diabetes in Contra Costa County are found at a higher rate among the elderly of age 65+, African Americans, and Latino. For Californians 65-74 the rate jumps to 21.5% and 22.5% for those over 75. CDC estimates $176 billion is spent annually

nation-wide in direct medical cost related to diabetes, with an additional $69 billion in cost related to disability, work loss, and premature death. Further, 32% of those over 20 are reporting high blood pressure, often a companion of diabetes. High blood pressure costs the nation $48.6 billion each year. This total includes the cost of health care services, medications to treat high blood pressure, and missed days of work. (Center for Disease Control)

- The United Health Foundation's 2016 Annual Report, America's Health Rankings, identified several issues and trend reversals. For the first time in 26 years the rate of cardiovascular deaths increased, as did premature death (lost life before 75), and a continued five year increase drug deaths, rising 4% in the last year. Further, the rate of obesity among adults has increased 157% since the first report in 1990.
- While recent studies indicate declining obesity rates among 2-5 year olds another study indicated opposite results for older children. Over 250 California cities were analyzed by UCLA Center for Health Policy Research and the California Center for Public Health Advocacy. The study was based on children in 5th, 7th, and 9th grades. Around 38.4% of the children in California are overweight or obese. Huntington Park in Los Angeles County topped the list with 53.0%. Locally, Brentwood was at 32.5%, Concord 41.5%, Antioch 42.3%, and Walnut Creek 21%. Manhattan Beach in Los Angeles County had the lowest rate in the state, with just 11.3% of children obese. (http://www.publichealthadvocacy.org/)
- As reported in "The First National Study of Neighborhood Parks Implications for Physical Activity," by Deborah A. Cohen, MD, the park facility that generated the most moderate to vigorous physical activity time for adults and seniors was a walking loop, where 9% of users were seniors versus 4% in other park areas. This study further identified multiple disparities in park uses, especially low use among adults, seniors, girls, and women, and lower use in high-poverty neighborhoods, suggesting efforts to improve services for these subpopulations are necessary.
- Americans who use their local parks or participated in recreation programs offered by local park and recreation agencies are more likely to report high levels of self-reported overall health status. Researchers found that the connection between parks, recreation, and health strengthened over time. Specifically, the results showed that in 1991 neither park visitation nor recreational program participation were significantly related to perceived health. However, in 2015 frequent park users and recreation program participants were more likely to report high perceived health than those who did not frequent parks or participate in recreational programs. (http://news.psu.edu/story/449875/2017/02/08/park-use-influences-perceived-health-study-shows)
- Economics also plays a large role in the likelihood of a person being obese. One-third of adults who earn less than $15,000 per year are obese, compared with one-quarter of the population who earn at least $50,000. (Center for Disease Control)
- Research in the Journal of Transport and Health says cities with a more compact street network had reduced rates of obesity, diabetes, and heart disease, while wider streets and more lanes were tied to higher disease levels. "This research is one more in a long line that demonstrates the myriad advantages of fostering walkable places," researcher Norman Garrick said.

- Making bicycling safe and convenient are keys to improving public health, reducing traffic congestion, improving air quality and improving quality of life. Since the creation of the Bicycle Friendly Community program in 1995 there have been over 1500 community applications processed by the League of American Bicyclists. There are currently 450 recognized Bicycle Friendly Communities and over 100 Honorable Mention communities. The City of Brentwood has been recognized as a bronze level Bicycle Friendly Community since 2006. This designation requires the city to reapply every four years to make sure all requirements for this designation are being met.
- A Doctor from the District of Columbia has started to write prescriptions for outdoor play. About 40% of Dr. Robert Zarr's young patients are overweight or obese, which has led the doctor to come up with ways to give them very specific recommendations for physical activity. Zarr writes park prescriptions on a special prescription pad, in English and Spanish, with the words "Rx for Outdoor Activity" on top, and a schedule slot that asks, "When and where will you play outside this week?" In the San Francisco area, UCSF Benioff Children's Hospital Oakland and the East Bay Regional Park District have partnered on a Park Prescriptions Program. The goal is to reduce chronic obesity and promote physical activity among children. Similar examples have occurred in Portland, Oregon and Seattle, Washington. (http://centerforactivedesign.org/prescriptionforphysicalactivity)
- Medical costs associated with obesity were estimated at $147 billion per year, approximately 19% of the GDP; on average, annual medical costs for people who are obese were $1,429 higher than for individuals of normal weight. The annual nationwide productive costs of obesity obesity-related absenteeism range between $3.38 billion ($79 per obese individual) and $6.38 billion ($132 per obese individual). (http://www.cdc.gov/obesity/adult/causes/index.html)

Changing Lifestyles/Technology

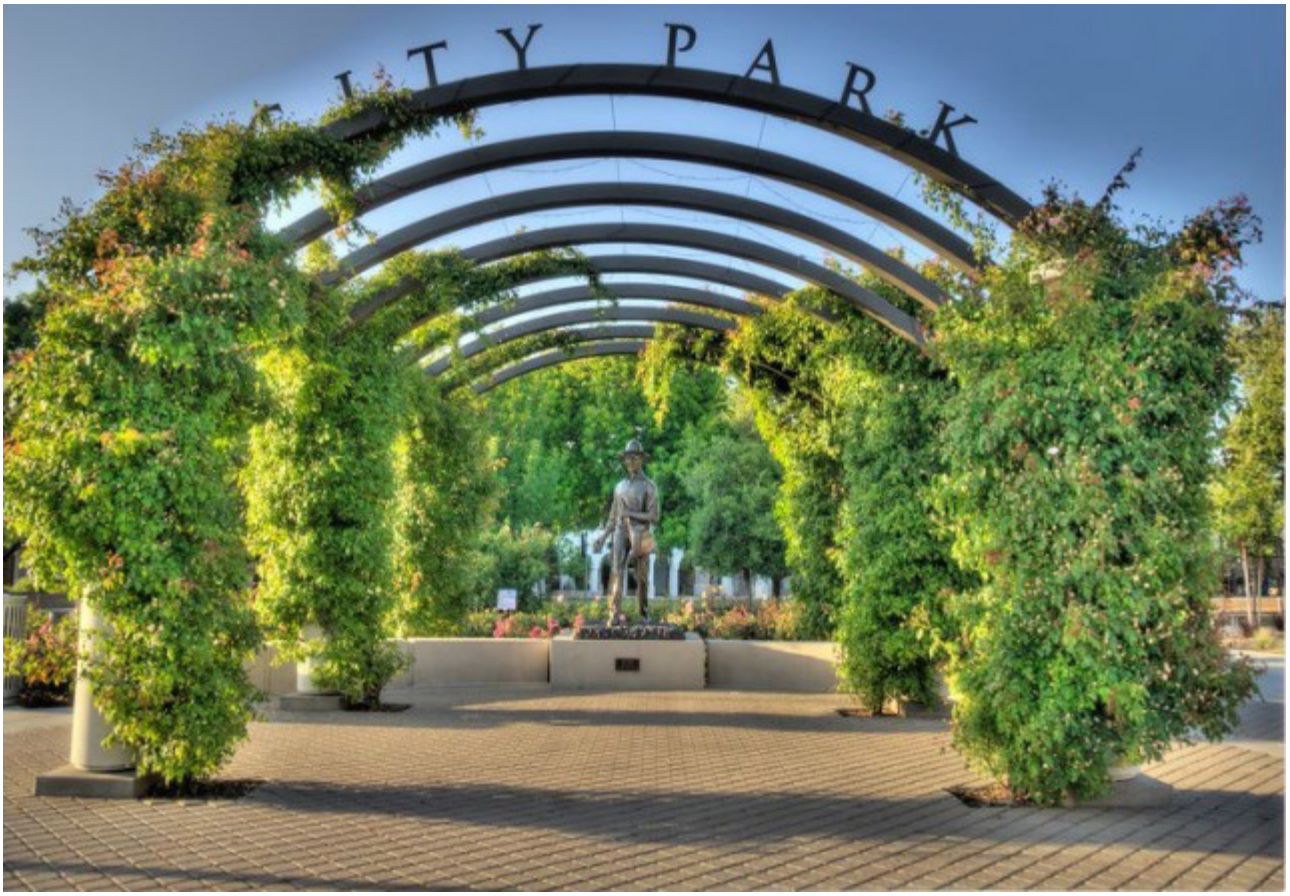
- Both "Generation X's" and "Generation Y's" crave fun, fast-paced and action-packed experiences; seek the pursuit of pleasure and the stimulation of the senses. While they both prefer collective activities, media and technology-based leisure, and extreme sports, there are basic differences:
  - Generation X" is the generation born after the baby-boom ended, generally between 1961 and 1979 and are highly educated, active, and family oriented. Technologically speaking, Generation X has witnessed the rise of cable TV, video games, and the internet. Their political experiences and cultural perspectives were shaped by the end of the cold war, the fall of the Berlin Wall, and a series of US economic calamities such as the 1973 oil crisis, the 1979 energy crisis and the early 1980's economic recession. (Wikipedia.org)
  - "Generation Y", also known as the Millennial Generation or Generation Next, were born roughly between mid- 1970 and 2000. Expression and acceptance are highly important to this generation. They are very familiar with digital technologies, media and communications, including texting, tweeting, YouTube, and Facebook. They often find comfort in on-line gaming. Their economic outlook was hard hit by the late 2000's economic recession. (Wikipedia.org)

- Facebook is still the top social network. Specifically, 64.7% of Gen X and 65.2% of Baby Boomers preferred Facebook, while only 33% of Millennials favored it. Despite this difference, Facebook remains the most popular social network overall. (Social Pro Daily, February 2017)
- In 1984 there were 1,000 internet connected devices world-wide, a million in 1992, and ten billion in 2008. Projections are that there will be over 50 billion internet connected devices by 2020. (Thomas Friedman, 2016)
- The high-tech world has given birth to a generation of sedentary lifestyles. The high-tech/high-touch generation shares common leisure activities such as internet surfing, computer and video games, social networking and TV watching. As a result, obesity prevalence for adults increased from 10% in 1990 to 24% in 1996 to 35% in 2015. (Center for Disease Control)
- Technology will continue to shape the way we live and do business. In the U.S., social networking now accounts for 11% of all time spent online. By 2015 64% of Americans owned a smart phone and 90% either a smart phone or cell phone. For those 18-29 that figure is 98% dropping to 74% for those over 65. Twitter processed more than one billion tweets and averaged almost 40 million tweets per day in 2009. That number increased to 500 million tweets per day by 2015. (Huffington Post—www.statisticsbrain.com)

Society and Economy

- Brentwood has an average degree of educational attainment with 29.3% of the population holding a Bachelor's Degree or higher, compared to 30.6% for the State of California. Conversely, 18.7% of California residents have not received a high school diploma, 11.1% in Contra Costa County, and for the City of Brentwood that figure is 9.4%.
- Nation-wide the gap between those who "have" resources and "have-not" continues to be a concern. For Brentwood the percentage of those living in poverty is 7.3% and 10.2% for the County. For California, 12.0% are below the poverty level with the largest percentage being families headed by a single female. (American Community Survey and California Department of Finance)
- Brentwood has a relatively small number of foreign born citizens with less than 14% of the population being foreign born compared to California at 27%. Of Brentwood's foreign born population, 45.5% are from Latin American countries and 35.7% from Asia. Correspondingly, 23.1% of Brentwood's households speak at least one other language than English while 7.9% of the households have residents over the age of 14 who speak English "less than very well." (American Community Survey-2015 and California Department of Finance)
- The median household income for Brentwood in 2015 was $92,589, a nominal increase from the 2010 figure of $89,515. For 2015 the Contra Costa County average was at $80,185. In 2010, 4.3% of Brentwood's households earned less than $15,000 annually, with that number declining to 2.6% in 2015 representing 112 fewer households. (American Community Survey and California Department of Finance)

- The median value for owner occupied homes in Brentwood in 2016 was $428,500, lower than the $472,900 for Contra Costa County overall. This is compared to $366,400 for California. According to citydata.com the current median asking price in Brentwood is $550,000. (American Community Survey and California Department of Finance)
- Nationally, there is an emerging recognition that parks and recreation services play a significant role in improving the quality of life of the city, and that parks and open space are catalysts for both community building and economic development. "The Role of Parks in Shaping Successful Cities" released in 2014 by the American Planning Association (APA) and NRPA, directly associate well-maintained parks and greenways with a strong sense of place and community identity, enhanced property values, and business, future homeowner, and tourist attractions.



City Park - a symbol of Brentwoods strong sense of place and community identity

Sustainability and the Urban Environment

- A 2017 study by NRPA found that while most park and recreation agencies do not have a formal sustainability plan, most execute sustainability practices with many goals in mind. The most widely cited goal is the environmental benefits that sustainable activities and practices can generate. These benefits include improving air and water quality in the community and reducing the agency's impact on the environment (e.g., using fuel-efficient vehicles, reducing the use of pesticides). Beyond the direct environmental benefits, the sustainability activities of park and recreation agencies also generate many other benefits, valued by the agency and its community, including:
  - Education
  - Cost savings
  - Building public support
  - Meeting the agency's mission
  - Regulatory obligation
  - Public recognition

- There is a trend to utilize ecologically sound management practices in park and facility maintenance and operation. This would include recycling programs, reduced use of pesticides, energy-efficient lighting installations, green waste facilities, water conservation, and bio-swale additions in park design to reduce water runoff.
- There is a relationship between park acreage and well-being. A recent study revealed significant associations between public park coverage and subjective well-being particularly the physical and community well-being of residents in U.S. cities. Park quantity (measured as the percentage of city area covered by public parks) was among the strongest predictors of overall well-being, and the strength of this relationship appeared to be driven by parks' contributions to physical and community well-being. ("Public Parks and Wellbeing in Urban Areas of the United States," Lincoln R. Larson 2016)
- According to a recent (2013) report by the Urban Lands Institute, Ten Principles for Building Healthy Places changes in physical design over the past 50 years have led to lifestyle changes, which have led to health impacts. Communities designed in a way that supports physical activity—wide sidewalks, safe bike lanes, accessible recreation areas—encourage residents to make healthy choices and live healthy lives.
- Trees are a great investment for cities, both ecologically and economically, according to a study published in Urban Forestry & Urban Greening. The study found that California's 9.1 million street-based trees each add $111 in annual value by reducing energy use, emissions, and raising property values. (Urban Forestry & Urban Greening, June 2016)

- The City of Brentwood has been recognized for seven years in a row as a Tree City USA community. The Tree City USA program is sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters. Benefits of the distinction of Tree City USA are numerous. The following is a list of just a few of these benefits:
    - The community benefits daily from cleaner air, shadier streets, and aesthetic beauty that healthy, well managed urban forests provide.
    - Enhances and contributes to a community's pride.
    - Signage advertises to visitors that this is a community that cares about its environment.
    - Services as a blueprint for planting and maintaining community trees.
    - May give preference over other communities when allocations of grant money are made for trees or forestry programs.
    - Brings solid benefits to a community such as gaining financial support for tree projects and contributing to safer and healthier urban forests.
    - Increases property values.

Parks and Recreation Industry

- BrentwoodConnect 24/7 is a free smartphone app available through the App Store or Google Play that allows the community quick access to City Hall 24 hours a day, 7 days a week, to seek information through FAQs or to submit a request for city services, such as city maintenance or code enforcement issues. Residents can attach a photo, audio or video file when submitting a service request. To download the application, users should search the App Store or Google Play and type in BrentwoodConnect 24/7. Then click download. The city relies on its citizens to keep our city clean, safe and beautiful.
- Urban parks are on the rise to address open space and leisure walking needs within the compact built environment. Urban parks are commonly expressed in the form of paved plazas or courtyards adorned with public art and water features, or linear urban trails with widened boulevard, city streetscapes and bike facilities. Sometimes, these urban parks are interspersed with community gardens to replace lost backyards in high-density living.
- San Francisco is the first major U.S. city to offer all its residents access to a park within a 10-minute walk, it was announced recently by The Trust for Public Land, which assesses the parks of the country's 100 biggest cities. In the 2016 ParkScore rankings, San Francisco rated a perfect 40 out of 40 on the access metric, which measures the percentage of the city's population living within a half-mile walk of a public park. (http://www.sacbee.com/news/state/article151199292.html#storylink=cpy)

- There is an increasingly vocal group of play experts (including environmental psychologists, child development specialists, educators and landscape architects) who strongly advocate for creative play that provides time for kids to learn, discover, and be creative. They see the addition of familiar swings and slides as only offering repetitive gross-motor play activities often isolated from other activities. Instead, they recommend adventure playgrounds made up of "loose parts," such as water, sand, balls and other manageable materials, for children to explore, create, and make-believe.
- The CPSC reports that just under half (about 45%) of all playground injuries occurred on equipment at schools and about 31% in public parks, with a quarter involving other children, such as when a child walks in front of a swing. Falls accounted for about 81% of the injuries on home equipment and 79% of the injuries on public equipment. And, virtually all of the falling injuries, whether public or private, occurred from distances of less than 10 feet. According to United Educators, most playground injury lawsuits cite negligence, which allows for an injured party to seek compensation if a school or staff member fails to act reasonably under the circumstances. (http://www.cpsc.gov/en/Newsroom/CPSC-RSS-Feed/Playground-Injury-Statistics/)
- Sports have become more specialized providing year-round competitive opportunities to develop a child from recreation play to a scholarship-earning level over a longer season at a younger age. In 2000, the number of American youth who played on at least one organized sport team was found to be 54% of children between ages 6 and 17 (American Sports Data, Inc. 2005). A 2017 study found that 66% of male youth and 52% of female youth participate in organized sports. (Minnesota Amateur Sports Commission, Athletic Footwear Association, USA Today Survey, Michigan State)
- The Physical Activity Council's annual study continued to track participation in 118 sports and fitness activities. Overall activity for 2016 saw 42% of the population ages 6 and over participating at least once a week in a high calorie burning activity. Fitness sports had the most gain, increasing 2% over the last year. Water sports saw the greatest loss with a 3% decrease. Over the last five years, racquet sports steadily increased 3% on average, largely driven by Pickleball, Cardio Tennis, and Squash. Team sports continued to gain momentum, adding 2% from 2015 and averaging a 5% increase over the last three years. This being mainly influenced by the niche sports, such as Rugby, Lacrosse, and Gymnastics, gaining popularity. (http://physicalactivitycouncil.com/PDFs/current.pdf)
- For the 17 sports tracked by the Sports and Fitness Industry Association (SFIA), there was a 9.1% drop in overall participation with total participation dropping from 50.2 million to 45.7 million youth, or a 4.5 million decline. During this time frame the number of sports losing participation was nearly double that of gaining in participation; 11 sports showed a decrease while 6 sports showed an increase. The range of change was dramatic, from a 100% increase in youth rugby to nearly a 42% decrease in wrestling. SFIA also found that youth are playing fewer types of sports each year with the average number of team sports played per participant dropping 5.9% for 6-17 year-olds from 2.14 sports per year to 2.01.

- Significant findings included:
  - The core youth sports of baseball, basketball, football, soccer and volleyball collectively followed the national trend of a 9% overall participation decline.
  - Rugby increased by 100.7% and Lacrosse 28.8%
  - Ice hockey increased by 43.7%
  - Sand Volleyball increased by 22.6%
- Bocce Ball, a sport which has been around for centuries is now experiencing a growth in participation rates, especially in Northern California and the San Francisco Bay Area. The United States Bocce Federation states that there are about 1 million players currently in the United States. In Contra Costa County there are numerous bocce ball courts including Veteran's Park, Apple Hill Park, and Monarch Park in Brentwood, Contra Costa Country Club in Pleasant Hill, Livorna Park in Alamo, Waterfront Park in Martinez, and Turtle Creek in Concord.
- Pickleball was invented the summer of 1965 on Bainbridge Island, Washington, at the home of Joel Pritchard, then a state representative and later a congressman. Pritchard and a couple of friends tried to get a game of badminton together for their families but couldn't find a shuttlecock. They improvised with a whiffle ball, lowered the net, and made paddles from some plywood. Currently, the sport of pickleball is the fastest growing sport in America.
  - 2 million estimated number of players today.
  - 3 million estimated number of players by 2018.
  - 385% increase in numbers of places to play pickleball since 2010.
  - 64% increase in membership in the USA Pickleball Association (USAPA) since 2010.
  - Within Brentwood, pickleball is offered at the Creekside Basketball Court. Discovery Bay has actual pickleball courts and has plans for four more courts. Courts are also located at the Diamond Hills Sports Club in Oakley and Trilogy in Brentwood. (World Pickleball Federation)
- Community gardens have grown in popularity over the last decade, as people have become more aware of the value of eating organic local food. Furthermore, fruit and vegetables have grown more expensive due to climate changes. Community gardens generally provide fresh produce as well as flowers, and they can be a lovely sight in an urban neighborhood if properly maintained. The USDA claims that approximately 15% of food today is grown in urban areas, in backyards, on apartment balconies and in community gardens. Community gardens can improve nutrition for a neighborhood, particularly for low-income persons.
- Long popular in China, Japan and parts of Europe and Latin America, adult playgrounds are popping up across the U.S., from Portland, Ore., to Tomball, Texas, to New York City, as organizations and municipalities cater to the needs of an aging populace. Hundreds of local and regional park systems have embraced the concept, especially in the South, where warmer temperatures beckon people outdoors most of the year. The playgrounds tend to feature low-impact, joint-friendly equipment. It's not just advocates of exercise who are pushing the idea. Non-profits focused on underserved communities and better land management

are behind it as well. In the past few years, KaBOOM, a non-profit based in Washington, D.C., that helps communities create play facilities, has built more than 50 multi-generational playgrounds at costs ranging from $25,000 to more than $100,000. (Corporate sponsors including Target Corp. and Humana Inc. help to pay the bill.) The San Francisco based Trust for Public Land (TPL) has installed 68 outdoor fitness zones in public parks since 2012, and others are planned. (Wall Street Journal Dec 2016)

- When the Trust for Public Land started its Fitness Zone® program a decade ago, there were no best practices or guides for communities to build their own outdoor fitness areas. TPL has since orchestrated 100 installations across the country, limited mostly to larger urban areas where it has offices, but the trend has spread. Now, says TPL senior vice president and director of city park development Adrian Benepe, "Cities and park departments are doing it on their own." As outdoor fitness spaces become more popular, groups seeking to build them have more options to choose from. (https://www.tpl.org/our-work/fitness-zone-area%C2%AE #sm.0006zs8nk182ved1qac2bwu2pe7ot)
- Bike advocates argue that separation is key to driving up cyclist participation. PeopleForBikes, an advocacy group in Colorado working with Portland State University is researching the benefits of bike lanes. Across six cities, the study finds a rise of ridership between 21% and 171% after bike lanes were installed. Researchers tracked the impact of the new lanes in Austin, Chicago, Portland (Oregon), San Francisco, and Washington, D.C., by analyzing camera footage, interviewing cyclists, and sending out surveys to local residents. Almost half of riders said they were cycling more frequently as a result of the new lanes, with those on Dearborn Street, in Chicago, reporting the biggest increase. Most importantly, the research found that the lanes increased participation in cycling generally.
- Nationwide, new community center design and construction has placed more emphasis on the scale of development, the use of Crime Prevention Through Environmental Design (CPTED) principles, and the pursuit of LEED certification.
- Forming partnerships and engaging volunteers have become efficient ways of doing business. Today, nearly 85% of park and recreation agencies have formed some kind of partnerships to extend their reach, increase programming capabilities and expand funding ability. According to a 2014 article by Emily Tipping in Recreation Management, the most common partners include local schools (56.9%), other local government agencies (46.6%), nonprofit organizations (42.8%), colleges and universities (32.8%), state government (32.3%), private corporations, service clubs, or local businesses (30.5%), federal government (19.6%), YMCA, Boys and Girls Clubs, etc. (16.8%), and health care providers (18.7%).
- Funding measures for parks and recreation found public support this past national election. Los Angeles County $1,890,000,000 parcel tax received 73% of the vote. Other ballot measures that received a majority vote included: Monterey Peninsula Regional Park District parcel tax ($24,000,000 71% to 29%), Mountain Recreation and Conservation Authority (FF) parcel tax ($2,892,000 76% to 24%), Mountain Recreation and Conservation Authority (GG) parcel tax ($11,940,000 84% to 16%), Napa County Regional Park and Open Space District sales tax ($112,000,000 62% to 38%), Oakland Bond ($35,000,000 82% to 18%), San Diego County sales tax ($2,000,000,000 57% to 43%), Sonoma County sales tax ($100,000,000 63% to 37%).

- To be more accountable, transparent, responsive and effective, today more and more cities and their parks and recreation departments are using business models to gain better efficiencies. Current California examples include the City of Rocklin, Livermore Area Recreation and Park District and Pleasant Hill Park and Recreation District. This requires a paradigm shift towards a business mindset in planning and managing services, with emphasis on core business, best practices, smart operation, performance management and customer service. Today, the park and recreation industry faces the on-going challenges of meeting or exceeding the expectations of their diverse and aging population and stiffer competition for tax dollars.

2.8 Benchmark Assessment

Benchmark assessments provide insight into how City of Brentwood Parks and Recreation compares to others jurisdictions in the East Bay area of California. Benchmarking was also used to assist Brentwood in comparing their park and recreation facilities, programs, and administration to cities determined to be desirable comparisons. Five benchmark communities were selected and included Antioch, Tracy, Walnut Creek, Pleasanton, and Livermore. These East Bay cities were selected due to their proximity, similar demographics, and services.

The benchmarking process measures components of Brentwood's own system, comparing those components to those of other similar organizations, and then identifying, understanding, and adopting desirable, outstanding practices with the aim of increasing some aspect of performance. While population totals are 2016, budget figures represent Fiscal Year 2017/18.

For the reported data, it is important to understand that variances in information exist due to differences in how each system collects, maintains, and reports data. These variations may have an impact on the per capita and percentage allocations within the budget and hence the overall comparison must be viewed with this in mind.

Exhibit 2.8A: General Comparisons of Park and Recreation Systems

	Brentwood	Antioch	Tracy	Walnut Creek	Pleasanton	Livermore
Department Name	**Parks and Recreation Department**	**Recreation / Public Works Departments**	**Parks and Community Services**	**Arts and Recreation/ Public Works Departments**	**Community Services Department**	**Livermore Area Park and Recreation District**
Department Responsible for Park Maintenance	Parks and Recreation	Public Works	Public Works	Public Works	Operations Services Department	Park Operations
Library within Department Yes/No	No – County manages Library. It is physically located in a City-Owned Building	No – County manages Library. One Branch is physically located within City Community Center	Yes	No	No. 2018 Library will move to the Department.	No—City function
If Public Art Program—Number of Pieces	58	Public Art program disbanded	Art Commission only	33	55	No—City function
Developed Park Acres—Community, Neighborhood, etc. (includes future planned parks)	237.05	184.30	263.30	236.10	431.70	305.00
Special Use Park Facility Acres—Golf Course, Regional Parks, etc.	49.63 acres--Aquatic Complex, Skate Park, Senior Center, Community Center, Sunset Park Athletic Complex	99 acres--Aquatic Park, 34--acres Sports complex, 5.3--Acres Open Space	0	3,040 acres--Open Space; 160 acres Boundary Oak Golf Course	425 acres--Golf Course eveloped;4.2 acres--Civic Center Complex & Library; 6.0 acres--Pleasanton Pioneer Cemetery; 835 Acres Open Space	199 acres--Golf Course; 1,444 acres—Open Space
Net Park Acreage	271.17	322.6	263.3	3,436.1	1270.2	1,948
Current population (2016 est.)	61,151	110,898	89,274	70,081	75,916	92,705
Total Park Acres Per 1,000 Population	4.35	2.93	2.94	49.03	16.73	21.01
Developed Acres Per 1,000 Population	3.88	1.67	2.94	3.36	5.68	3.29

Summary of Exhibit 2.8A

- When all park acreage within the city limits are included, Walnut Creek, with an extensive open space system has the highest acreage per 1,000 population at 49.03 acres. Antioch and Tracy are the lowest among comparable cities at just 2.93 and 2.94 acres per thousand.
- When special use park facilities are excluded such as golf courses and open space parks, Walnut Creek drops to 3.36 acres per thousand population and Antioch to just 1.67 acres.
- Pleasanton holds the highest developed acres at 5.68 per thousand. Brentwood is at 3.87 second only to Pleasanton.
- Three agencies, Antioch, Tracy, and Walnut Creek have parks maintained by the Public Works Department. Pleasanton's parks are maintained by Operations Services.
- Only Walnut Creek and Pleasanton have libraries within the department.
- Three agencies, Brentwood, Pleasanton, and Walnut Creek have public art programs.
- As Livermore is a special district with many of the functions handled by the city.

Exhibit 2.8B: General Comparison of Landscape Maintenance Districts and Contract Maintenance

	Brentwood	Antioch	Tracy	Walnut Creek	Pleasanton	Livermore
Landscape, Lighting, Assessment Districts (LLAD) Yes/No	Yes (60)	Yes – (3)	Yes—42 Zones	Yes—(1) Shadelands	Yes-6 Zones	No—City function
LLAD Budget	$7,198,793	$87,469	$3,699,665	$44,927	$158,820	NA
LLAD Acreage	188.34	Unknown	220	Unknown	Unknown	NA
Contract Maintenance Utilized	Yes	Yes	Yes	Yes	Yes	NA

Summary of Exhibit 2.8B

- Two benchmarked agencies, Brentwood and Tracy extensively utilize Landscape, Lighting, and Assessment Districts for parks, streetscape, and street tree maintenance. Brentwood has the largest budget at nearly $8 million and Tracy next at $3.7 million.
- Tracy has the highest number of park acres maintained by LLAD's at 220 acres.
- All benchmark agencies, excluding Livermore, utilize contract labor.

Exhibit 2.8C: General Comparison of Recreation Budgets**

	Brentwood	Antioch	Tracy	Walnut Creek	Pleasanton	Livermore
Recreation Budget	$1,548,737	$3,294,317	$5,409,388	$17,170,186	$8,265,162	$10,403,206
Recreation Revenue	$1,104,485	$2,204,500	$1,658,607	$11,112,412	$4,424,751	$8,852,276
Revenue Rate (Revenue/Budget)	71.3%	66.9%	30.6%	65%	54%	85.1%
Number of Community, Senior, and/or Fitness Centers	2	3	2	4	1	5
Net Ratio Per Capita	1/30,575	1/36,966	1/44,637	1/17,520	1/75,916	1/18,541
Number of Public Pools	1	5	1	2	3	4
Net Ratio Per Capita	1/61,151	1/22,179	1/89,274	1/35,040	1/25,305	1/23,176
Number of Interactive Water Features	6	1	3	1	2	2
Net Ratio Per Capita	1/10,191	1/110,898	1/29,758	1/70,081	1/37,958	1/46,353
Number of Soccer Fields	10	5	24	8	39	22
Net Ratio Per Capita	1/6,115	1/22,179	1/3,719	1/8,760	1/1,946	1/4,214
Number of Softball Fields	10*	9	13*	9	13	10
Net Ratio Per Capita	1/6,115	1/12,322	1/6,867	1/7,786	1/5,839	1/9,271
Number of Baseball Fields	10*	3	*	9	19	10
Net Ratio Per Capita	1/6,115	1/36,966	*	1/7,786	1/3,995	1/9,271
Recreation Expenditure Per Capita	$25.32	$29.70	$60.59	$245.00	$108.87	$112.22
Net Recreation Expenditure Per Capita (Expenditures-Revenue)	$7.26	$15.50	$42.01	$158.56	$58.28	$16.73

**Brentwood and Tracy do not differentiate between baseball/softball fields. All have dirt infields.*
***Multiple variables are included in the above individual city calculations. This chart is meant to be a general comparison not an apples to apples reflection. All cities are unique in their demographic and community needs.*

Summary of 2.8C

- Recreation expenditure per capita for the benchmark cities ranged from $25 to $245 with Brentwood the lowest.
- Net recreation expenditure (minus revenue) ranged from a significantly low $7.56 for Brentwood to $158.56 for Walnut Creek. Other benchmark cities were in the $15 to $58 range.
- Brentwood is above average in generating income and maintaining a high recreation recovery rate.
- Walnut Creek, with theaters and other similar facilities, is above average in expenditure for its recreation programs. Recreation expenditure per capita is $245.00 and the net expenditure (minus revenue) still came in high at $158.56.
- Revenue Rate among the benchmark cities ranged from just 30.6% for Walnut Creek to 85.1% for Pleasanton. Brentwood was behind Pleasanton at 71.3%, a very high rate.

- Comparison of the number of Community, Senior, and/or Fitness Centers showed all within the range of one for every 17,000 to 44,000 in population. Only Pleasanton, with just one Community Center, was at one facility for each 75,916. The National Recreation and Park Association 2015 Field Report found that across the nation the median population per center was at 70,000.
- For the facilities surveyed, Brentwood was generally in the lower range per thousand. The exception would be pools, with just one facility, Brentwood has one pool for each 61,151. Only Tracy was higher, while the four other benchmark cities ranged between one pool for every 22,000-35,000.

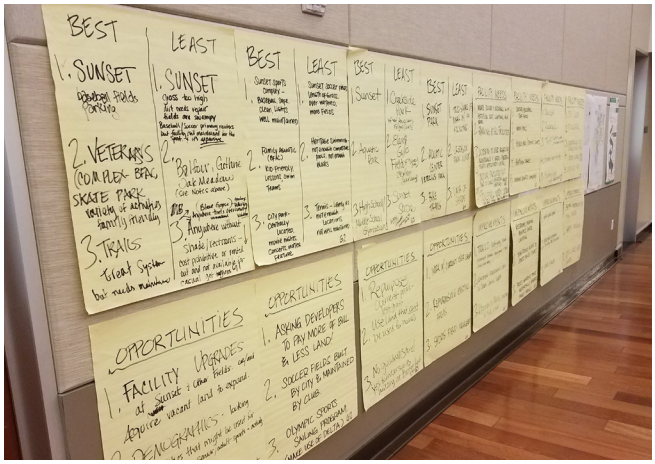
Exhibit 2.8D: General Comparison of Overall Operation Budgets and Park Budgets

	Brentwood	Antioch	Tracy	Walnut Creek	Pleasanton	Livermore
Total Dept. Budget	$18,842,420*	$4,871,751	$12,796,983	$22,322,623	$16,405,709	$21,093,793
Total Budget Funded by General Fund	$7,336,247*	$1,131,817	$7,438,711	$11,167,234	$11,822,138	$12,241,517
Total Parks Budget	$3,060,355	$1,577,434	$3,687,930	$5,152,437	$8,140,547	$7,441,728
Total Parks Budget Funded by General Fund	$843,573	$1,451,465	$3,687,930	$5,107,510	$7,981,727	$7,441,728
Number of FT Recreation and Admin. Staff	13	10	59	54	31	36
Number of FT Park Staff	11	1	27	7	5	22
Number of FT Staff	24	11	86	61	36	58
Park Expenditure Per Capita	$49.30	$14.22	$41.31	$73.52	$107.23	$80.27
General Fund Expenditure Per Capita	$122.27*	$10.20	$83.32	$159.34	$155.72	$132.04
Total Budget Per Capita	$301.26	$43.93	$143.34	$318.52	$216.10	$227.54

**Information provided by City staff.*

Summary of 2.8D

- Brentwood ranks near the top of benchmark comparison in terms of total budget per capita at $301.26. Only Walnut Creek was higher at $318.52.
- In terms of General Fund expenditure per capita, Antioch ($10.20) was significantly lower than the other benchmark cities which ranged from $83.32 to $159.34, with Brentwood at $122.27.
- Pleasanton, Livermore, and Walnut Creek were at the top in park expenditures. These agencies operate golf courses and or large regional parks.
- Antioch had the lowest in total budget at just under $5 million. Livermore and Walnut Creek were both over $20 million. Brentwood with a large LLAD budget has a total of over $18 million.
- Brentwood was near the bottom in staffing levels with just 24 employees. Antioch was the only city lower with just 11 employees. Other benchmark cities were at higher staffing levels primarily due to full time recreation staff. Tracy and Walnut Creek each have over 50 recreation employees.



Community Input.

OUTREACH / NEEDS ASSESSMENT

Section THREE: Outreach / Needs Assessment

3.1 Public Input Process

The Master Plan Update process utilizes a variety of methods to gather community information to ensure the process is as inclusive as possible and has the greatest benefit to the community. Information was gathered from residents and stakeholders through a variety of methods including stakeholder interviews, community workshops, a sports organization questionnaire, and an online community survey. Through the combination of all the outreach tools an estimated 8,400 participants were included in the development of this document.

Stakeholder Interviews

The following summarizes the results of the four Stakeholder Interviews conducted as part of the public outreach effort to assist in the preparation of the Parks and Recreation Master Plan for the City of Brentwood. The interviews were held June 21-23 of 2017.

1. What are the top key issues concerning parks and recreation services in the City?
    a. Balance tot lots with age appropriate opportunities
    b. New housing complex, build a kid park
    c. Need balanced recreation opportunities. Appreciative of the live, work, and play approach
    d. Career growth within city limits
    e. Need clear definitions of what goals and objectives are
    f. #1 is safety, parks should be safe, well lit and maintained
    g. Undeveloped parkland
    h. Rose garden – kids on parks not designated users of equipment
    i. Continue to see trail connectivity grow
    j. Work with East Bay Regional Park District and Friends of Marsh Creek Watershed
    k. Tournaments
    l. Cost for long term to maintain parks
    m. Facility and program costs
        i. Non-residents using programs and facilities drive up costs that Brentwood residents have to bear
        ii. Need balanced fees
    n. Need disc golf

2. In your opinion, are there adequate parks and recreational facilities? If not, what facilities are needed?
    a. Need the right parks. Balanced amenities for age / demographics / trends
    b. Business plaza/park with water feature
    c. Appropriate age requirement and demographic families
    d. Convert parks into what's used now (appropriate amenities)
    e. Prevent empty parks (no people using them)
    f. How many play structures? (Do we need more or less)
    g. Yes, but we need unlocked sports parks (family active play)
    h. Need more pocket parks
    i. Not enough tournament space (adult softball)
    j. Community garden (self-run resident plots)
    k. Soccer tournament space – Sand Creek possible location
    l. Pickleball facilities
    m. Large community park
        i. Would support events (Corn Fest, 30-40 acres)
        ii. Increase size of Sunset Fields to the north – annex band
        iii. New large park on the West
        iv. Community park identified in the General Plan, need a plan for that in the Parks Master Plan
            1. Place with no negative impact on surrounding community
            2. Turf+Trees – open space that can be used for large events
    n. Trails – Marsh Creek Trails
    o. Need to work with Friends of Marsh Creek and John Marsh Historic Trust to develop (equestrian staging areas)
    p. Equestrian Trails

3. In your opinion, what facilities are most used in the City? Are there any problems related to the over use or lack of use of these facilities?
    a. Spray play, disc golf, pickleball, soccer fields, bird aviary, above ground activities, creative water elements, nature areas, trails (activities, destinations)
    b. Bike trail connectivity verification, should be destination to families
    c. Water feature parks are heavily used – doesn't necessarily mean we need more
    d. Shade structures are most used.
    e. Need trees. Fast growing – mature trees at start.

4. In your opinion what are the most pressing demands or priorities today for parks, recreation facilities and/or trails?
    a. Non-traditional, new and exciting amenities
    b. District school year around
    c. Bike trail connectivity verification, should be destination to families
    d. Water faucets and bathrooms
    e. Water fountain
    f. Dog drinking fountains
    g. Dog poop bag dispensers at parks/trails at entrances
    h. Trash receptacles in heavily used parks

5. What is your perception of the City of Brentwood? Are there adequate programs and services available to all?
    a. Staff is balancing programs well.
    b. Large senior population over 55+ (+/- 5,000)
    c. Summerset, 1,2,3,4 Trilogy offer additional senior opportunities
    d. Need a smaller satellite senior center, club house
    e. City parks staff has done an incredible job in providing programs.
    f. Parks, staff has done a great job in working with other user groups in supporting park programs.

6. What type of programming do you think is needed in the community? Is there a specific area or group that is underserved?
    a. Pickleball
    b. Public tennis
    c. Boys and girls club concept/facility for public use
    d. Basketball full court
    e. Adult sports
    f. Family sports
    g. Zumba/exercise class
    h. Baby-sitting classes
    i. Scuba lessons
    j. Baby CPR classes
    k. Gun safety classes
    l. Fishing programs/lessons
    m. Archery
    n. Need to be top heavy with swim lessons (potentially at Liberty)

7. What is your vision for park and recreation services and facilities in 2027 (ten years from now)?
    a. More business opportunities
    b. Live, work and play in Brentwood
    c. Classy, upscale
    d. Brentwood is a great place to raise a family
    e. Continued development looking to the future.
    f. Nice/clean
    g. Staying up to date with technology
    h. Playful city that addresses needs of all community
    i. Demand for park and recreation increases with generational influences that will occur. Due to this they will be more a demand on outdoor/indoor recreation.
    j. A trail system that is finished
    k. Walkable city with completed Trail System
    l. Hosting a large tournament in next 5 years
    m. NO city municipal golf course

Focus Groups

The following summarizes the results of four focus groups conducted as part of the Parks, Trail and Recreation Master Plan Update in Brentwood, CA. Initially, participants in the various focus groups were asked to individually respond to the questions on forms that were distributed before the presentation of each topic. They were encouraged to list as many responses that came to mind. A group discussion then began with individual members of each group sharing their responses with the entire group. Time was allotted for the groups to gain consensus on their top answers on the particular topic. Following each topic discussion, the group's presenter reported their findings to all of the workshop participants. The top responses for each topic are presented below.

Community Service Focus Group – June 22, 2017

A total of eleven (11) participants attended the focus group. Participants included City residents and City staff. Bruce Mulder, Director of Parks and Recreation, welcomed the participants, and provided an overview of the project. Zachary Mueting of RJM Design Group reviewed the process for the focus group activities. Zachary divided individuals into two (2) groups before beginning the focus group workshop.

1. What is the one recreation facility you would most like to see added in Brentwood to meet the needs of the community?

   Parks with access to Open Space and Trails
   Center for the Arts
   Larger Community/Event Center

2. What is the one recreation program, class or activity you would most like to see added in Brentwood to meet the needs of the community?

   Activities based on Local Resources (Agriculture, Gardening)
   Environmental Stewardship
   Hands-on Activities

3. What top three strategic alliances need to be built?

   Transportation Options
   State Parks & Habitat Conservation (Marsh Creek Watershed, East Contra Costa County Habitat Conservancy)
   Coordinate with groups and businesses

4. What is your vision for Recreation in Brentwood in 2027?

   Activities/Events based on Local History and Resources
   Brentwood as Regional Destination
   Activities for Everyone

Senior Focus Group – June 22, 2017

A total of nine (9) participants attended the focus group. Participants included City residents and City staff. Bruce Mulder, Director of Parks and Recreation, welcomed the participants, and provided an overview of the project.

1. What opportunities are there for the Brentwood Senior Activity Center to modify or expand its facilities?

   Expand Senior Center
   Satellite Building
   Utilize Civic Center Rooms and More Bathrooms

2. What opportunities are there for the Brentwood Senior Activity Center to modify or expand its programs offered?

   Programs are Full - Space Shortage
   Full-Time Activity Director
   Outreach and Communication Needed

3. What are the top three things that the City of Brentwood could develop for its seniors?

   More space
   Transportation Options
   Parcourse (Fitness Trail) & Handyman & Swimming

4. What is your vision for Recreation in Brentwood in 2027?

   New Parks and Programs that Address Need
   Bigger Senior Center
   More Trees along Streets

Sports and Trails Focus Group – June 22, 2017

A total of seven (7) participants attended the focus group. Participants included City residents and City staff. Bruce Mulder, Director of Parks and Recreation, welcomed the participants, and provided an overview of the project.

1. What is the one recreation facility you would most like to see added in Brentwood to meet the needs of the community?

   Large Sports Park
   Dog Park
   50-meter Swimming Pool

2. How do you think the City, in tandem with your organization, could improve in providing services and facilities to community residents?

   Outreach to Clubs/Community for Feedback
   Listen and Become Knowledgeable on Needs
   Act and Help Build

3. What are the top three improvements you would make to the City of Brentwood recreation facilities?

   Maintain Fields & Provide Year-Around Use
   Year-Round Swim
   Collaboration with Users

4. What is your vision for Recreation in Brentwood in 2027?

   Facilities and Parks
   Recreation Programs
   Trails Connected Regionally and Locally

Youth Focus Group – June 22, 2017

A total of ten (10) participants attended the focus group. Participants included City residents and City staff. Bruce Mulder, Director of Parks and Recreation, welcomed the participants, and provided an overview of the project.

1. What types of places are most needed by youth and teens in Brentwood?

   Parks with access to Open Space and Trails
   Center for the Arts
   Large Community Center

2. What programs or services are most needed by youth and teens in Brentwood?

   Free Activities/Events
   Teen Center/Room
   Arts and Dance Program

3. What are the top three things that the city of Brentwood should do to make the city a better place for youth and teens?

   Community Events and Service Opportunities (free when possible)
   Community Classes/Programs (free when possible)
   Larger Park with access to Sports

4. What is your vision for Recreation in Brentwood in 2027?

   Inclusion and Diverse Opportunities
   Safe and Positive
   Opportunities for growth, learning, recreating and rest.

Sports Organization Questionnaire

To obtain the information needed for a facility analysis calculation, a sports organization online questionnaire was designed and distributed to sports groups that use City facilities. This questionnaire obtained information regarding:

- Number of players and teams in the league or sports organization;
- Age ranges of the players;
- What seasons they play;
- If they travel outside Brentwood to participate;
- If they participate in tournaments; and
- Comments or suggestions for field/facility improvements.

The online survey link was distributed to the sports organizations through direct emailing by City Staff. The following is a list of the organizations and percent of players from Brentwood:

AJAX United Soccer League	50%
All American Sports League (Girls Travel Softball)	75%
All World Sports (Youth Boys Travel Baseball)	10%
Brentwood Dolphins	10%
Brentwood Panthers (Cricket)	10%
Brentwood Pony Baseball League	95%
Brentwood Seawolves (Swim and Water Polo)	60%
Brentwood Parks and Recreation Department, Adult Softball	85%
Brentwood Parks and Recreation Department, Youth Softball	80%
Brentwood Parks and Recreation Department, Youth Baseball	85%
Brentwood Parks and Recreation Department, Soccer Youth	85%
Brentwood Parks and Recreation Department, Youth Basketball	80%
Delta Dawgs Baseball Club	85%
Disc Dogs of the Golden Gate (dog frisbee)	5%
East County Spartans (Youth Boys Baseball)	85%
East Diablo Youth Soccer League	64%
Lady Wolfpack (Youth Softball)	50%
Pickleball	100%
TPR Baseball	20%

The information regarding the number of players, size of teams and turnover of facilities are used to better define peak day demand for facilities. Information regarding which of the facilities are currently being used by the sports groups provides input to the inventory of sports facilities, regarding usage for adult and youth sports.

Additionally, more qualitative information collected from respondents included: rating of facilities, comments on facility maintenance and scheduling, assessment of usage fees, perceived needs for additional facilities both now and in the future, as well as desired enhancements. These responses will be used by City staff and the Consultant team to better understand the usage patterns and needs of the active sports groups (a complete summary of the responses is available in the Appendix).

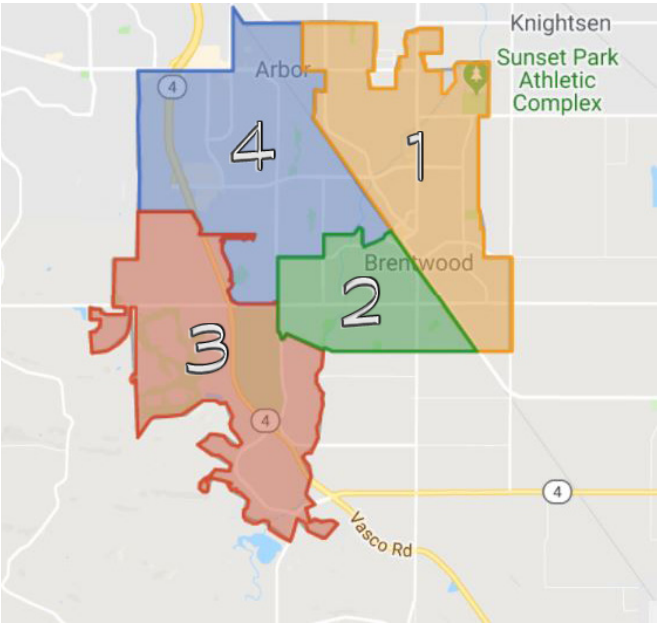
City-Wide Random Internet Surveys (FlashVote)

Several FlashVote online surveys were utilized to obtain information from the community. The four surveys had the following topics:

1. Parks and Recreation Satisfaction
2. Personal Park and Program Use
3. Park Access and Trails
4. Improvements to Parks and Programs.

Each survey was available for a two day period and results were available to participants. The full reports for each survey are available in the Appendix and show the application of the "locals only" filter that the following information is derived from. The "locals only" filter also includes geographical neighborhoods highlighted on Exhibit 3.1A.

Exhibit 3.1A: FlashVote Survey - Neighborhood Boundaries



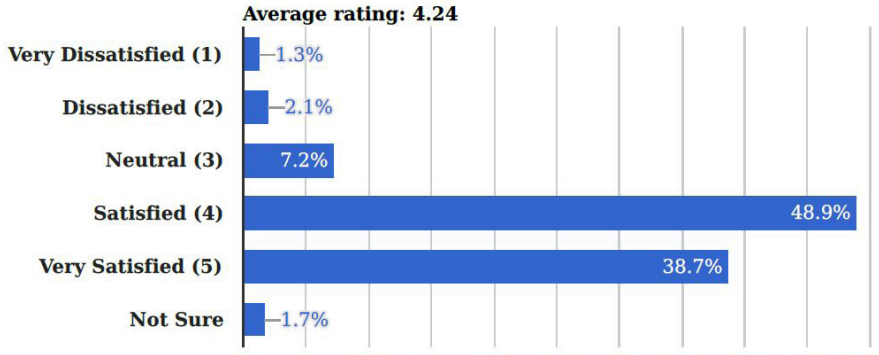
The FlashVote surveys organized responses based on residential addresses. This creates a geographical understanding of needs outlined. Full reports are available in the Appendix.

Survey #1

The first survey, Parks and Recreation Satisfaction, launched on August 14th and closed on August 16, 2017. There were 285 participants with a margin of error of +/- 6%. There were five questions in the survey. The first was, "What best describes about how often you visit a park, trail or recreation facility in Brentwood?". The top answer, at 34.2%, was a "few times a week". The next two responses were "once a week" at 18.1% and "once a day" at 15.6%. The second question was, "In the last 12 months, which of the following, if any, have you used to get information about Brentwood recreational facilities or programs?". The top response, at 63.7%, was the "Brentwood Activity Guide". The next two were "Visiting the City of Brentwood Website" at 49.8% and "Word of Mouth" at 44.7%. When asked, "How would you describe your overall satisfaction with Brentwood parks, trails,

and recreation facilities?" the top response between Very Dissatisfied, Dissatisfied, Neutral, Satisfied, Very Satisfied and Not Sure was "Satisfied" at 46%. The next two responses were "Very Satisfied" at 34.7% and "Neutral" at 9.2%. When asked the same question regarding recreation programs, the response was "Satisfied" at 41.7% followed by "Neutral" at 24.3% and "Very Satisfied" at 19.1%. When asked the same question regarding overall satisfaction with the condition and maintenance of Brentwood parks, trails and recreation facilities the top response was "Satisfied" at 48.9% followed by "Very Satisfied" at 38.7% and "Neutral" at 7.2%.

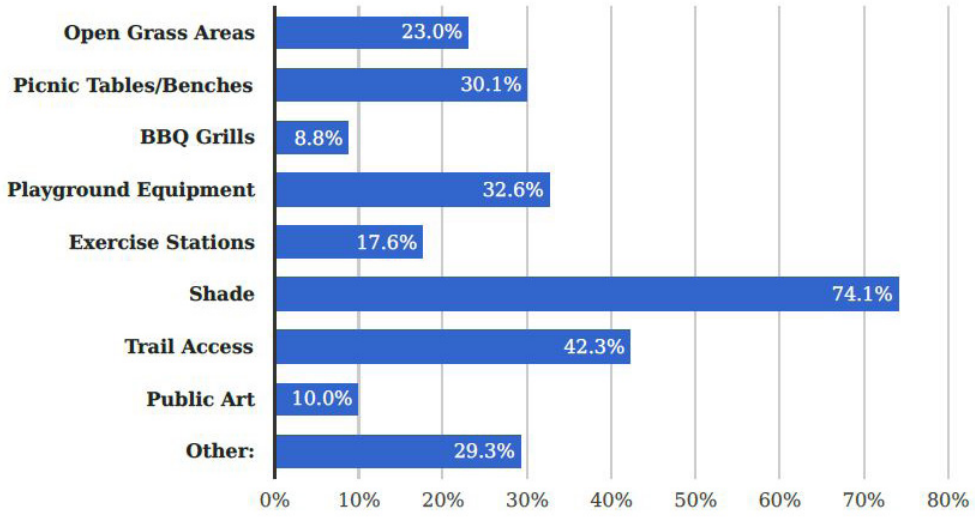
Exhibit 3.1B: "How would you describe your overall satisfaction with the condition and maintenance of Brentwood parks, trails and recreation facilities?



Survey #2

The second survey, Personal Park and Program Use, was launched on August 28th and closed on August 30, 2017. There were 297 participants with a margin of error of +/- 6% and four questions in the survey. The first question asked what park amenities would make the respondent more likely to visit the neighborhood park(s) closest to their homes in Brentwood. The top response, overwhelmingly, at 74.1% was "Shade". The next two were "Trail Access" at 42.3% and "Playground Equipment" at 32.6%.

Exhibit 3.1C: "What park amenities, if any, would make you more likely to visit the neighborhood park(s) closest to your home in Brentwood?"



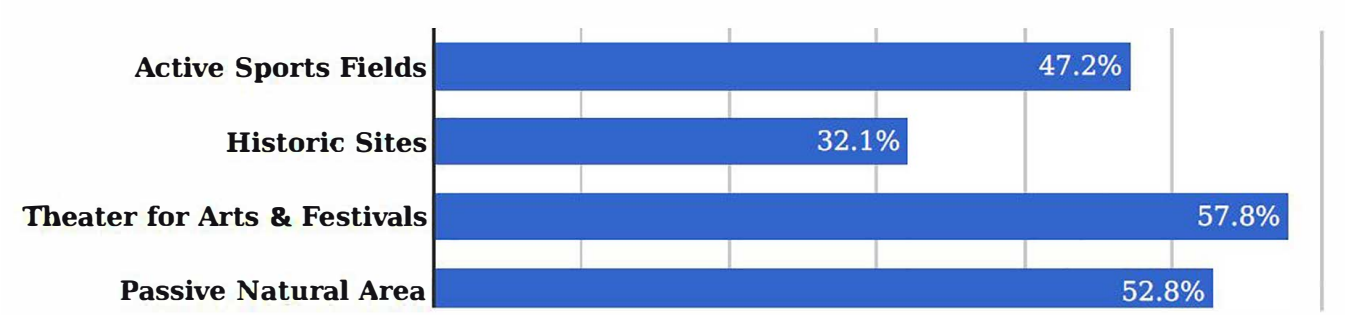
The next question regarding community parks asked what the main reasons were for people to visit these parks. The community parks of Brentwood include Apple Hill, Balfour Guthrie Park, Blue Goose Park, City Park, Creekside Park, Oak Meadow Park, Sunset Park, and Veteran's Park. The top reason to visit one of these parks was "Water Play Features" at 53%. The next were "Dog Park" at 27.1% and "Swimming Pool" at 25%. This survey also included responses regarding recreation programs families' use in Brentwood. "Swimming Programs" had the highest response with 30.5% followed by 27% for "Youth Sports Programs and Classes" and 14.6% for "Senior Club Activities/Events (50+)". Of all respondents, 33.5% responded that they "Haven't Used Any of These".

Survey #3

The third survey, Park Access and Trails, launched on September 20th and closed on September 22, 2017. There were 366 participants with a margin of error of +/-5%. The first question asked which park the respondent visits most often and how they get there. The top two responses were almost a perfect split between 25.3% responding "I usually walk or bike" and 24.9% responding "I always drive". The next in line was "sometimes I drive and sometimes I walk or bike" at 18.5%. When asked how respondents would rate their access, from Terrible, Bad, OK, Good, Excellent or Not Sure, to local trails in their neighborhood the top response was "Good" at 32.9%. This was closely followed by 27.3% for "OK" and 26% for "Excellent". The third question asked, "In the last 12 months, how have you or your family used the trail network in Brentwood?" The top response, at 67.6%, was "To Exercise". The next in line were "To get to another Brentwood Park" at 22.2% and "To get to Veteran's Park" at 16.9%.

The last question of the third survey asked about Regional Park development in Brentwood and what park feature respondents thought would most likely draw people from the region. Of the choices a "Theater for Arts and Festival Areas" was the top choice at 57.8%. It was followed by "Passive Natural Area" at 52.8% and "Active Sports Fields" at 47.2%.

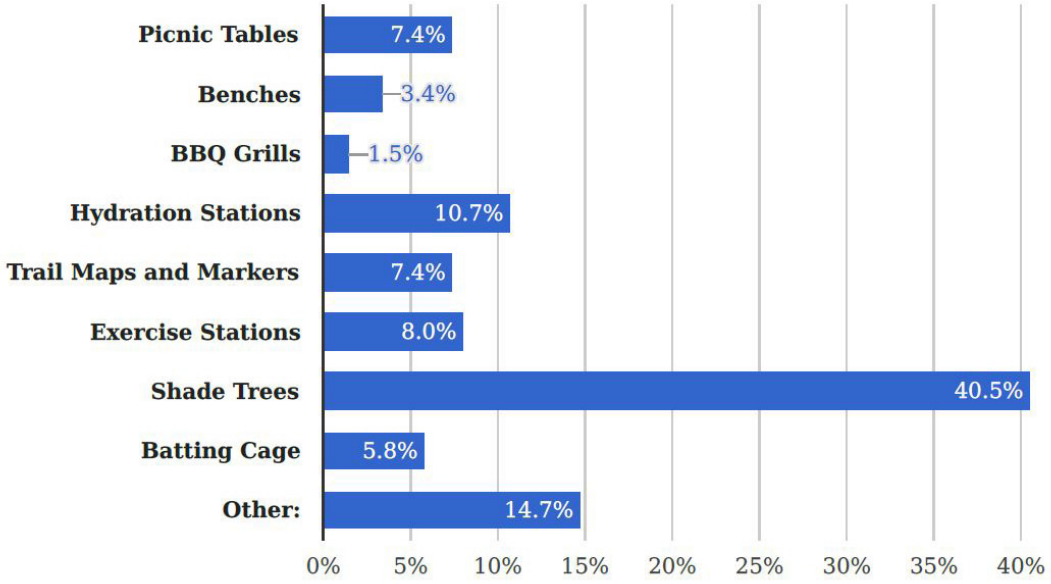
Exhibit 3.1D: "Regional parks are usually designed to serve people from multiple cities in an area. If a regional park were to be developed in Brentwood, what types of park features do you think would be most likely to draw people from the whole region, including surrounding cities?"



Survey #4

The final survey, Improvement to Parks and Programs, was launched on October 9th and closed on October 11, 2017. There were 463 participants with a margin of error of +/-5%. The first question asked, "Which simple and inexpensive park improvement, maybe $10,000 or less, would add the most value to the Brentwood community?" The overwhelming answer was "Shade Trees" at 40.5%. The next was "Hydration Stations" at 10.7% and "Exercise Stations" at 8%.

Exhibit 3.1E: "Which simple and inexpensive park improvement, maybe $10,000 or less, would add the most value to the Brentwood community?" (Funds have not been allocated for improvements)



The second question asked what the most important recreation programs were to add in Brentwood. The top response was "Teen Based Programs/Activities" at 42.9% followed by "Youth Sports Programs and Classes" at 43.3% and "Outdoor Theatre Events" at 34.8%. When asked what respondents thought the most important recreation facility was to add to Brentwood, the top response was an "Indoor Sports Center" at 48.9% followed closely by "Trail Connections" at 48.6%. The next in line was "Soccer Fields" at 40.1%. The final question asked which major park improvement (of $300,000 or more) would add the most value to the Brentwood community. The top response was "Shade Structures" at 28% followed by "Trail Connections" at 11.5% and "Restrooms" at 10.6%.

Public Workshops

Bruce Mulder, Director of Parks and Recreation, welcomed participants and introduced the Project Team. Zachary Mueting, RJM Design Group, reviewed the overall process for the development of the Parks, Trails & Recreation Master Plan Update. Zachary also presented the workshop objectives and proceeded to facilitate the process. On the following page is the Parks Map of Brentwood that we took to each workshop for attendees to mark where they live. This helps us show the geographical representation of the input we received from attendees.

Workshop #1 – Community Characteristics

The following summarizes the results of the first of three (3) workshops conducted as part of the public outreach effort to assist in the preparation of the Parks, Trails & Recreation Master Plan Update. The first workshop was held Thursday, August 10th, from 6:00 PM to 8:30 PM at the Brentwood Community Center on 35 Oak Street. The Consultant Team worked with City Staff to develop and coordinate the workshop. Twenty-one (21) residents attended the workshop.

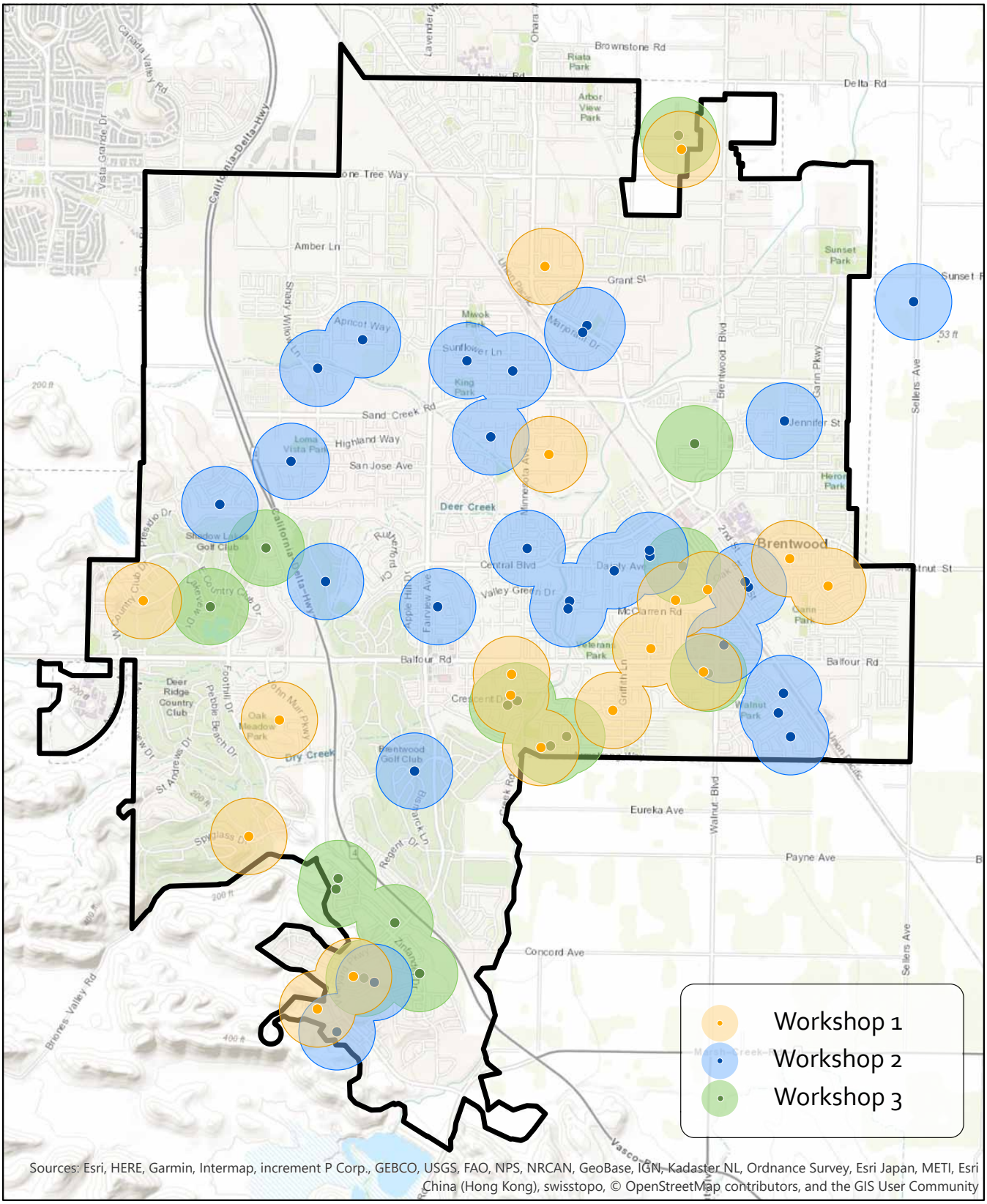
Workshop Process

Participants were divided into three (3) working groups for the workshop process. Each member of the group sat at a table of no more than seven (7) participants with materials that included a flip chart, and markers to record their discussions. Groups were requested to select a recorder/presenter. During the course of the workshop, three topics were presented for individual consideration and group discussion. Following are the topics discussed and the associated consensus results.

Topic 1: What are the most important community characteristics that make the City of Brentwood a great place to live, work, and play?

- Open Space/Parks/Trails/Surrounding Nature
- Safe Family Community
- Community Events/Activities
- Agriculture History/Farms

Exhibit 3.1 F: Workshop Attendees and Where They are From



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), swisstopo, © OpenStreetMap contributors, and the GIS User Community

Workshop Participants

City of Brentwood, CA

Parks, Trails and Recreation Master Plan Update

N

0 ¼ ½ 1 Miles

Topic 2: What are the issues or trends that may be negatively impacting those important community characteristics and should be considered in the Parks, Trails, and Recreation Master Plan update?

- Overdevelopment and stress on services
- Traffic
- Lack of local jobs and ages 18+ activities

Topic 3: What role can Parks and Recreation play in addressing those issues, and support the community characteristics that make the City of Brentwood a great place to live, work, and play?

- Develop More Facilities (Art Center/Theatre)
- Develop and Enhance More Programs and Events
- Increase Trail and Park Lighting/ Keeping them Safe

Workshop #2 – Sports and Facilities Workshop

The following summarizes the results of the second of three (3) workshops in the preparation of the Parks, Trails, and Recreation Master Plan. The workshop was held Wednesday, September 6th from 6:00 PM to 8:30 PM at the Brentwood Community Center. The Consultant Team worked with City Staff to develop and coordinate the workshop. Thirty-Nine (39) residents attended the workshop.

Workshop Process

Participants were divided into four (4) working groups for the workshop process. Each member of the group sat at a table of no more than ten (10) participants with materials that included a flip chart, and markers to record their discussions. Groups were requested to select a recorder/presenter. During the course of the workshop, 5 topics were presented for individual consideration and group discussion. Following are the topics discussed and the associated consensus results.

Topic 1A: What are the best public sports facilities in the City of Brentwood?

- Sunset Park Athletic Complex
- Brentwood Family Aquatic Complex
- Veteran's Park

Topic 1B: What are the least desirable public sports facilities in the City of Brentwood?

- Sunset Park Athletic Complex Soccer Fields
- Creekside Park
- Balfour Guthrie Park/Oak Meadow Park/Heritage High School Pool

Topic 2: What are the top sports facility needs in the City of Brentwood?

- Soccer and Baseball Fields (Artificial Turf)
- Pickleball
- Indoor Facilities (Pool, Courts, Multi-Use)
- Disc Golf
- Batting Cages

Topic 3: What opportunities can you think of for meeting current and future sports facility needs in the City?

- Repurpose Parks and Existing Areas
- User Cooperative/Field Management
- Facility Upgrades/Dual Use

Topic 4: What are the most important improvements you would make in the City of Brentwood to parks, trails, and/or recreation?

- Upgrades/Maintenance of Fields
- Shade
- Police Parks/Safety

Workshop #3 – Program and Facilities Prioritization

Residents of the City of Brentwood, including participants from previous workshops, were invited to an overview of the Master Plan process, and summary of the recreation program and facility needs in the City. The third and final workshop was held Thursday, October 5th from 6:00 PM to 8:00 PM at the Brentwood Community Center. Fifteen (15) attendees participated in the evening's workshop discussions in one of two work groups.

An overview of the Master Plan process and a summary of community outreach findings were presented, followed by a brief outline of the evening's workshop agenda.

Workshop Process

Attendees were presented with a list of all the recreation program and facility needs identified through interviews, community workshops, sports organization questionnaires, and the community-wide phone survey. Participants individually prioritized the program needs. Each individual then identified their top 10 priorities on large format paper utilizing color dots. Then, each group discussed individual responses until a group consensus on the top 5 priorities was reached and recorded on large format paper. The group's conclusions were presented to all workshop participants and posted on the wall. Then

a list of all recreation facility needs identified throughout the process was presented, reviewed and discussed in the same manner. The results of the workshop were recorded in order to be included in the Master Plan documentation.

Following are the two topics discussed and the associated consensus results.

Topic 1: What are the Top Recreation Programs Needed in the City of Brentwood?

- Evening Adult Programs
- Action Sports Camp
- Bike/Hike Trail Tours
- Wetland Tours
- Outdoor Theater Events
- Special Needs Sports
- Senior Activities
- Creeks/Watershed Committee
- Music Choir Room with Equipment
- Science in the Park

Topic 2: What are the Top Recreation Facilities Needed in the City of Brentwood?

- Shade
- Historical Information Signage
- Restrooms
- Theater
- Shade over Play Equipment
- Expansion of Senior Center
- Trail Access
- Pickleball Courts
- Shade Trees/Street Trees

3.2 Facilities Analysis Calculation (FAC) Report

Methodology

This methodology is rooted in formulas considering the number of people an organization serves, how many people are at a peak day event, the turnover rate for a single day to produce the number of fields / courts / pools needed for a Peak Day. The formulas vary slightly based on the type of sport or activity. Team sports (i.e. baseball, soccer, et.) are slightly different than event sports (swimming, Frisbee Dog). The advantage of this method, unique to RJM Design Group, is that we are able to produce a peak day calculation unique to the City of Brentwood for each organization that participates in our Sports Organization Questionnaire.

Peak Day Calculations

The results of our Sports Organization Questionnaire gave us the required information to plug into our FAC formulas. Organizations submitted answers to a variety of questions. Key information was utilized to generate a specific field requirement local to Brentwood. Key information includes:

- Number of players in the organization;
- Percent of residents in the organization;
- Total participants per (both teams per organized game);
- and turnovers.

Team Sports use the formula:

Total Numbers of Players in Organization /
Number of Players per Event /
Turnovers per Day =
Peak Day Facilities Demanded

NOTE: Swimming and Frisbee Dog calculations are based on the same premises of the team sports calculation however utilize league specific information to generate a specific number of required facilities. Specifically the following definitions are utilized to quantify these sport requirements:

Swimming pools: The Demand and supply number assumes one pool = 25 meters x 25 yards, or 6,150 square feet.

Frisbee Dog: The Demand is only based on availability if an open field / facility and not bound to specific dimensions.

	Peak Day Demand (Total Participants)	***Participants who live in Brentwood***	**Number of Players for Event (Local Facility Standard)**	**Field Turnover**	***Peak Day Demanded*** **(Total Participants)**	***Peak Day Demanded*** **(Brentwood Residents)**
Youth Soccer	1,659	1,050	22	5	15.1	9.5
Adult Soccer	184	118	22	5	1.7	1.1
Youth Softball	461	342	25	6	3.1	2.3
Adult Softball	1,512	1,285	36	5	8.4	7.1
Baseball 11-20 (70-90')	885	494	20	6	7.2	4.0
Baseball 0-10 (50-70')	1,535	1,343	24	6	10.7	9.3
Youth Basketball	389	311	20	6	3.2	2.6
Pickleball	20	20	4	12	0.4	0.4
Cricket	11	11	22	2	0.3	0.3
Swimming Pools	210	71	25 sq ft/swimmer	1	0.9	0.3
Frisbee Dog	30	5	30	3	0.3	0.1

Brentwood and Benchmarks

The Peak Day Brentwood Ratio is the median number of residents per facility. This is a unique ratio developed from our FAC calculations. This number is produced by taking the Brentwood Population (60,532) and dividing it by the Peak Day Facilities Demanded. We also include the 2018 NRPA Agency Performance Review findings based on data submitted by agencies across the country. It's important to note that NRPA no longer publishes "national standards" because "communities look different and so too should their park and recreation agency".

	Facility Need Ratio (Brentwood)	**Facility Need Ratio (NRPA 2018 report)**
Youth Soccer	4,014	15,746
Adult Soccer	36,129	15,746
Youth Softball	19,433	12,121
Adult Softball	7,206	14,725
Baseball 11-20 (70-90')	8,368	25,179
Baseball 0-10 (50-70')	5,680	7,770
Youth Basketball	18,673	7,350
Pickleball	145,277	-
Cricket	242,128	147,500
Swimming Pools	71,214	40,218
Frisbee Dog	181,596	-

Brentwood Supply and Demand

The supply and demand of facilities takes data from our Park Inventory and compares the Peak Day Facilities Demanded for each sports organization with the available supply of facilities in Brentwood. The supply is broken down to City Facilities in Parks and City Facilities at Schools. The chart shows the surplus and deficit based on available facilities in parks, schools and the sum of both parks and schools. We also include facilities being used outside of Brentwood to highlight distance traveled by organizations and regional impact of participating sport.

Sports Organization Facilities												
Facility Type	City Facilities	Quantity of Facilities at Schools	Total Available Facilities	Peak Day Use (Total Members)	Surplus/Deficit - City Facilities	Surplus/Deficit - including school facilities	Peak Day Use (Brentwood Residents only)	Surplus/Deficit	Surplus/Deficit - including school facilities	City Sites	School Sites	Outside Facilities
Soccer Field - Youth	7	2	9	15	-8	-6	10	-3	-1	Garin Park (2), Buena Vista Soccer Field (1), Oak Meadow Park (1), Balfour-Gurthrie Park (2), Sunset Park Athletic Complex (1)	Liberty Union High School	Creekside Park, Freedom Basin Park, Shady Oak Park, Holly Creek Park, Laurel Ballfields Park in Oakley, Excelsior Middle School in Byron, BLD in Manteca, Cornell in Discovery Bay, Mistlin Park, Babe Ruth, Fremont Sports Complex, Legends Fields in Tracy, Old River Elementary, Knightsen Elementary and Excelsior Middle School
Soccer Field - Adult	4	-	4	2	+2	+2	1	+3	+3	Sunset Park Athletic Complex (4)	-	
Baseball Field (Ball Field Turf Infield) Ages 11-20 years (70-90')	-	3	3	7	-7	-4	4	-4	-1	-	Liberty Union High School (2), Heritage High School (1)	Old River Elementary, Knightsen Elementary in Kinghtsen, Excelsior Middle School in Byron, Community Park in Antioch, Laurel Fields in Oakley, Cornel Park in Discovery Bay, Freedom High School in Oakley
Baseball Field (Ball Field Turf Infield) Ages 0-10 (50-60')	1	-	1	11	-10	-10	9	-8	-8	Creekside Park (1)	-	
Softball Field (Ball Field Skinned Infield) Youth & Adult	10	5	15	12	-2	+3	9	+1	+6	Balfour-Guthrie Park (1), Sunset Park Athletic Complex (6), Oak Meadow Park (2), Apple Hill Park (1)	Liberty Union High School (2), Heritage High School (3)	-
Swimming Pool - Junior Olympic Lanes (25yd)	9	15	24	need (25) 25-yd lanes OR 1 Competition pool	-16	-1	(4) 25-yd	+5	+18	Brentwood Family Aquatic Park Complex	Heritage High School (not regulation dimensions)	-
Swimming Pool - Olympic Lanes (50m)	-	7	7							-	Liberty High School	
Gymnasium (Basketball Teams)	-	5	5	3	-3	+2	3	-3	+2	-	Bristow Middle School (1), Edna Hill Middle School (1), J. Douglas Adams Middle School (1) (only available during summer: Heritage High School (1) & Liberty High School (1))	-
Pickleball Court	-	-	0	1	-1	-1	1	-1	-1	-	-	Discovery Bay, Antioch, Oakley
Cricket Field	-	-	0	1	-1	-1	1	-1	-1	-	-	-

The above chart identifies the City currently has a surplus (counting all participants and including the school facilities) of adult soccer, softball, and gymnasium facilities. There is also a deficit identified that will need to be addressed as the city continues to grow. Youth soccer fields, adult and youth baseball fields, as well as a growing need for a competition pool. There are also trending sports that the city should be aware of and respond as necessary to community demand in pickleball as well as a possible emerging need for cricket. These facilities can be addressed through continued joint use agreements as well as new facility development identified in the recommendations section.

Community Needs Study

The evaluation of the community's input regarding desired facilities and programs is intended to help focus the strategic direction for city's parks and recreation development. The focus of this analysis is to identify commonly reported needs through all the input modes that have been utilized to collect the community's responses. It is important to note each input mode has a unique methodology on how data is collected and whether the analysis is inclusive (qualitative) or representative (quantitative). Furthermore, throughout the community input process, additional measurements are reviewed to ensure there is an equitable geographic distribution of responses (refer to exhibit 3.1F for workshop participant distributions).

Since all of the needs identification tools are directly or indirectly based on community input, it is fair to say that all the needs identified are significant and important to some portion of the community. However, it is helpful to attempt to determine which needs are represented across the most input modes.

The Exhibits 3.1A and 3.1B are evaluated in a one-to-one qualitative relationship. For instance, in the facilities Exhibit 3.1B "Disc Golf Course" is indicated as a need in three (3) input modes and therefore has a lower relative priority than, "Restrooms" being indicated as a need within five (5) of the tools shown.

The following summary is intended only to highlight what the "highest" or "common" facility and program mentions are across ALL community input modes in an inclusive manner. This list does not represent a categorical step-by-step list of improvements, only that the facilities and programs listed below will have the greatest impact on the community.

Top Facility Needs	Top Program Needs
Restrooms	Senior Programming
Shade from Trees or Structures	Evening Adult Programming
Trail Expansion and Improvements for Safety, Signage, Markers and Maps	Outdoor Education & Recreation Programming
Pickleball Courts / Pickleball Complex	Arts & Enrichment Programming
Sports Complex & Additional Soccer and Ball Fields	Active Sports & Fitness Programming
Swimming Pool - Competitive & Recreation Pool	
Indoor Gymnasium / Sports Center	

Exhibit 3.2A: City of Brentwood, Facility Needs Desired

Facility Needs Desired

Highlighted Elements show 3 or more Community Input Modes

	Community Input Modes							
Facility	Stakeholder Interviews	Focus Group	Surplus/Demand Matrix	Workshop 1*	Workshop 2	Workshop 3	Online Surveys	**Total From Input Modes**
Restrooms	✓	✓			✓	✓	✓	**5**
Shade with Trees or Structures	✓	✓			✓	✓	✓	**5**
Trail expansion and Improvements for Safety, Signage, Markers and Maps	✓	✓			✓	✓	✓	**5**
Pickleball Courts / Pickleball Complex	✓		✓		✓	✓	✓	**5**
Sports Complex & Additional Soccer and Ball Fields	✓	✓	✓		✓		✓	**5**
Swimming Pool - Competitive & Recreation Pool		✓	✓		✓		✓	**4**
Indoor Gymnasium/Sports Center		✓	✓		✓		✓	**4**
Water Play Features	✓	✓					✓	**3**
Open Grass Areas	✓	✓					✓	**3**
Basketball Courts	✓	✓					✓	**3**
Historic Sites and Education		✓				✓	✓	**3**
Passive Natural Areas and Gardens	✓	✓					✓	**3**
Disc Golf Course	✓				✓		✓	**3**
Expansion or New Senior Center	✓	✓				✓		**3**
Teen Center / Youth Center	✓	✓					✓	**3**

The following items were mentioned during two Community Input Modes: Lights & Payphone at Skate Park, Parking, Dog Areas (water play a plus), Trash Cans, Hydration Stations, Gathering Spaces, Mini Golf, Exercise Stations/Parcourse, City Golf, Volleyball)

The following items were mentioned during only one Community Input Mode: Lacrosse Field, Flag Football, Field Hockey, Skatepark, Ropes Obstacle Course, Adult Softball Fields, Zipline, Bocce Courts, Kid's Bike & Scooter Areas, Batting Cages, Cricket Pitch, Tetherball, Dirt Jumps for Bicycles, Playground Equipment, Tennis Courts, Badmiton Court, Ice Skating Rink, Dog Waste Dispensers, Storage Units at Fields, Picnic Tables, Benches, BBQ Grills, Security Cameras, Bicycle Facility, Concession Stand at Sunset, Ping Pong Tables, Baby/Toddler Swings, Carousel, Lake for Paddle Boats, Go-carts, Fishing Lake, Camping Sites, Equestrian Trails, Public Art, Bird Aviary, Classrooms/Studio Space, Community Kitchen)

**Workshop 1:* The focus of Workshop 1 was to ascertain from the community participants the most important community characteristics of Brentwood, the issues of trends that may be negatively impacting these characteristics and the role Parks and Recreation can play in addressing these issues and support the community characteristics participants highlighted as what makes Brentwood a great place to live, work and play. While typical workshop results indicate clear individual Facilities/Programs the results of Workshop 1 in Brentwood focused more on the general overall nature of the community's desire for sustained, ever-increasing "Programs" as a whole. See Workshop 1 Summary for more information.

Exhibit 3.2B: City of Brentwood, Program Needs Desired

Program Needs Desired

Highlighted Elements show 3 or more Community Input Modes

	Community Input Modes						
PROGRAM	Stakeholder Interviews	Focus Group	Workshop 1*	Workshop 2*	Workshop 3	Online Surveys	**Total from Input Modes**
Senior Programming (Senior Transportation Options, Handyman Training)	✓	✓			✓	✓	**4**
Evening Adult Programming	✓	✓			✓	✓	**4**
Outdoor Education & Recreation Programming (Bike/Hike Trail Tours, Wetland Tours, Science in the Park, Creek/Watershed Committee, Astronomy/Star-Gazing Parties, Fishing Programs/Lessons, Field Trips)	✓	✓			✓	✓	**4**
Arts & Enrichment Programming (Outdoor Theater Events, Cooking, Crafts, Ceramics, Coloring Areas, Photography, Music, Music Choir/Orchestra Room with Equipment, Theatre, Dance, Classes)	✓	✓			✓	✓	**4**
Active Sports & Fitness Programming (Pickleball Classes, Outside Boot Camp Classes, Skateboard Camp, Action Sports Camp, Recreation League Basketball, Recreation Soccer, Women's Volleyball League, Badminton League, Year-round Yoga, Tai Chi Classes, Meditation Classes, Field Hockey, Gymnastics, Cricket Camp, Flag Football League, Running Club, Scuba Classes, Boxing/Kickboxing, Archery)	✓	✓			✓	✓	**4**
Swim Lessons & Expanding Swim Opportunities (Year-round Swim Options, Pool Days, Season Pass for Aquatic Center)	✓	✓				✓	**3**
Family Participation Programming	✓	✓				✓	**3**
Science & Technology Programming (STEM classes, Coding, Computer Classes,	✓	✓				✓	**3**
Teen & Tween Programming (Pre-Teen Classes, Teen Classes, Free Activities for Teens, Trade Skills, Counseling, Casual Teen Sports League, Community Outreach Opportunities, Academic Programs)	✓	✓				✓	**3**

The following were mentioned during two Community Input Modes: Special Needs Sports & Classes and More Scholarships

The following were mentioned during only one Community Input Mode: Preschool Programming, Adult Day Programs for Stay at Home Parents, Ice Cream/Slushee Card, Picnic Areas that can be Reserved, Library Partnership, Counseling

**Workshop 1:* The focus of Workshop 1 was to ascertain from the community participants the most important community characteristics of Brentwood, the issues of trends that may be negatively impacting these characteristics and the role Parks and Recreation can play in addressing these issues and support the community characteristics participants highlighted as what makes Brentwood a great place to live, work and play. While typical workshop results indicate clear individual Facilities/Programs the results of Workshop 1 in Brentwood focused more on the general overall nature of the community's desire for sustained, ever-increasing "Programs" as a whole. See Workshop 1 Summary for more information.

**Workshop 2:* The focus of Workshop 2 was on ascertaining needs and desires from the community participants for facilities.

City Park.

RECOMMENDATIONS

Section FOUR: Recommendations

The Recommendations take the approach that continued parks and recreation facility planning & development will be necessary to satisfy current and future recreation needs. It is intended that the City pursue the satisfaction of recreation facility needs using the below key strategies and improvements:

- Long term future park planning with new developments
- New park / facility specific recommendation
- City-wide trail recommendations
- Operation and implementation with funding mechanisms

With the above outlined recommendation elements there is an assumption the city will continue to work with the community to balance future recreation trends and demand needs over time ensuring this document continues to be a living representation of the community's voice.

4.1 Future Park Planning

The City of Brentwood is a rapidly growing and developing community that is approaching build-out within its current city limits. In order for the City to guarantee that all new developments provide active and passive park facilities to satisfy the needs of the City's residents and maintain quality of life in Brentwood, policies outlined in the 2014 General Plan Update provide guidance for future park planning. Future development shall be required to provide local park facilities and recreation areas that are appropriate for the individual neighborhoods and areas of the community in which they are located, as well as contribute to the needs and interests of the greater populations within the City. The City shall make a determination whether to require land dedication, payment of a fee in-lieu thereof, or a combination of both by considering the following goals and policies as outlined in the 2014 Brentwood General Plan Update:

Section 3. Community Services and Facilities

GOAL CSF 2 Maintain a diverse and comprehensive system of high quality parks, trails, recreation facilities, and recreational programs and services that meets the needs of all segments of the community.

- Policy CSF 2-1: Ensure the provision of sufficient land that is well distributed and interconnected throughout the community for parks, trails, and recreational facilities.
- Policy CSF2-2: Achieve and maintain a minimum overall citywide ratio of 5 acres of park land per 1,000 residents.
- Policy CSF 2-3: Park acreage should be provided in accordance with the following standards: Neighborhood Park – 3.0 acres per 1,000 residents and Community Park – 2.0 acres per 1,000 residents.
- Policy 2-4: Develop new parks, trails, and recreation facilities through developer fees in areas which are accessible and convenient to the community, prioritizing areas that are lacking these facilities.

- Policy 2-5: Develop and maintain a system of parks, trails, and recreation facilities to create diverse opportunities for passive and organized recreation.
- Policy 2-6: Uphold design, construction, implementation and maintenance standards to ensure high quality parks, trails, and recreational facilities, programs, and services, now and into the future.
- Policy 2-7: Expand, renovate, and maintain high quality parks, trails, and recreation facilities, programs, and services to accommodate existing and future needs that address traditional and non-traditional recreation, active, active and passive recreation, wellness, historical, cultural arts, environmental education, conservation, accessibility, inclusion, diversity, safety, and new technology.
- Policy 2-8: Consider the effects of new development on parks, trails, and recreation facilities, programs, and services, and condition new development appropriately to ensure that the City maintains an adequate inventory and network of facilities and resources.
- Policy 2-9: Continue to collect development impact fees in order to fund the acquisition of parkland, construction of new facilities and resources, and maintenance of City parks, trails, and recreation facilities. The City shall ensure that park facility impact fees are collected for new development that increases demand for parks, trails, and recreation facilities.
- Policy 2-10: Actively promote and participate in regional coordination and planning efforts to provide quality parks, trails, and recreation facilities throughout Brentwood and the surrounding areas. The City should emphasize regional coordination to leverage funding, maintenance, and/or resources to develop a diverse range of regional recreational opportunity.
- Policy 2-11: Encourage the provision and dedication of parkland within future development projects in order to ensure that the City maintains an extensive network of neighborhood parks that serve all areas of the community.
- Policy 2-12: Through conditions of approval and/or development agreements, ensure that the development of new parks, trails, and recreational facilities occurs during the infrastructure construction phase of new development projects so that they are open and available to the public prior to the completion of the project.
- Policy 2-13: Allow parks as permitted use in all residential land use designations.

Policy Application and Implementation

In applying these policies to new development, the Parks and Recreation Department will consider the following:

- Consider project size, location and proposed residential unit count in relation to existing parks in the vicinity of the new development, as well as future development and planned park facilities in the vicinity of the new development, for the purposes of determining whether park land dedicated or in-lieu fees would be appropriate for the project.

- Determine whether or not a project should be subject to providing both the Neighborhood Park and Community Park components of the park acreage requirement, or if some combination of the park acreage component(s) and in-lieu fee would be appropriate for the project.

- Consider offers of dedication for land not suitable for residential development, or land that does not qualify for park dedication credit, where said land would otherwise remain undeveloped or inaccessible, in order to augment city-wide park system and open space acreage.

- Consider the programming and use of park land and facilities required by new development based on park, open space and recreation needs city-wide.

In implementing these policies when determining the park dedication requirements of new development, the Parks and Recreation Department will analyze and consider the following:

- Proximity of the new development to existing neighborhood parks (ie 1/4-mile or 1/2-mile) to potentially satisfy the neighborhood park needs of the residents of the new development with an existing neighborhood park.

- Provide at least 5 acres of improved public park land per 1000 residents (each site should contain a minimum of 5 usable acres in order to be considered)

- Proximity of the new development to other future areas of new development where a single planned neighborhood park could satisfy the park land and residents needs of two or more smaller new developments in an area.

- Physical site or off-site constraints such as major roads, railroad tracks, terrain or existing land uses that act as barriers or create safety concerns for residents of the new development attempting to utilize a nearby existing neighborhood park.

- Opportunities to expand the City's trail system by completing previously identified unfinished trail segments, adding new trail segments that provide connectivity, and expanding the trail system with future trail connectors and trail heads.

- Analyze the community need for larger scale facilities identified in this master plan such as community parks, sports complexes, sports facilities and community centers and during the new development process, and when appropriate, condition the entitlements of new development to provide these improvements off-site of the project for the benefit of the community and to satisfy the requirements of the project.

- In determining Special Use Facilities that go into the planning of new parks, consult the Community Needs Assessment in this Master Plan for relevant facilities to be built.

- Carefully consider the cost and maintenance needs of future park facilities and amenities in order to maximize benefit to the community and minimize future capital replacement and maintenance cost with the operation of these facilities.

This policy and guidance on application of policy will provide a tool to ensure that future park planning meets the vision and direction outlined in both the 2014 General Plan Update as well as this update to the Parks, Trails and Recreation Master Plan. Following these guiding principles is intended to provide a blueprint for completing the City's park system, recreation facilities needs, and trail system as the City moves toward build-out.

4.2 New Park Facility Recommendations

Based on identified needs and best practices we recommend the following amenities in the development of Sand Creek Sports Park:

- Work with Contra Costa County Flood Control District and the Water Conservation District to incorporate the flood control basin into the design and use of the park
- Ball field
- Soccer fields
- Open field space for community and temporary programming events
- Trail connection and support services
- Restroom/Concession building
- Playgrounds (2-5 and 5-12 years)
- Shade and picnic tables
- Exercise stations (par course)
- Community garden

Based on identified needs and best practices we recommend the following amenities in the development of a recreation facility:

- Multi-generational community center
- Therapy pool
- Performing arts
- Trail connection and support

Exhibit 4.2 A: Sand Creek Sports Park - Master Plan Concept Design

Exhibit 4.2 B: Recreation Facility - Master Plan Concept Design

0' 30' 60' 120' North

City of Brentwood, CA

Recreation Facility

Park, Trails and Recreation Master Plan Update

The land shown is a potential site. This is successor agency property and would have to be purchased through a competitive process when the property is listed for sale.

4.3 Trails

Mokelumne Trail Link

Trail Connection to Mokelumne Trail

The City of Brentwood's trail system has been expanding significantly since the publishing of the 2002 Parks, Trails and Recreation Master Plan. Due in a large part to the robust pace of land development that the City has seen in the last decade and half, many trails and portions of trails have been constructed and completed in that time. While the City's trail inventory has been improved greatly over this time, there are many gaps in existing trails and connections between trails that need to be made in order to complete the overall envisioned circulation of the City-wide trail system.

The City's 2014 General Plan calls for a comprehensive pedestrian and bicycle circulation network that encourages walking, bicycling and use of transit networks by providing a safe environment for non-motor vehicle and pedestrian circulation. This directive is set forth in Circulation Element Goals CIR 2 and CIR 3, and Community Services and Facilities Element Goal CSF 2. The envisioned circulation of the City's trail network should implement these General Plans goals and associated policies by providing non-motor vehicle and pedestrian circulation and recreation opportunities to residents, visitors and employment centers within the City.

As the City approaches build-out, it is of utmost importance for the City to capture new trail segment opportunities and to close existing circulation gaps with future land development. This will require the City's vigilance in working with developers, land owners and other agencies to guarantee that the City's ultimate vision for the trail system can be realized for the recreational enjoyment of the residents of this community and ensure that the General Plan goals and policies are met.

Trails within the City are typically of three (3) distinct types based on location; 1) Open Space trails along creeks and within open spaces located away from roadways, 2) Trails meandering through open space greenbelts or within wide road right-of-ways which are separated from but parallel to roadways, and 3) Trails directly adjacent to roadways on wider than typical monolithic sidewalk sections. The City standard for multi-use trails is 10 feet of paved width. While most trails within the City are a minimum of 10 feet wide with asphalt or concrete paving, some trails are only 5, 6 or 8 feet wide. Where possible, these trails should be widened in the future to the full 10 feet of width.

While trails in open spaces and separated from roadways are the most ideal for safe pedestrian and bicycle circulation, and provide a more pleasant recreation experience for trail users, trail connections or segments along roadways may be necessary to provide adequate trail network circulation and meet the goals of the City's General Plan and this Master Plan. Future trails, connections, their locations and designs will be subject to the review of the Parks and Recreation Department, found to be consistent with this Master Plan, and completed to City standards and specifications.

Marsh Creek Trail Underpass at Sand Creek Road

Future trail planning outside of the current City limits and within the City's published Planning Area and Sphere of Influence shall be undertaken at the time that future annexations are proposed. Future trail alignments, locations and connections shall be determined at that time with the intent of augmenting the current trail circulation network.

Marsh Creek Trail at Sunset Road

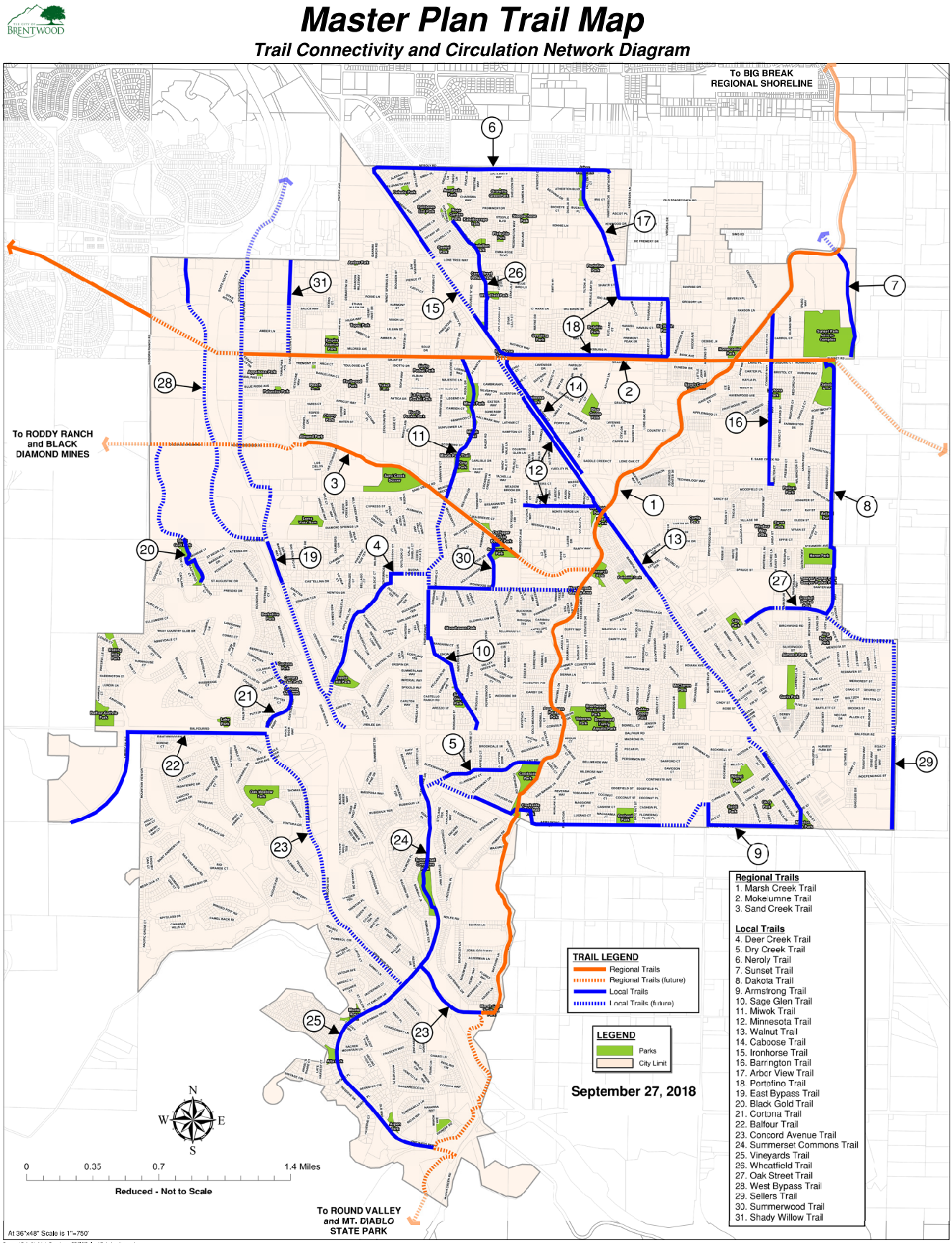
The Exhibit Map entitled "Master Plan Trail Map – Trail Connectivity and Circulation Network Diagram" dated September 27, 2018 and included here as Exhibit 4.3A shows existing and future trails, and identifies gaps and connection opportunities within the ultimate City-wide trail system. Below is a brief discussion of each trail shown on this exhibit map including the existing conditions, existing gaps, challenges to trail connections, opportunities for future trails, and status of completion.

Regional Trails

1. **Marsh Creek Trail -** The Marsh Creek Trail is an EBRPD regional trail which is 10 feet wide and runs approximately north-south along Marsh Creek from the northerly City limits to near the southerly City limit. It traverses approximately 6 miles of distance through the City. The yet to be completed final segment within the City, from Concord Avenue to Vineyards Parkway, approximately 1 mile of trail, is due to be constructed in 2019. To the northeast, this trail currently connects to Big Break Regional Shoreline, and to the southwest, it will eventually go through Marsh Creek State Park and connect to Round Valley, Morgan Territory, and Mt. Diablo State Park to the southwest.

   <u>Segments Needing Completion</u>
   A. Concord Avenue south to Vineyards Parkway (undercrossing at HWY 4)

Exhibit 4.3A - Master Plan Trail Map



2. **Mokelumne Trail -** Also known as the Grant Street Trail within the City of Brentwood, the Mokelumne Trail is a 12 foot wide regional trail that follows EBMUD's Mokelumne Aqueduct through the City of Brentwood from the easterly City limits to the westerly City limits and traverses slightly over 3 miles of distance through the City. The westerly most 2,500 feet is incomplete but is included in the future planning of the PA-1 Specific Plan area and will be developed with the future Transit Village and include a pedestrian overcrossing at Highway 4. Also, the trail is currently bisected by the UPRR tracks just east of Minnesota Avenue. Connecting these bisected segments of the trail will require coordination with the railroad to achieve an acceptable pedestrian crossing.

   Segments Needing Completion
   B. Cedar Falls Ave to western City Limits (overcrossing at HWY 4)
   C. Minnesota Avenue and Grant Street (UPRR pedestrian crossing)

Sand Creek Trail

Deer Creek Trail

3. **Sand Creek Trail -** The Sand Creek Trail is a 10 foot wide trail that parallels Sand Creek from Marsh Creek to the westerly City limits. The segment east of Minnesota Avenue will be completed with future development and a required pedestrian bridge for this segment will be partially installed with the Three Creeks Parkway project. The segment west of Shady Willow Lane will be completed with future development and an undercrossing is required at Highway 4.

Trail along Sellers Ave.

   Segments Needing Completion
   D. Minnesota Avenue west to Marsh Creek (bridge at Marsh Creek)
   E. Shady Willow Lane west to City Limits (undercrossing at HWY 4)

City Trails

Dry Creek Trail

4. **Deer Creek Trail –** The Deer Creek Trail is a 10 foot wide trail that runs from Apple Hill Park northeasterly toward the Buena Vista Sports Field on Buena Vista Street and then from Fairview Avenue just north of Summerwood Drive directly east towards Marsh Creek. The easterly segment currently ends at Ironwood Drive near San Jose Avenue and Bristow Middle School. Closing the gap between these two existing segments is challenging because no controlled intersections on Fairview Avenue are in proximity to the trail. Ultimately, the west end should be extended from Apple Hill Park to the future East Bypass Trail and the east end should be extended from San Jose Avenue easterly to the Marsh Creek Trail along the existing CCCFCD canal. Some portions of this easterly segments should be completed by the City, and other portions shall be completed by future development. The final alignment of the eastern end of this segment will be determined at the time of future development and may include a bridge to the Marsh Creek Trail or be aligned along the western bank of Marsh Creek and utilize the future Sand Creek bridge to make the connection to the Marsh Creek Trail.

   <u>Segments Needing Completion</u>
   F. Future East Bypass Trail to Apple Hill Park
   G. Fairview Avenue Crossing
   H. San Jose Avenue at Ironwood Drive to Marsh Creek

5. **Dry Creek Trail –** The Dry Creek Trail is a 10 foot wide trail that runs from the northerly end of Creekside Park, west along Crescent Drive to Fairview Avenue. Currently it parallels Crescent Drive and then follows the CCCFCD canal to Arlington Way. There is a gap from Arlington Way to Fairview which should be completed in the future.

   <u>Segments Needing Completion</u>
   I. Arlington Way to Fairview Avenue

6. **Neroly Trail –** The Neroly Trail is a 10 foot wide trail that runs along the northern City limit line from Hawthorn Court, westerly past Arbor View Park, and continues westerly along a greenbelt on the south side of Neroly Road all the way to the UPRR tracks, then turns south along the west side of the tracks to Tropicana Lane. The segment from Tropicana Lane to Lone Tree Way needs to be completed.

   <u>Segments Needing Completion</u>
   J. Tropicana Lane to Lone Tree Way

7. **Sunset Trail –** The Sunset Trail is a 10 foot wide trail that runs along the east side of the Sunset Park Athletic Complex from Sunset Road north to the Marsh Creek Trail. This trail was recently completed. However, future annexations to the northeast corner of the City, and the associated future residential development, provide an opportunity for extending the Sunset Trail to the north side of Marsh Creek via a pedestrian bridge to connect the new future development with the City's existing park and trail amenities.

8. **Dakota Trail –** The Dakota Trail is a 10 foot wide trail that runs from Oak Street north toward Dakota Park and ultimately ends at the intersection of Garin Parkway and Sunset Road. Some sections of the trail within Dakota Park are 8 feet wide. This trail is complete.

9. **Armstrong Trail –** The Armstrong Trail is a 10 foot wide trail that generally parallels Arlington Way, Armstrong Way, Armstrong Court and Armstrong Road along much of the City's southern limit line, and also turns north toward Balfour Road at its eastern end. Older segments of the trail along Armstrong Road and Walnut Boulevard are only 5 or 6 feet wide and should be widened. Several segments of this trail need completion. At the eastern end a connection needs to be made from the existing terminus near Lexington Street to Balfour Road. Near Walnut Boulevard, a gap exists at a large undeveloped parcel just west of Walnut. When this future development occurs, this gap will be closed to complete this section of trail and a crossing at the intersection of Walnut Boulevard and Carnegie Lane will become a controlled intersection. At the current west terminus of the trail, near Arlington Way and Claremont Drive, the challenge will to connect the Armstrong Trail to the Dry Creek. This may require utilizing and agreement with ECCID to make this connection.

   <u>Segments Needing Completion</u>
   K. Armstrong Road from Lexington to Balfour
   L. Future Development west of Walnut Boulevard
   M. Claremont Drive to Dry Creek Trail

10. **Sage Glen Trail** – The Sage Glen Trail is a 10 foot wide trail that runs from Balfour Road, just east of Rossano Street, north past Sage Glen Park, eventually making its way past Central Boulevard and along Fairview Avenue to Deer Creek Trail. A small segment along Central Boulevard is only 5 feet wide. This trail is complete.

11. **Miwok Trail –** The Miwok Trail is a 10 foot wide trail that currently runs from Grant Street south through Miwok and King Parks to the Sand Creek Trail. The segment south of Sand Creek running to the Fairview Avenue and the Deer Creek Trail will require an agreement with ECCID to complete this trail.

    <u>Segments Needing Completion</u>
    N. Sand Creek Trail to Fairview Avenue and Deer Creek Trail

12. **Minnesota Trail –** The Minnesota Trail is a 10 foot wide trail that runs from Minnesota Avenue east along Carmel Parkway turning northward at the UPRR tracks and running parallel to the tracks to an angle point in Minnesota Avenue just south of Cambrian Place. This trail should ultimately continue along Minnesota Avenue north to the Mokelumne Trail to complete the connection.

    Segments Needing Completion
    O. South of Cambrian Place to Mokelumne Trail

13. **Walnut Trail – T**he Walnut Trail is a 10 foot wide trail that currently runs from the Marsh Creek Trail to Central Boulevard within the old Walnut Boulevard right-of-way just west of the UPRR tracks. South of Central, the trail should continue along the old right-of-way, run south along Walnut Boulevard past the BART parking area to Indiana Avenue and then follow the UPRR tracks south to Balfour Road. Portions of this trail will need to be connected and areas with existing sidewalk should be widened to make the connections to downtown Brentwood at the railroad crossing at Oak Street.

    Segments Needing Completion
    P. Central Boulevard to Oak Street
    Q. Oak Street to Balfour Road

14. **Caboose Trail –** The Caboose Trail is a 10 foot wide trail that runs along the east side of the UPRR track from Sand Creek Road, past Caboose Park, to Grant Street and the Mokelumne Trail. Portions of the trail paralleling Marjoram Drive are only 6 feet wide. This trail is complete.

15. **Ironhorse Trail –** The IronhorseTrail is a 10 foot wide trail that runs north along the east side of the UPRR tracks from the Mokelumne Trail to approximately Sage Sparrow Street. This trail should be extended along the tracks to Lone Tree Way with future development to provide a connection to the Neroly Trail. See discussion of Portofino Trail.

    Segments Needing Completion
    R. Sage Sparrow Street to Lone Tree Way

16. **Barrington Trail –** The Barrington Trail is both 8 feet wide and 10 feet wide for various segments, and runs north from Hamilton Court to the Marsh Creek Trail, passing the future Sycamore and Live Oak Parks, and Daytona Park. A jog in the trail is required at Sunset Road to cross at the controlled intersection of Sunset and Elkins Way. This trail is complete.

17. **Arbor View Trail –** The Arbor View Trail is a 10 foot wide trail that runs from Arbor View Park south to Lone Tree where a controlled intersection at Lone Tree and Adams Lane allows trail users to cross Lone Tree and continue south on the Portofino Trail. This trail is complete.

18. **Portofino Trail –** The Portofino Trail is a 12 foot wide trail that begins at Lone Tree Way just east of Adams Lane and runs south, east, south again and then west to the UPRR tracks and the Ironhorse Trail, following the CCCFCD canal. This trail is largely completed, however, a connection does need to be made from the pedestrian bridge at the western terminus to the Mokelumne Trail.

    Segments Needing Completion
    S. Ironhorse Trail to Mokelumne Trail

19. **East Bypass Trail –** The East Bypass Trail, previously referred to as the CCWD Trail, runs from Balfour Road on the east side of Highway 4, within the CCWD pipeline right-of-way north to Sand Creek Road, around the west side of the Streets of Brentwood and continues north along Jeffery Way to Lone Tree Way and the city limits. The only section of this trail currently completed is 10 feet wide and runs along the east side of Highway 4 from Castellina Drive to San Jose Avenue. South of this section, a portion of the trail will parallel the Brentwood Country Club Golf Course and will connect to the west end of the Deer Creek Trail. To the north of this section, this trail will intersect with the Sand Creek Trail and the Mokelumne Trail. Along Jeffrey Way within the PA-1 Specific Plan Area there is an opportunity to accomplish a landscaped open space greenbelt parkway with the trail. Coordination with CCWD for joint use and maintenance is imperative for this trail to be completed and significant funding sources will need to be identified to accomplish it's construction and completion. Future segments should be constructed to a width of 10 feet minimum.

    Segments Needing Completion
    T. Balfour Road to Castellina Drive
    U. San Jose Avenue to Sand Creek Road
    V. Sand Creek Road to Lone Tree Way (possible open space parkway in PA-1 area)

20. **Black Gold Trail –** The Black Gold Trail is a 10 foot wide trail that runs from the angle point of St. Augustine Drive, along the north-south segment of St. Augustine, west along St. Regis Drive to Black Gold Park and then north through the park to the yet undeveloped Bridle Gate land. This trail shall be extended through the Bridle Gate project to make a connection with the Sand Creek Trail when the future development occurs and shall be a minimum of 10 feet wide.

    Segments Needing Completion
    W. Black Gold Park to Sand Creek Trail

21. **Cortona Trail –** The Cortona Trail is a 12 foot wide trail that runs from Balfour Road north along the west side of Cortona Way to the Cortona Trailhead. In the future, and in coordination with ECCID, this trail should be extended to Cortona Park along the existing ECCID right-of-way and shall be a minimum of 12 feet wide.

    Segments Needing Completion
    X. Cortona Trailhead to Cortona Park

22. **Balfour Trail –** The Balfour Trail is a trail of varying widths, 5 feet, 8 feet and 10 feet wide along various segments and begins at the Balfour Road intersection with John Muir Parkway, running west along the south side of Balfour Road to American Avenue and then up American Avenue to Adams Middle School. This trail is complete but some segments should be widened in the future.

23. **Concord Avenue Trail –** The Concord Avenue Trail is a 10 foot wide trail that currently runs from Creekside Trailhead Park at the Marsh Creek Trail, northwest along Concord Avenue to Fairview Avenue. This trail should be extended from Vineyards Parkway at John Muir Parkway on the west side of Highway 4, along John Muir Parkway to Balfour Road. The intent of this segment is so that the trail runs along a similar alignment to the old Concord Avenue right-of-way, before the Highway 4 Bypass was constructed, connecting the southernmost reaches of the City to other City trails on the west side of Highway 4. This segment should be constructed with a 10 foot wide section width and may be meandering within the John Muir Parkway right-of-way or a monolithic sidewalk.

    Segments Needing Completion
    Y. Vineyards Parkway to Balfour Road.

24. **Summerset Commons Trail –** The Summerset Commons Trail is a 10 foot wide trail that parallels Fairview Avenue from the intersection of Fairview and Concord Avenue north through Summerset Commons Park to Gladstone Drive. This trail is complete.

25. **Vineyards Trail –** The Vineyards Trail is a 10 foot wide trail that parallels Vineyards Parkway from the intersection of Concord Avenue and Fairview Avenue to Marsh Creek Road. This trail runs on both sides of Vineyards Parkway and is complete.

26. **Wheatfield Trail –** The Wheatfield Trail is a 10 foot wide trail that runs from near the end of Sage Sparrow Court at the Ironhorse Trail north along Sage Sparrow Street and Gann Street to Lone Tree Way, crossing Lone Tree and following Medallion Way to Rose Garden Park. The segment north of Lone Tree Way is 8 feet wide. This trail is complete.

27. **Oak Street Trail –** The Oak Street Trail is an 8 foot to 10 foot wide trail that runs from the southern terminus of the Dakota Trail to City Park and the Community Center in downtown. Other than some possible sidewalk widening from the intersection of Oak Street and Twain Way west to Garin Parkway, the only segment that needs completion is at the vacant lot at the northwest corner of Oak Street and Larkspur Lane where there is currently a 5 foot sidewalk.

    Segments Needing Completion
    Z. Larkspur Lane to existing Liberty High School parking lot.

28. **West Bypass Trail –** The West Bypass Trail will run from San Jose Avenue at the Highway 4 overpass north through the PA-1 Specific Plan Area to Lone Tree Way. The northerly most segment running along Canada Valley Road along the frontage of the Home Depot shopping center currently exists and is 10 feet wide. Future segments should be constructed to be 10 feet wide and may be within open spaces or along roadways.

    Segments Needing Completion
    AA. San Jose Avenue to Canada Valley Road

29. **Sellers Trail –** The Sellers Trail runs from the southeasterly most corner of the City at the ECCID canal crossing of Sellers Avenue up to Chestnut Street and over to the Oak Street intersection with Chestnut Street. The portion south of Balfour Road is 5 feet wide and is nearing completion with the new improvements constructed with the Sellers Point and Palermo developments. The portion north of Balfour in incomplete and some challenges are present. Trail completion will likely not occur prior to any widening or improvements to Sellers Avenue and a portion of the Chestnut right-of-way is outside of the City limits. Future construction should consider a 10 foot trail width and widening of the existing sections to a minimum of 8 feet wide.

    Segments Needing Completion
    BB. Balfour Road to intersection of Chestnut and Oak.

30. **Summerwood Trail -** The Summerwood Trail runs from the intersection of San Jose Avenue and Ironwood Drive north along the back of the Bristow Middle School fields to Summerwood Park, around the west side of the park and connects to the Sand Creek Trail. The trail varies in width from 8' to 10' wide. This trail is complete.

31. **Shady Willow Trail -** The Shady Willow Trail runs on the west side of Shady Willow Lane from Grant Street and the Mokelumne Trail north to Lone Tree Way. Currently, the northern half of the trail exists as an approximately 5' wide sidewalk. With future development, the southern half should be constructed to a minimum 10' width and the northern half widened for a consistent trail section.

Trail Recommendations

Complete the City-wide Trail Network

- Continue to work toward completion of the City-wide trail network in concert with new development to close gaps in existing trail segments, provide crucial pedestrian connections and to improve overall circulation within the trail network.

Activating and Promoting the Trail Network

- Promoting the Trails: This comprehensive trail network of 31 trails provides a wonderful opportunity for the residents to enjoy the Trail system and the many amenities that are accessible through the trail network. Each trail provides opportunities to promote the neighborhood and community parks and all of the many amenities and features within the park system. A comprehensive trail map should include a listing of the safe routes to schools, parks and amenities, public art as well as the notable community services that become destination points or interest points along the trails.

- Trail Enhancements: In addition to promoting the trail networks, the trails can also be enhanced with improved signage, trail distance markings, interpretive signs and amenities like water stations.

4.4 Operation and Implementation Plan

The cornerstone of the success of the Parks, Trails, and Recreation Master Plan is Brentwood's ability to secure stable funding for the development and operation of parks, recreation facilities, and programs. Two major cost centers require funding in order to implement the Master Plan. One is capital costs which includes: potential acquisition and development of new park lands and facilities, and renovation of existing park and joint-use recreation facilities. The second major cost center is to develop long-term sustainable resources for operations and maintenance of existing and new facilities.

In today's environment, it continues to be a challenge for local government to find the resources needed to build or renovate parks and facilities as well as maintain existing parks and infrastructure. Another task will be sustaining the affordability of recreation fee supported classes to meet needs and demands for residents.

This section of the Master Plan provides information on funding options for park development, maintenance, and operations to assist Brentwood in preparing for plan implementation. It discusses current funding mechanisms and identifies future possibilities and key resources to meet future goals or strategic direction. This guides the City in accomplishing the vision and goals of the Master Plan by meeting these challenges with equal amounts of vision, resourcefulness and partnerships.

Funding Sources for Parks and Recreation

The following is a partial listing of funding sources that have been categorized according to the appropriate application of the funding they provide - Capital Funding, Operation and Maintenance or a combination of both. These explanations of funding options are provided to give definition to alternative funding programs which the City may elect to employ. These sources will be evaluated and sources will be matched to the specific projects which are recommended in this Master Plan. A complete list of funding sources can be found in the Appendix.

Capital Funding Programs

Non-Profit Foundation - such as a 501(c) (3)

This would provide a vehicle for a capital fund drive and a means to build community support. There should be well defined facilities and specific costs to be funded. The foundation would act as a conduit for receiving private donations from entities that might otherwise be reluctant to donate to a City. In addition, the donor can receive tax benefits. The City can use the foundation to solicit private foundations, corporations and other businesses, local organizations and individuals (gifts, bequests, trust funds, etc.). The foundation also provides an organization that can partner with other non-profits (such as churches, service clubs and organizations) as well as private companies to jointly develop park and recreation facilities.

Grants - (County, State and Federal agencies)

With the adoption of the California Clean Water, Climate, Coastal Protection and Outdoor Access for All Act of 2018 in June the State will be authorizing the issuance of bonds in the amount of $3,105,000,000 in a number of park related areas including per capita allocations to local cities. Many grants require matching funds from the City which can be a barrier. Such funds, however, could come from sources such as a Non-Profit Foundation. There is usually strong competition for such grants and the City needs to compete aggressively. Some examples of current funding are:

- The California Department of Parks and Recreation administers grants which have been established by State propositions or are provided for by other State programs such as the Habitat Conservation Fund Grant Program under the California Wildlife Protection Act of 1990 and/or the Recreational Trails Program.
- Caltrans provides for on-street or off-street bike trails and some foot trails through such funding mechanisms as the Intermodal Surface Transportation Enhancement Act of 1991 (ISTEA) Transportation Enhancement Activities and Bicycle Lane Account Funds.
- Community Development Block Grant (CDBG) funding is available for upgrading parks for ADA requirements and other improvements. These funds are also used for some limited program funding.
- The California Department of Resources manages many grant programs, through several departments such as the Department of Conservation, Wildlife Conservation Board, State Coastal Conservancy and others, that can be used for open space acquisition, habitat restoration, trails, etc. Much of the funding comes from State Bond Act Propositions 50 and 84.
- Foundation Grants – There are some private foundations and non-profits that support park and recreation developments and programs. These entities can be solicited for donations to support specific projects which meet their criteria.

Quimby Parkland Dedication

The "Quimby Act" enables local governments to exact the dedication of land or in-lieu fees for parks as part of the subdivision approval process. Although the Act has provided for the acquisition of land for parks in new subdivisions; it has limitations when an area is built-out. It can provide funds for improvements, but not maintenance. The dedication or fee is based on the local agencies adopted park standards per thousand population. Local cities and counties must pass an ordinance to enact Quimby provisions. It is also only applicable to residential subdivisions and does not address park demands created through in-fill development, condominium conversions or commercial and industrial developments.

The in-lieu fees are based on the cost of land and do not provide adequate funding for park development. The fees can be used for improvements but that use is restricted to the area where the fee is collected.

Development Impact Fees

Development Impact Fees (AB 1600 fees) on development is another option for local agencies. The fees or exactions are based on the premise that new development generates new demand for park and recreation facilities. The fees only apply to new development and may only be assessed for new capital cost related to the development. A defined nexus or benefit/beneficiary relationship must be established. The fees are paid by the developer to offset costs for the infrastructure caused by new development. The fees are not limited to the cost of land and can be assessed for improvements. Some cities have used this fee mechanism to assess a capital equipment fee to acquire the equipment needed to maintain the new parks. The fees are often used in combination with development agreements. The advantages of impact fees, sometimes called mitigation fees, are that they can be assessed for non-subdivision land uses. Fees can be assessed under the premise that tourists, employers, and employees all benefit from and use community parks. This allows for assessment of commercial and industrial development. Once the nexus is established that proves the need for additional facilities because of new development, a fee program can be implemented. The fee cannot be assessed to subsidize existing shortfalls or benefit existing residents. Brentwood currently has a development fee program but does not currently charge parks and trails fees on commercial, office, and industrial development.

In Brentwood, development impact fees are collected at the time a building permit is issued for the purpose of mitigating the impacts caused by new development on the City's infrastructure. Fees are used to finance the acquisition, construction, and improvement of public facilities needed as a result of the new development. A separate fund has been established to account for the impact of the new development in the areas of water, roadway, parks and trails, wastewater, community facility, and fire.

Park fees are currently (effective 7/18):

- Single Family $6,200.89
- Multi Family $4,583.08

The estimated fund balance of the Parks and Trails Development Fee Fund is $1,053,816 as of July 1, 2018*.

*information provided by City staff.

Development Agreements (DAs)

DAs are another mechanism through which park and recreation improvements can be acquired or provided. As part of an agreement specifying the type and density of development that will be allowed, the City can negotiate conditions and considerations in return for concessions. These types of incentive programs can also be used in the provision of parks and other open spaces in commercial areas. One such program would allow extra floor space in exchange for public recreation facilities such as a plaza, a mini-park or an amphitheater.

Mello-Roos Community Facilities District (CFD)

A Special District is created to provide certain public facilities and services in a given area. A special tax is imposed on property owners to finance specific public projects. It is secured by taxes within the district and is levied each year for public projects. Taxes can also support maintenance. Mello-Roos is California's state enabling legislation for this type of district. Park and recreation facilities may be funded in this way but a two-thirds voter approval is necessary. Mello-Roos is most commonly used in newly developing areas and used in combination with other developer based funding, such as impact fees and development agreements.

The CFDs have bonding and taxing authority, so bonds can be issued to finance public facilities or services and the bonds will be repaid by a special tax levied by the CFD. Therefore, in a Mello-Roos bond financing, users of financed facilities pay for those facilities through the payment of a special tax. Mello-Roos bond financing provides some unique advantages to local government. Mello-Roos bond projects are initiated, approved and operated for and by the local community, so that only projects which are truly positive additions to the area will be financed. Mello-Roos bond financing gives local governments a tool with which to promote appropriate development and to provide the infrastructure needed in developing areas.

Since 2002, the City Council of the City of Brentwood has formed four (4) Community Facilities Districts (CFDs) under the Mello-Roos Community Facilities Act of 1982. The CFDs were formed to provide an annual revenue stream from all new development within the City to: 1) fund the purchase, construction and/or expansion of various authorized public facilities and 2) fund the operation and maintenance of authorized improvements and services within the City.

In 2009, Brentwood issued $48,000,000 in Civic Center Project Lease Revenue Bonds, to finance the construction of a new City Hall, new Community Center and a new Senior Center, plus library improvements and other public capital improvements of which $20,210,526 is the CFDs portion. Total annual debt service payments from the CFDs, including interest at 3.00% to 7.647%, range from $1,318,306 to $1,831,665.

Bonds

Most bond issues require a two-thirds vote of the electorate and are therefore used with great preparation, research and care to predict voting outcome. Some of the most common forms of these bonds are as follows:

- General Obligation Bonds - These bonds are issued subject to a two-thirds majority vote of the electorate and pledge the full faith and support of the borrower. G.O bonds would be paid out of the City's General Fund. Only cities with excess General Fund capacity are able to use G.O. bonds for park facility development today. Another method of implementing park and recreation facility development by use of a type of G.O. bond is by gaining voter approval for an additional property tax assessment to pay for the debt of park bonds. The issuer is authorized by the vote of a two-thirds majority of the electorate to levy an ad valorem tax on all taxable property within its jurisdiction at whatever rate is required to service the debt. Because of the high level of security, these bonds command the lowest interest rate. This type of financing requires strong community support and involves much time and effort to study community attitudes and promote acceptance in order to be successful.
- Revenue Bonds - These bonds are secured by a pledge of revenues from a tax or non-tax source such as assessments or fees. Because the revenue from a particular facility is the only security, these bonds usually carry a higher interest rate than general obligation bonds. The direct issuance of revenue bonds without the formation of a funding district, as described in more detail below, may not be feasible for park and recreation purposes due to limited income streams from these types of activities. However, revenue bonds have been used to partially fund such development as an aquatic facility where a feasibility study verified the revenue generating capability of the development.

Certificates of Participation

This is a form of lease purchase agreement that does not constitute indebtedness under the State constitutional debt limit and does not require voter approval. In a typical case, a local government entity decides to acquire a new or renovated public facility. This facility is purchased or constructed by a vendor corporation and the local government signs a lease agreement with the corporation to use the facility. An underwriting firm then buys the lease obligation from the vendor corporation and divides it into small units called "C.O.P.'s". Each C.O.P. represents a share of the lease payment revenue stream. The underwriter then places the C.O.P. issue with a bank which, in turn, sells the certificates to individual investors. The local government makes the lease payments to the bank which makes payments to the certificate holders. At the end of the lease period, title to the facility passes to the local government entity at nominal cost. Interest paid the certificate holders is tax exempt.

Fund-Raising Events

While these are not a major source of funds, such events (i.e. concerts, raffles, etc.) could contribute to an overall effort toward capital funding for a specific facility. Funds raised from such events could be channeled through a non-profit foundation as described above.

Sources of Operation and Maintenance Funds

Property Tax Financing

The residents vote for a "special" tax for a defined period of time. The tax is assessed on commercial and residential property. This type of tax offers a steady stream of revenue to develop and maintain parks. If a tax is a "general tax," a 2/3 vote of the community or affected area is required. Property taxes are relatively easy to administer at the local level, revenues can be accurately predicted, and the tax burden is equitably distributed. Perhaps the most important factor when considering a property tax-backed parks and open space measure is track record. Despite the dislike of property taxes, voters in many communities have been willing to accept an increase when revenues are specifically earmarked for parks.

The County of Contra Costa levies a tax of 1% on the assessed valuation of property within the County. The City of Brentwood Parks and Recreation Department receives approximately 2.27% of the City's share of the 1% levy for property located within the City limits. The FY 2017/18 Parks and Recreation property tax revenue of $2.2 million represented 3.6% of the General Fund total revenue. These revenues are used to support the Parks and Recreation Department.

Property tax revenues for Brentwood are expected to climb from $125 per capita in FY 2013/14 to $182 per capita in the FY 2018/19 budget. For FY 2017/18, the $10.4 million in revenue represents 18.2% of the General Fund revenue budget.

User Fees

Such fees provide some contribution toward maintenance, but are not sufficient to provide any capital funds. While Brentwood regularly reviews current fees and charges, it is strongly recommended that the City examine the current fee structure and make adjustments so that the fees collected are in line with the costs of maintenance and operation of the facilities and/or programs for which the fees are levied. Some of the sources of such fees include:

- Participation fees for classes and special programs.
- Field Rental Fees for the use, maintenance and lighting costs associated with using a sports field.
- Charges for play, such as for tennis court reservations and/or ballfields.
- Group picnic shelter use charges.
- Charges for the use of park sites for special events such as arts & crafts fairs, tournaments, antique shows, auto shows, weddings, concerts, and carnivals.

Corporate Sponsorship of Events

This is most popular for sports teams and other various activities, and should be actively pursued.

Adopt-a-Park Programs

This type of program could generate funds or volunteers to provide maintenance for City parks or facilities.

Volunteers

Useful for certain programming, maintenance, and/or site improvement tasks, however does not constitute a large portion of funding needs.

Sources for Capital, Operation, and Maintenance Funding

Sales Tax Increase

The cornerstone of the state-local revenue system in virtually every region of the country, the sales tax is the second largest source of income for state and local governments and typically the most popular tax among voters. Sales taxes are either general or specific in form. General sales taxes are levied on the sale of goods or services at the retail level. Specific or selective sales taxes are imposed on specific items such as alcohol, tobacco and gasoline and sometimes earmarked for specific projects. As an example the Sonoma County Agricultural Preservation and Open Space District is funded through ¼ percent sales tax and the City of Pico Rivera passed a one percent increase to implement elements of their Parks and Recreation Master Plan.

In 2017, the nearby community of Stockton increased the sales tax rate to 9% after voters approved a quarter-cent sales tax increase to finance libraries and recreation. "Measure M" needed at least 66.7% of the voters to approve, but passed with 73.7% of the vote. "In the recent November 2018 elections in California, 50 out of 58 sales tax measures succeeded. Given the success in other agencies, this may be a good way to find funding for many community enhancements". For Brentwood, a one-quarter percent increase would bring in approximately $1.8 to $2 million annually.

Benefit Assessment Districts

An assessment district is a special purpose mechanism available to local government agencies for developing and maintaining facilities and resources in a defined geographic area. The costs of the facilities are recaptured based on a benefit/assessment spread. They can be established by local government using their authority under the Lighting and Landscape Act of 1972 or by voter initiative. The assessments are made on cost per lot, per acre, or some other parcel by parcel basis. With the passage of Proposition 218, agencies are now required to have the property owners vote on any new or increased assessment. The process uses a mailed ballot to property owners. Each ballot is weighted by the assessment it represents. If a majority of the weighted ballots are in support, the assessment district is adopted by a Governing Board resolution.

Special District Assessments

These include Benefit Assessment Districts (under state law AB1600), Landscape and Lighting Act Districts, and Mello-Roos Districts. A special assessment or levy is placed on a property to finance improvements and/or maintenance that specifically benefit that property. The legislation requires a vote of the residents in order to form such districts or in order to change the level of assessment.

Taxes

Some examples of taxes used by other cities to pay for park and recreation include Transient Occupancy Tax, Real Estate Transfer Tax and Admissions Tax. A portion of such tax revenue could be dedicated for specific park and recreation uses, either to provide funding for a bond issue or to cover defined maintenance and operating costs. The City of Brentwood's current Transient Occupancy Tax is 10%.

Concessions

By contracting with a concessionaire to build and/or operate a facility, the City can generate income which could cover the capital costs and maintenance of the facility. Examples of such concession-operated facilities include: baseball or softball diamonds, equestrian facilities, handball courts, tennis courts, miniature golf, roller hockey facilities and food and beverage concessions. In most cases, the City provides a site for the facility and either the City or the concessionaire funds the construction of the facility. The lease terms are determined accordingly.

User Group Contributions

Sports groups sometimes have an interest in constructing and maintaining fields for their use if the City would provide a nominal lease of land for a reasonable time span so that they can capture the value of the improvements. This relieves the City of the associated costs; however, it precludes the use of the fields by other user groups unless that is made a condition of the lease.

Joint-Use Agreements with School Districts

Joint-Use Agreements with local School Districts can provide for reciprocal use of facilities by both parties. They define responsibilities for capital improvements and maintenance of the facilities. Problems sometimes arise when expanding school sports programs create inequalities in the amount of time the City has access to the facilities. Agreements need to be definitive and specific as to allowed usage.

Sale or Lease of Surplus Lands

The sale or lease of land or other capital facilities for which the City has no further use can sometimes be a major source of revenue. One-time receipts from the sale of land can be used for the acquisition of new park lands, recreation facilities, or the development of new community service facilities. Revenues from long-term leases can be used to provide maintenance or underwrite programs. Surplus parcels also may provide opportunities for trading land elsewhere in the City with other agencies that

own land more suitable for park purposes.

Potential Funding Sources by Project Type

A summary of the various funding sources for the most appropriate project type is presented in Exhibit 4.4 A. The City should look at developing new sources beyond those currently in use. Funding needs can be satisfied for each improvement through a variety

Exhibit 4.4A Funding Sources by Project Type

	PROJECT TYPE			
Funding Source	**Acquisition**	**Improvement**	**Operations**	**Programs**
Non-Profit Foundation – i.e. 501 (c) (3)	x	x		
State and Federal Grants*	x	x		
Foundation Grants*	x	x		
Quimby Dedication/In-lieu Fee	x	x		
Development Agreements/Impact Fees	x	x		
General Obligation Bonds	x	x		
Revenue Bonds	x	x		
Certificates of Participation	x	x		
Sales Tax Increase	x	x	x	x
Fund Raising Events	x	x		
Sponsorship (Naming Rights)	x	x	x	x
User Fees			x	x
Corporate Sponsorship of Events			x	x
Adopt-a-Park Program			x	x
Volunteer Labor			x	x
Public/Private Partnerships (Concessions)	x	x	x	x
Benefit Assessment District	x	x	x	x
Mello-Roos/CFD	x	x	x	
Transient Occupancy Tax	x	x	x	x
Real Estate Transfer Tax	x	x		
Admissions Tax	x	x	x	x
User Group Contributions	x	x	x	x
Joint Use with School District/Public Agency	x	x	x	x
Sale/Lease of Surplus Lands	x	x	x	x
General Fund	x	x	x	x

The grant requirements will specify what functions are eligible for funding.

of potential sources as indicated on Exhibit 4.4 A.

The specific funding source to be considered will depend partly on the timing of the development and the funding sources which may be available or which are more easily pursued at that time. For major improvements which include such facilities as community centers, tennis complexes, gymnasiums, senior centers, teen centers, ball field complexes, etc., the use of a fund raising effort to be conducted on behalf of a City's non-profit foundation could be beneficial. Sponsorships / naming rights for major corporate or other private donors can be offered. In some cases, the use of a professional fund raising firm should be considered once a facility or project for which the funding will be used is identified. Other sources of funding for such projects could include public/private partnerships, partnerships with private sector through website advertising, user

group contributions, joint use with the School District and public or private grants. Use of bonds, sales tax increase, or special districts require a vote by the residents and have been used successfully in some California communities. The City of Pico Rivera recently passed a sales tax increase to implement their Park and Recreation Master Plan. The specific facilities and improvements to be paid for need to be identified and a public relations effort is required to enlist the support of the electorate. The greater the demand and recognition of the need by the public, the greater will be the chance of success.

Current Budget and Staffing—Fiscal Year 17/18

Since Fiscal Year 14/15, the Parks and Recreation budget has stabilized and shown modest increases over the past three fiscal years. Exhibit 4.4B displays the actuals for Fiscal Year (FY) 14/15, 15/16, 16/17, and 17/18. The Department's budget is broken into ten divisions:

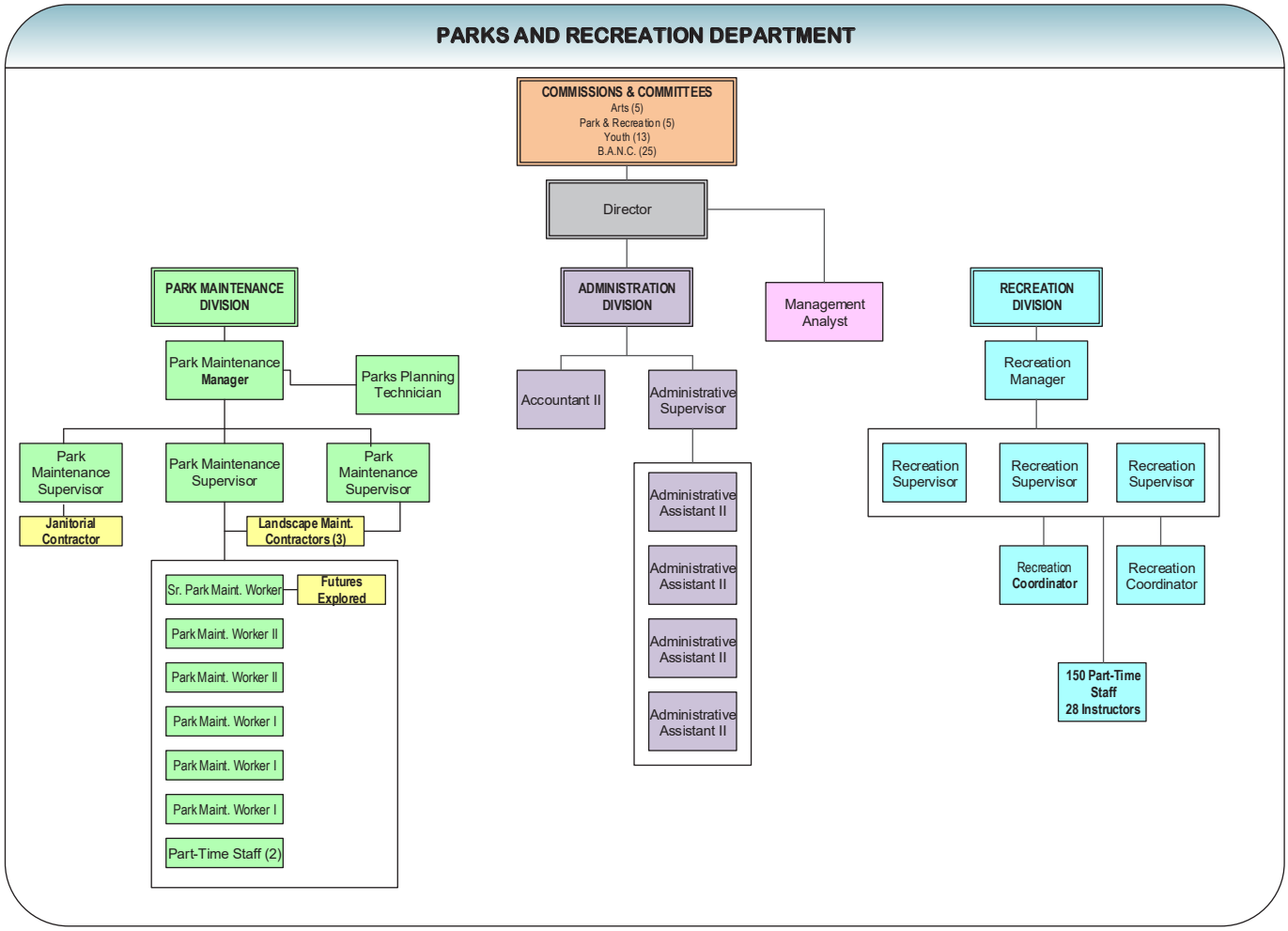
Exhibit 4.4B - Parks and Recreation Department - Expenditure by Division

Division	FY 14/15 Actual	FY 15/16 Actual	FY 16/17 Actual	FY 17/18 Actual
Administration	$1,744,906	$1,835,363	$1,981,101	$2,215,945
City Pool	$775,929	$800,593	$840,344	$887,756
Park Commission	$6,746	$6,720	$7,356	$7,666
Youth Commission	$1,462	$893	$1,461	$1,328
Art Commission	$289	$443	$586	$544
Community Center	$520,890	$519,434	$618,677	$655,274
Senior Programs	$217,844	$205,823	$209,974	$235,636
Brentwood Senior Activity Center	$218,530	$227,362	$277,617	$287,353
Sports Programs	$263,484	$247,509	$284,750	$262,124
Recreation Programs	$257,230	$278,617	$346,634	$343,849
Landscape Operations	$1,015,430	$969,342	$1,007,669	$1,362,786
Lighting and Landscape Assessment Districts	$5,563,151	$6,420,545	$6,736,070	$7,198,793
Park Assessment District Citywide	$2,735,745	$2,798,189	$2,924,859	$2,993,777
Facilities	$800,894	$740,769	$945,670	$1,029,250
	$14,122,530	$15,051,602	$16,182,768	$17,482,081

Overall, the current level of resources allocated for park maintenance, while increasing over the past two years, is adequate to fully fund both operation/maintenance, and long-term capital upgrades and development. While this is a positive for the City, the desire for new park and recreation facility development such as Vineyard Event Center and Sand Creek Park will place demands for new funding and or funding sources.

Exhibit 4.4C shows the current organizational chart for Parks and Recreation. Since reaching a high of 33 full-time employees in Fiscal Year 06/07, that number declined to 24 in Fiscal Year 11/12. While staffing levels have remained static, the City opened a new Senior Activity Center in January of 2009, a new Community Center in early 2012, numerous new parks, and expanded special events and programs significantly. In 2017, a Parks Planning Technician was added and two new recreation positions have been approved as part of the FY 2018/19 and FY 20/21 Staffing Plan In planning for future staffing, the City should look closely at organizational structure and determine the most efficient and cost effective management structure that will support service delivery and implementation of the Parks, Trails, and Recreation Master Plan. The City will need to provide a structure that is flexible to meeting changing needs and demands of city residents.

Exhibit 4.4C - Parks and Recreation Organizational Chart



Current Capital Project Budget

Currently, funding for capital improvements, renovations, and additions to park and recreation facilities in the City of Brentwood comes from both General Fund and non-General Fund sources such as developer impact fees, landscape districts, and grants. Currently the city budgets capital projects each fiscal year.

For Fiscal Year 2017/18, several projects were completed. These were:

Creekside Park Playground Replacement	$350,000
Sport Court Lighting at Creekside Park	$100,000

For Fiscal Year 2018/19, projects already in progress or scheduled to begin:

Aquatic Complex Mechanical Room Improvements	$350,000
Aquatic Complex Pool Plastering	$350,000
Garin Park Playground Replacement	$300,000
Loma Vista Playground Replacement	$300,000
McClarren Park Improvements Phase II	$350,000
Parks, Trails and Recreation Master Plan Update	$150,000
Sport Court Lighting at Balfour-Guthrie Park	$170,000

Proposed unfunded projects for future years include:

Aquatic Complex Locker Room Remodeling	$400,000
Aquatic Complex Pool Decking	$400,000
Aquatic Complex Slide Replacement	$300,000
Aquatic Complex Water Play Structures Replacement	$300,000
CCWD Trail	$161,283
Homecoming Park Playground Replacement	$300,000
Miwok Park Playground Replacement	$200,000
Sunset Field Natural Turf Improvement	$300,000
Sunset Park Playground Replacement	$300,000
Walnut Park Playground Replacement	$300,000
Windsor Way Park Playground Replacement	$150,000

Proposed Capital Costs for Existing Facilities

Exhibit 4.4D identifies recommended projects by park sites for the City of Brentwood and identifies potential funding sources which could be utilized to fund each of these projects. Only those sites with capital needs are listed. Project estimates are general in nature and developed to show a potential costs and/or range of costs. Costs should be considered as approximations of individual facilities listed only. Actual costs will depend on design, size of facility, additional support facilities, utilities, infrastructure, environmental conditions, as well as site specific conditions which require additional study and have not been evaluated in the Master Plan. Based on these general project estimates, the City of Brentwood is faced $3,047,000 park specific renovations to developed parkland.

Opportunity Sites

Throughout the Master Planning process numerous sites have been evaluated for the potential to provide recreational opportunities in the community. Some sites are as yet to be designed vacant parcels, and some are currently utilized for other purposes but may become available for recreational sites in the future. Additional opportunities exist with the development of Joint Use Agreements and Partnerships. There are three (3) categories of opportunity sites: Partnerships / Joint Use sites, Future Opportunity Sites, and Surplus School Properties.

Exhibit 4.4D - Master Plan Recommended Renovation Projects in addition to Capital Improvement Projects for Existing Facilities

RECOMMENDATIONS	POSSIBLE FUNDING KEY (see below)	Estimated Costs
Apple Hill		
• Bocce Ball Court Upgrades	C, D, E, F, G, M	$30,000
Balfour-Guthrie		
• Shrub Bed Renovation	C, D, E	$2,500
Black Gold		
• Shrub Bed Renovation	C, D, E	$1,000
Curtis		
• Concrete Repair	C, D, E, F, G, M	$2,000
Garin		
• Slurry/Repaint Parking Lot	C, D, E, F, G, M, N	$20,000
Gemini		
• Playground Safety Surface Replacement	C, D, E, F, G, M	$50,000
• Shrub Bed Renovation	C, D, E	$2,000
Granville Green		
• Concrete Repair	C, D, E, F, G, M	$1,500
Heron		
• Fencing Repair	C, D, E, F, G, M	$500
Marsh Creek Staging Area		
• Landscaping Renovation	C, D, E	$15,000
Orchard		
• Playground Safety Surface Replacement	C, D, E, F, G, M	$50,000
Palomino		
• Add Drinking Fountain	C, D, E, F, G, M	$4,000
Peach		
• Shrub Bed Renovation	C, D, E	$1,500
Seedling		
• Playground Safety Surface Replacement	C, D, E, F, G, M	$50,000
Windsor Way		
• Basketball Court Resurface	C, D, E, F, G, M	$20,000

Exhibit 4.4D - Recommended Renovation Projects for Existing Facilities (continued)

Yokut Park		
• Playground Safety Surface Replacement	C, D, E, F, G, M	$50,000
• Concrete Repairs	C, D, E, F, G, M	$2,000

FUNDING KEY (Potential Funding Sources):

A. Developer Impact Fees
B. Developer Special Agreement
C. General Fund/CFD's/LLAD's
D. Non-profit Organization
E. Public/Private Partnerships, Concessions
F. Grants-CDBG
G. Grants-Public Agencies & Private Foundations
H. Corporate Sponsorships
I. Certificates of Participation
J. Bonds
K. Sales Tax
L. Sale/Lease of Surplus Land
M. User Group Contributions
N. School District Joint-use Contributions
O. Other Dedicated Taxes

Partnerships / Joint Use sites

Due to the limited availability of certain facilities and the demand from various sports organizations for additional sports fields, the City should pursue expanding partnership agreements that outline specific details of the community's recreation abilities within Brentwood Union School District athletic fields. The current agreement provides for City use of several multi-purpose rooms and gymnasiums. Under this agreement the City pays for 1/3 of the ongoing maintenance costs as detailed within the agreement and 1/3 of the capital repairs and replacement for Bristow, J. Douglas Adams, and Edna Hill Middle Schools.

The City also has an existing year to year agreement with Liberty Union High School District. As part of this agreement the City is permitted use of Gymnasiums at both Heritage High and Liberty High School, Athletic Fields and Stadiums, Tennis Courts, and a Pool at Heritage High School. Under this agreement the City and District have mutual responsibilities for improvements and equipment deemed necessary for the programs being offered. Currently each party is responsible for any financial burden related to repairs, improvements, facility cleaning, etc. as a result of each party's program activities.

Renegotiation of the agreements to include School District athletic fields could follow a similar format, thereby allowing the City to reduce both capital needs and ongoing maintenance costs for new facilities.

Future Opportunity Sites

The City currently has several undeveloped parcels that could possibly be considered for park development. Foremost among this list is the 33.98 acres (City and Flood Control) of Sand Creek Park and the 3.7 acre Successor Agency-owned parcel at Walnut and Central Boulevard. Other undeveloped acreage includes:

- 181 Sycamore Court (2.22 Acres). Potential expansion for existing Windsor Way Park.
- CCC Flood Control Basin (14.48 acres). Potential park expansion for future Sand Creek Park.
- Corner of Chestnut and Oak Streets (2 parcels total 2.26 acres). Potential consideration should be given to sale of property or designate it as a naturalized open space preserve.
- 498 Fairview (1.59 acres). Potential Trailhead parking for trail access.
- Nail Property on Sellers Ave (7.23 acres)(has restrictions on use for agricultural purposes).

Surplus School Property

In May of 2017 the Brentwood Union School District completed the "School Facilities Needs Analysis" which was prepared to provide the factual basis for the District to evaluate capacity, growth, and if desired, adopt fees that may be collected from residential development for the construction or expansion of school sites.

Under Education Code the District could identify and consider any surplus property owned by the District that could be used as a school site or that is available for sale to finance school facilities. Within this report, one site, the "Fourth Middle School Site" was identified as potentially surplus. The District owns two adjacent parcels totaling 19.74 acres and the intended use is for the District's fourth middle school. Because of the intended use of this location, the District is not currently considering the site surplus.

In addition the Liberty Union School District may also have surplus property. This may also be an opportunity for future consideration.

Multi-Year Capital Plan

Development of a multi-year Capital Budget is integral to sound financial planning, debt management, and reserve development. This Master Plan identifies development of master planned facilities, capital replacement, and capital outlay requirement over a five-year period to assist with planned cash and debt management.

Exhibit 4.4E displays the recommended five year needs for the City of Brentwood, including renovation of existing facilities, redesign/modification of existing, potential acquisition site costs, and development of these new sites. It should be noted that existing resources are limited and will not be able to fully fund the recommendations within this plan without new tax dollars.

Exhibit 4.4E - City of Brentwood - Five-Year Capital Requirements

Project	Estimated Costs	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY22/23	Undetermined FY
Capital Improvement Projects							
Aquatic Complex Locker Room Remodeling	$400,000					$400,000	
Aquatic Complex Mechanical Room Improv.	$350,000	$350,000					
Aquatic Complex Pool Decking	$400,000		$400,000				
Aquatic Complex Slide Replacement	$300,000			$300,000			
Aquatic Complex Water Play Structures Replacement	$300,000			$300,000			
CCWD Trail	$161,283				$161,283		
Homecoming Park Playground Replacement	$300,000			$300,000			
Loma Vista Park Playground Replacement	$300,000	$300,000					
Miwok Park Playground Replacement	$200,000				$200,000		
Sunset Park Natural Turf Improvement	$300,000		$300,000				
Sunset Park Playground Replacement	$300,000				$300,000		
Vineyards Event Center	$7,200,000						$7,200,000
Walnut Park Playground Replacement	$300,000					$300,000	
Windsor Way Park Playground Replacement	$150,000			$150,000			
Undeveloped Parks/Recreation Facilities							
Joint Use Sports Fields	$11,500,000						$11,500,000
Sand Creek Park Phase II	$3,556,000						$3,556,000
Sand Creek Completion - Full 33.98 Acres	$20,000,000						$20,000,000
Swimming Pool - Competitive & Recreation	$2,900,000						$2,900,000
Indoor Gymnasium/Sports Center	$10,500,000						$10,500,000
Multi-Generational Community Center	$10,000,000						$10,000,000
Pickleball Courts/Complex	$627,000						$627,000
Trails							
Multi-Use Trails (Construction of 11.6 miles)	$11,600,000	$2,320,000	$2,320,000	$2,320,000	$2,320,000	$2,320,000	
Totals	$81,644,283	$2,970,000	$3,020,000	$3,370,000	$2,981,283	$3,020,000	$66,283,000

Future Operation and Maintenance Costs

In order to complete this Master Plan, the City should look at developing new revenue sources beyond those currently in use. Funding needs can be satisfied for each improvement through a variety of potential sources as indicated on Exhibit 4.4A and that funding must include both capital costs and ongoing operations and maintenance.

The National Park and Recreation Administration 2018 NRPA Agency Performance Review, found that nationwide, the median level operating expenditures for operations and maintenance was $6,589 per acre of parkland. The typical operating expenditure rises with population density. Agencies serving a jurisdiction with fewer than 500 people per square mile spend $3,673 per acre of parkland, rising to a median of $11,953 per acre for agencies serving a jurisdiction with a population density greater than 2,500 per square mile. For cities of Brentwood's size, the average cost per acre of parkland ranged from $2,580 to $12,329.

The Recommendations illustrate nearly 40 acres of new parkland and extensive trail expansion for Brentwood, a multi-generational recreation facility. To continue the high level of maintenance standards currently in place, Brentwood would need to find funding for approximately $10,000 per acre to maintain the new parkland, or $400,000 annually.

A new Multi-generational Center would need funding in the range of $450,000 to $700,000 annually depending of a number of operational factors.

The specific funding source to be considered will depend partly on the timing of the development and the funding sources which may be available or which are more easily pursued at that time. For major park improvements and recreation facilities projects which include such facilities as multi-generational community centers and the Sand Creek Park Expansion, the use of a fund raising effort to be conducted on behalf of a City's non-profit foundation could be beneficial. Sponsorships/naming rights for major corporate or other private donors can be offered. In some cases, the use of a professional fund raising firm should be considered once a facility or project for which the funding will be used is identified. Other sources of funding for such projects could include public/private partnerships, partnerships with private sector through website advertising, user group contributions, joint use with the School District and public or private grants.

Use of bonds, sales tax increase, or special districts require a vote by the residents and have been used successfully in many California communities. Specific recommendations for the City of Brentwood include:

- Proposed sales tax increase of one quarter to one half percent. Funding should be utilized both for debt service on new capital development and for ongoing operations and maintenance cost for the new facilities. The sales tax increase could be partnered with other municipal functions such as public safety. One quarter percent would bring the City $1.8 to $2 million annually.
- Creation of a Brentwood Parks Foundation "501c3" organization that would work with and supports Brentwood. The primary mission of a Foundation could be based on:
  - To aid, sponsor, promote, advance and assist in the provision of public parks, recreation and community services in the Brentwood Area.
  - To receive, invest, and manage funds acquired through dues, donations, grants, gifts, bequests, and solicitations in furtherance of the purposes and goals of the City.

The specific facilities and improvements identified as a priority need, as well as funding for these projects, are discussed within this Master Plan. A public relations effort is required to enlist the support of the electorate. The greater the demand and recognition of the need by the public, the greater will be the chance of success in the implementation.