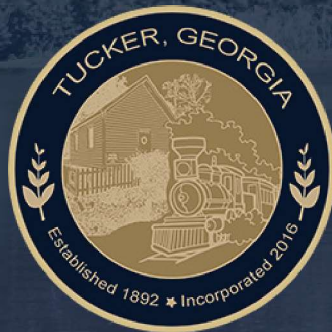


Tucker Park System Master Plan 5-YEAR UPDATE

City of Tucker, Georgia
August 2024



Prepared by:



March 2024

Cover Photo: Kelley C. Cofer Park
(Barge Design Solutions, 2023)

Acknowledgments

The City of Tucker Comprehensive Parks and Recreation Master Plan was completed by the City of Tucker Parks and Recreation Department with planning and technical support provided by the planning team led by Barge Design Solutions in partnership with PROS Consulting.

Special thanks to City staff, elected officials, community organizations, stakeholders, and residents for providing valuable insight and support during this process. Without the dedication and commitment of the community, this master plan would not have been possible.

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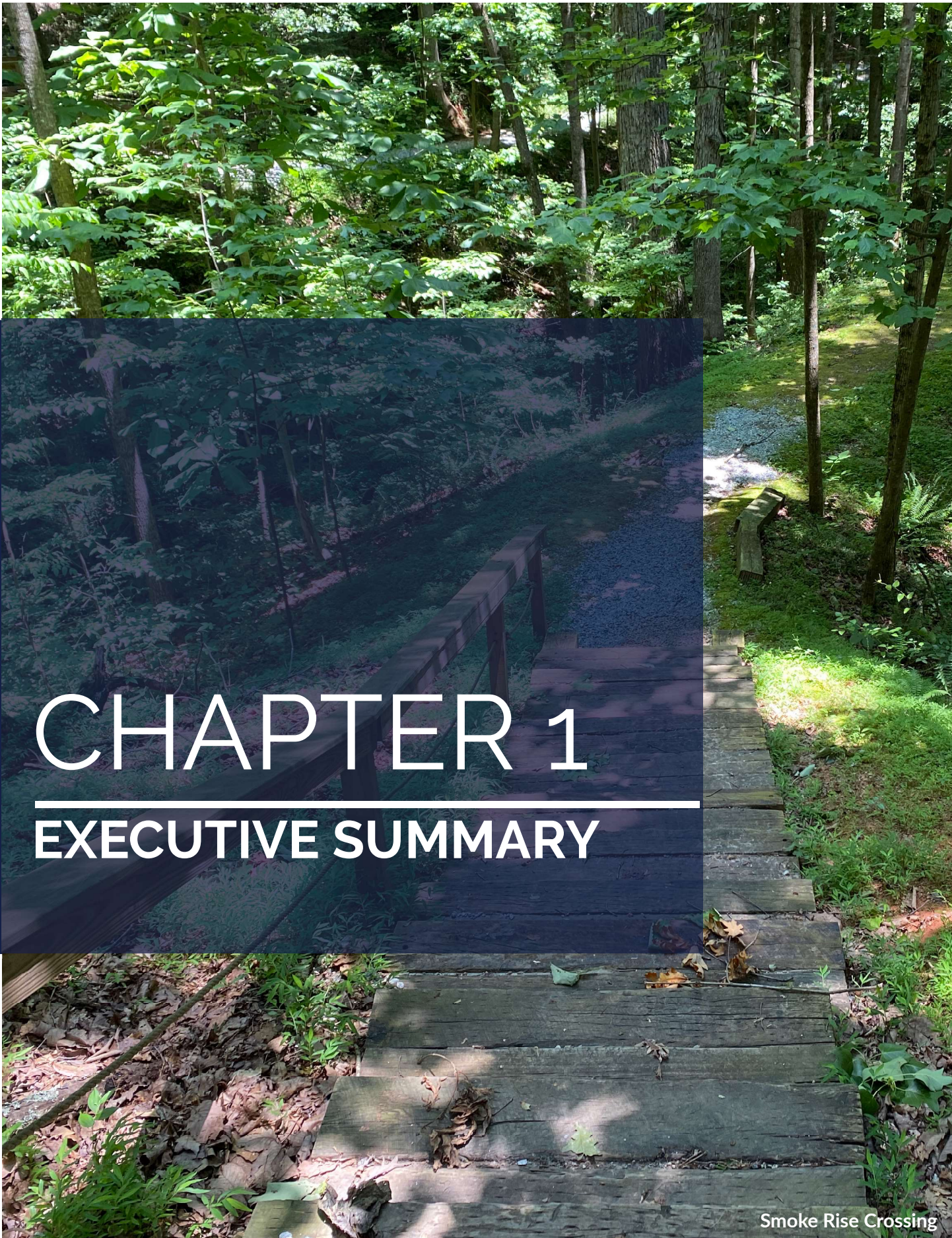
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CHAPTER 1

EXECUTIVE SUMMARY

Smoke Rise Crossing

TUCKER PARK SYSTEM MASTER PLAN UPDATE KEY TAKEAWAYS

PURPOSE:
The Tucker Park System Master Plan Update is intended to be a continuation of the Tucker Park System Master Plan completed in May 2019. The Update looks at the changes and improvements made to Tucker parks since 2019. The Update follows a similar planning process as the original, including completing a **Needs Assessment**, updating the Parks and Recreation Department's **Organizational Structure**, and providing updated **Recommendations**.

PLANNING PROCESS

NEEDS ASSESSMENT
 \$ Demographic & Recreation Trends Analysis
 \$ Park Inventory & Assessments
 \$ Public Outreach

ORGANIZATIONAL STRUCTURE
 \$ Proposed functional organizational structure
 \$ Staffing positions
 \$ Succession Planning

RECOMMENDATIONS
 \$ Action Plan
 \$ Funding

NEEDS ASSESSMENT

2018
PARKS: 10
ACRES: 264.9
POPULATION: 35,217
ACRES/1,000 RESIDENTS: 15.11

2023
PARKS: 14
ACRES: 293.1
POPULATION: 37,636
ACRES/1,000 RESIDENTS: 16.5

GOAL
17 ACRES/
1,000 RESIDENTS
37 ADDITIONAL
ACRES NEEDED

TOP 5 FACILITIES

1. Amphitheater
2. Walking/Hiking Trails
3. Natatorium
4. Performing Arts Center
5. Splash Pad

TOP 5 PROGRAMS

1. Community Special Events
2. Gardening Classes
3. Outdoor Programs
4. Senior Programs & Services
5. After-School Programs and Out-of-School Camps

Public Outreach Results
 Voting results based on information gathered during a **public meeting** conducted on August 15, 2023, and **First Friday** special event on September 1, 2023.

7.4%
Projected population increase over next 15 years

ORGANIZATIONAL STRUCTURE



RECOMMENDATIONS

SHORT-TERM
 Recreation Center Redevelopment following Reassessment of 2019 Feasibility Study
 Add Walking Trails to Existing Parks
 Construct Pickleball Ball Courts
 Construct Outdoor Performance Space
 ADA Compliance Inspections and Recommendations

MID-TERM
 Update Pool Houses at Kelley Cofer Park and Rosenfeld Park
 Construct Removable Dome Over Pool at Kelley Cofer Park
 Continue to Implement Park Master Plans

LONG-TERM
 Conduct Feasibility Study for Natatorium
 Continue to Update Facilities to meet ADA Standard

Accomplishments since 2019

- ✓ Four new parks added to the park system
- ✓ 28.2 acres of new or recently developed park land added to the park system
- ✓ Recreation Center Feasibility study conducted
- ✓ Master plans developed for Tucker Town Green, Lord Park, and Fitzgerald Park
- ✓ General improvements to multiple parks
- ✓ Increased signage and improved branding at multiple parks
- ✓ Increased participation in many recreation programs
- ✓ Bee Haven constructed at Tucker Nature Preserve

1.1 INTRODUCTION

Tucker is a city located northeast of Atlanta, Georgia. Formerly an unincorporated community in DeKalb County, Tucker officially became a city in late 2015. While the Tucker community has a long history and a rich cultural identity, once the City incorporated, creating a strong municipal identity became an important task for Tucker. One of the ways the City plans to strengthen its identity is by standardizing their parks and recreation system. So, in 2019, the City of Tucker hired Barge Design Solutions to create a Recreation and Parks Master Plan. The purpose of the 2019 Tucker Recreation and Parks Master Plan was to guide the City through the standardization process and to help them achieve the best possible park system over the following ten years (2019-2029). Included in the 2019 master plan was the goal to create a 5-year master plan update. Again, the City of Tucker consulted with Barge Design Solutions to create this Park System Master Plan Update. The purpose of the update is to ensure the City is on track to meet the goals set out in the 2019 master plan and to assess if those goals are still feasible and desired by City staff and the public.

As Tucker's population continues to grow and the City matures, it will become increasingly important to protect, enhance, and expand the City's parkland. Parks improve physical and mental health, strengthen community ties, and make cities more attractive places to live and work.

1.2 PROJECT OVERVIEW

The Tucker Park System Master Plan Update project consists of three main components: a needs assessment, an evaluation of the Department's structural organization, and recommendations based on the information gathered. The needs assessment consists of three tasks: a demographic and recreation trends analysis, a park inventory and assessment, and public input. The needs assessment chapter is divided into three sections which correlate to the three tasks. Then, the planning team carefully reviewed the Department's current structural organization and proposed a new structural organization that helps relieve some of the tasks of the Parks and Recreation Director by spreading the workload more evenly among reporting managers. Finally, based on the information gathered, the planning team provided recommendations to help continue to improve the Tucker Parks and Recreation Department. Recommendations for the Tucker park system include overall park improvements, individual park enhancements, proposed level of service standards, facility improvements, programming strategies, and financial considerations.

1.3 ACCOMPLISHMENTS SINCE 2019

The Tucker Parks and Recreation Department has achieved many goals since the 2019 master plan document. The majority of their work focused on **facilities** and closing gaps in their park system **level of service**. The Department added four **new parks** totaling 28.2 acres. Two of those parks fill critical holes in the park system. The first is Fitzgerald Park, which is under construction at the time of this publication. It will serve the City of Tucker with as a sports complex. Additionally, the City acquired land to create a downtown special use park, Tucker Town Green. This park will provide a **special events space** for the City, as well as everyday greenspace for residents, employees, and patrons of downtown Tucker. Below is a bullet point list of specific accomplishments achieved by the Parks and Recreation Department since the publication of the 2019 Tucker Recreation and Parks Master Plan:

Parks Acquisitions

- Fitzgerald Park – sports complex
- Rosenfeld Park – pool/tennis
- Downtown Park – undeveloped
- Westwood Park – neighborhood greenspace

Playgrounds*

- Henderson Park – lake side (2), community garden (1)
- Cofer Park – accessible
- Montreal Park
- Rosenfeld Park
- Tucker Recreation Center campus

* NOTE: replaced or added to parks with no additional renovations

Park Renovations

- Peters Park: erosion improvements, parking, playground, adult workout equipment
- Fitzgerald Park: water/sewer upgrades, Field 3 concession, restroom renovations, Field 3 Lighting (\$225K), Field 1, 2, 4 Lighting, Phase 2 Renovations with completion spring 2024
- Johns Homestead Park: dam replacement, complete park renovations with new trails, parking, bridges/boardwalks and docks – currently in engineering and design with completion in 2026
- Downtown Park: development of new downtown park with pavilion, plaza, greenspace – currently in engineering and design with completion expected in 2025
- Tucker Recreation Center: gym conversion (\$135K) for basketball, volleyball, pickleball – completed, general improvements (HVAC with UV filtering and ionization systems, restrooms, kitchen, doors, lighting, offices, etc) – completed and ongoing, parking and pickleball complex with completion spring 2025

Park Improvement Projects

- Probst Park Memorial – plaza and overlook
- Cofer Lake dredging – developing scope with completed lake studies
- Bee Haven at Tucker Nature Preserve
- New fencing at all sports fields and pools
- Henderson Park – tennis court lighting
- Henderson Park – Field 6 lighting
- Henderson Park – installed 2 pre-fab restrooms
- Henderson Park – installed 2 lakeside docks
- Henderson Park – installed 6 new bridges along the trails

1.4 DEMOGRAPHIC AND RECREATION TRENDS ANALYSIS

A key component of the Parks and Recreation Master Plan is a Demographic & Recreation Trends Analysis. This provides the City of Tucker's Parks and Recreation Department insight into the general makeup of the **population** served and identifies **market trends in recreation**. It also helps quantify the market in and around the City and understand the types of **parks, facilities, and programs / services** that are most appropriate to satisfy the **needs of residents**.

This analysis is two-fold. First, it **assesses the demographic characteristics and population projections** of City residents to understand who they serve. Secondly, **recreational trends are examined on a national, regional, and local level** to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the **community need for parks, trails, facilities, and recreation programs**.

1.5 PARK INVENTORY AND ASSESSMENT

A critical component of the Park System Master Plan Update is conducting **on-site park assessments**. Since the 2019 document was complete, the City of Tucker added **four new park sites** (approximately 28 acres of park land). The planning team conducted **park inventories and assessments** over the course of two days in

July 2023. The team made note of park features, park conditions, and any changes or additions since 2019, as well as took photos to document each park. Overall, the park conditions range from fair to good, with the exception of the Tucker Recreation Center, which is in poor condition. The City of Tucker has done an excellent job of **executing the park recommendations** listed in the 2019 Tucker Park System Master Plan.

1.6 COMMUNITY NEEDS

To understand the community's desires for future improvements within the park system, a **community meeting** was facilitated by the planning team on August 15, 2023, at the Tucker Recreation Center. The meeting commenced with an informative presentation detailing the **current status** of the City of Tucker parks, **existing programs**, and the **level of service** provided. Attendees were then engaged in various activities designed to solicit feedback on future investments in the park system.

To provide geographical context, participants were invited to mark their residential locations on a city map using flags, aiding the planning team in understanding the **localized perspectives** shaping the received feedback. Following this, attendees contributed their preferences regarding both the retention of current facilities and programs and **suggested additions** to the community parks. Each participant was encouraged to identify park programs and facilities they deemed **most crucial**.

The "Park Bucks" exercise further solicited opinions, allowing participants to **allocate hypothetical funding** across different park needs, reflecting their **prioritization**. Additionally, an open forum was provided for attendees to express any further insights or comments pertinent to the **future development** of the Tucker Parks System.

Supplementing the community meeting, an additional opportunity for input was extended through a "pop-up" event at the **First Friday Concert** on September 1, 2023, hosted at the Church Street Greenspace. The results derived from these engagements can be explored in Section 2-3 of this document.

Overall, the respondents conveyed a strong interest in **environmental education** and programs and would like to see more **special events** in Tucker. A notable emphasis was placed on creating **more walking and hiking spaces** alongside strong support for a **new amphitheater**. When considering future spending, there was a shared aspiration for increased investment towards **preserving environmentally sensitive areas and habitats**.

1.7 ORGANIZATIONAL STRUCTURE

The Parks and Recreation Department has done an excellent job of **providing services and maintaining the parks and recreation system** during the City's growth phase. Over the past five years, the City emphasized capital improvement projects, which enhanced the park system. Going forward, the focus of the Department should be on its organizational structure. The goal of **updating the organizational structure** of the Department is to provide a **streamlined functional approach** to sustaining and growing its level of excellence while efficiently and effectively **implementing the recommendations** of this master plan update document.

The Department has **strong leadership** in place to successfully transition to the recommended organizational structure. Additionally, the Department has the staff in place that is **willing to embrace the organizational shift**, which is key to its success. As the City of Tucker continues to evolve, it is critical that the Parks and Recreation evolve as well to meet the needs of the City and its residents.

1.8 RECOMMENDATIONS

This section **consolidates the outcomes** from the Demographic and Recreation Trends Analysis, the park assessments, and the community engagement phases to present a **comprehensive set of recommendations shaping the trajectory of Tucker Parks and Recreation over the next decade**. Drawing from the needs assessment, this section establishes a benchmark for service levels while delineating **key priorities** for enhancing **parks, facilities, and programming initiatives** throughout the upcoming planning period.

The Recommendations chapter provides concise yet comprehensive summaries detailing recommendations for overall park improvements, individual park enhancements, proposed level of service standards, facility improvements, programming strategies, and financial considerations.

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The image shows a park scene with a playground in the background and a large green overlay in the foreground. The overlay contains the chapter title in white text. The playground features colorful slides and structures. The background is filled with lush green trees under a clear blue sky. The foreground shows a paved path and a swing set.

CHAPTER 2

NEEDS ASSESSMENT

Peters Park

The Needs Assessment is a critical piece of the Park System Master Plan Update. The Needs Assessment informs decision making and recommendations based on the input and information gathered throughout the process. There are three components of the Needs Assessment for this document: Demographic and Recreation Trends Analysis, Park Inventory and Assessment, and Community Needs. Accordingly, this chapter is composed of three corresponding sections. The planning team broke this chapter into three sections primarily to ease access to these comprehensive sections.

Section 2-1: Demographic and Recreation Trends Analysis provides information about the growing and changing demographics within the City of Tucker, as well as recreation trends at the national, regional, and local levels. This information provides insight into what might be important to the residents of Tucker based on their socioeconomic background and recreational interests.

Section 2-2: Park Inventory and Assessment discusses the assets the City currently possesses and manages as part of the parks and recreation system. The planning team conducted site visits in July 2023 to each park to make general assessments of condition, as well as take photos. The planning team also took note of any improvements since the 2019 Park System Master Plan. This section also reviews the current level of service provided by the existing parks within the City of Tucker and compares that to the level of service in 2019.

Section 2-3: Community Needs reviews the information gathered during the public input meeting on August 15, 2023, as well as the First Friday event put on by the City of Tucker on September 1, 2023. At the public meeting, attendees were updated on the project through an informative presentation detailing the current status of the City of Tucker parks, existing programs, and the level of service provided. Attendees were then engaged in various activities designed to garner feedback on future investments in the park system. At the First Friday event, attendees were invited to participate in similar activities as the public meeting. The information gathered during both events was used to create a prioritized list of both facilities and programs. The prioritized facilities and programs help to inform the recommendations laid out in Chapter 4.

SECTION 2-1

DEMOGRAPHIC & RECREATION TRENDS ANALYSIS

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2.1 DEMOGRAPHIC & RECREATION TRENDS ANALYSIS

2.1.1 INTRODUCTION

A key component of the Parks and Recreation Master Plan is a Demographic & Recreation Trends Analysis. This provides the City of Tucker's Parks and Recreation Department (Department) insight into the general makeup of the population served and identifies market trends in recreation. It also helps quantify the market in and around the city and understand the types of parks, facilities, and programs / services that are most appropriate to satisfy the needs of residents.

This analysis is two-fold – it aims to answer the who and the what. First, it assesses the demographic characteristics and population projections of City residents to understand who they serve. Secondly, recreational trends are examined on a national, regional, and local level to understand what the population served wants to do. Findings from this analysis establish a fundamental understanding that provides a basis for prioritizing the community need for parks, trails, facilities, and recreation programs.

2.1.2 DEMOGRAPHIC ANALYSIS

The Demographic Analysis describes the population within the city. This assessment is reflective of the City's total population and its key characteristics, such as age segments, race, ethnicity, and income levels. It is important to note that future projections are based on historical patterns, and unforeseen circumstances during or after the time of the analysis could have a significant bearing on the validity of the projected figures.

METHODOLOGY

Demographic data used for the analysis was obtained from the U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in August 2023 and reflects actual numbers as reported in the 2010 and 2020 Census. ESRI then estimates the current population (2023) as well as a 5-year projection (2028). PROS consulting utilized straight line linear regression to forecast demographic characteristics for 2033 and 2038.

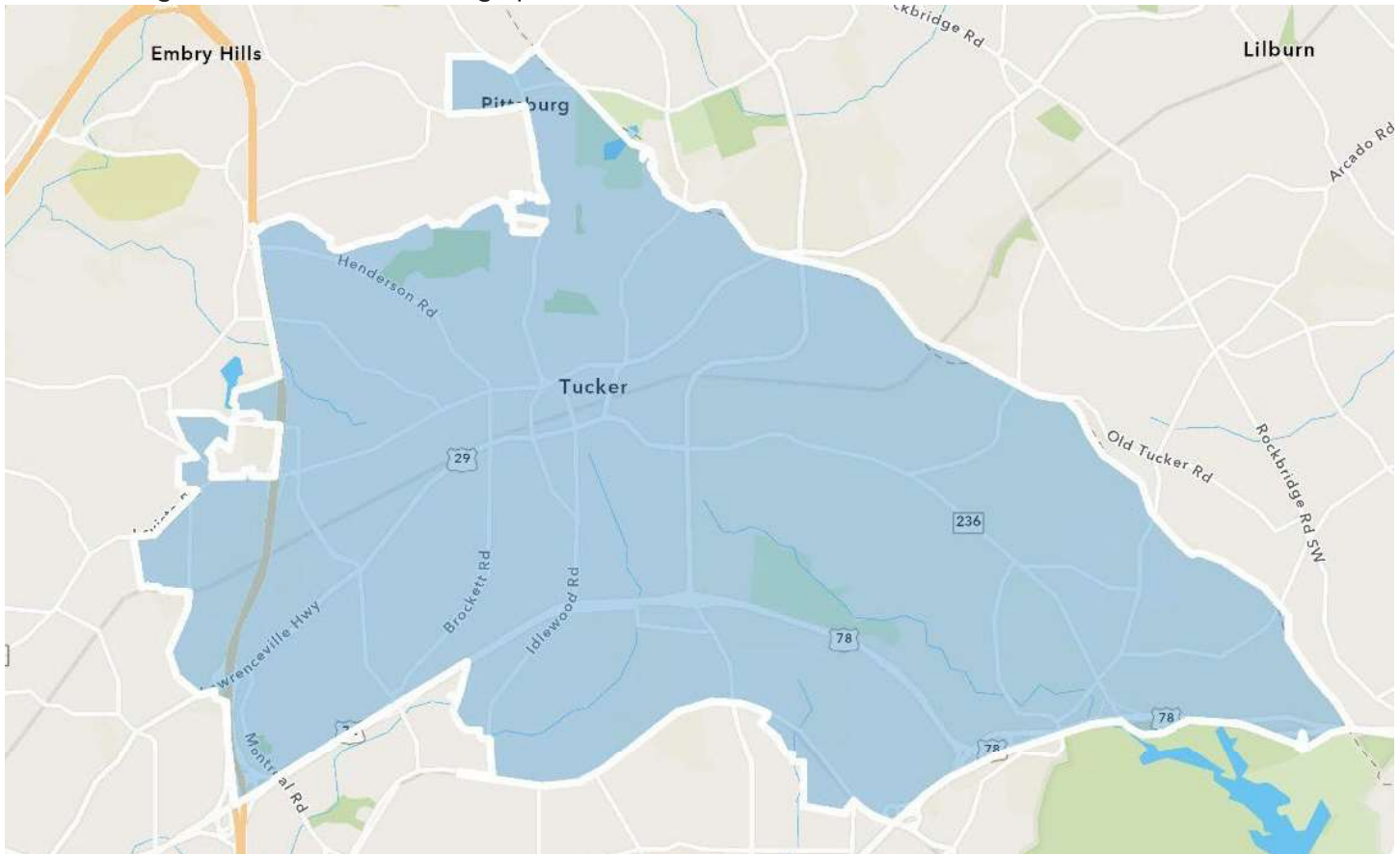


Figure 2-1: Map of Tucker (PROS Consulting, 2023).

2.1.3 CITY POPULACE

POPULATION

The City's population has experienced some growth in the last 13 years, increasing 12.5% from 2010 to 2023, or on average 0.96% annually. This is in-line with the national annual growth rate of 0.81% (from 2010-2023). Like the population, the total number of households also experienced an increase, (9.7% over the 13 years, or on average 0.75% annually (national average = 0.80% annual growth).

Currently, the population is estimated at 37,636 individuals living within 15,366 households. Projecting ahead, the total population growth is expected to continue to grow, but at a slower pace than the last 13 years. By 2038, the City's population is projected at 40,459 residents (0.75% annual growth) living within 16,311 households (0.61% annual growth).

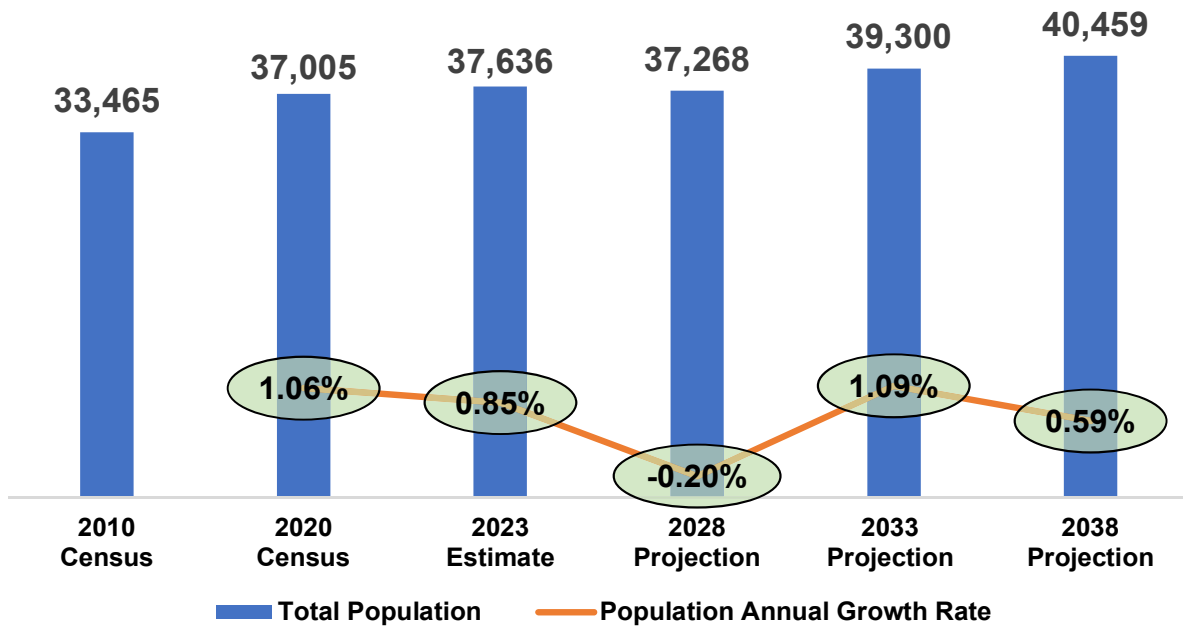


Figure 2-2: Population trends for the City of Tucker (PROS Consulting, 2023)

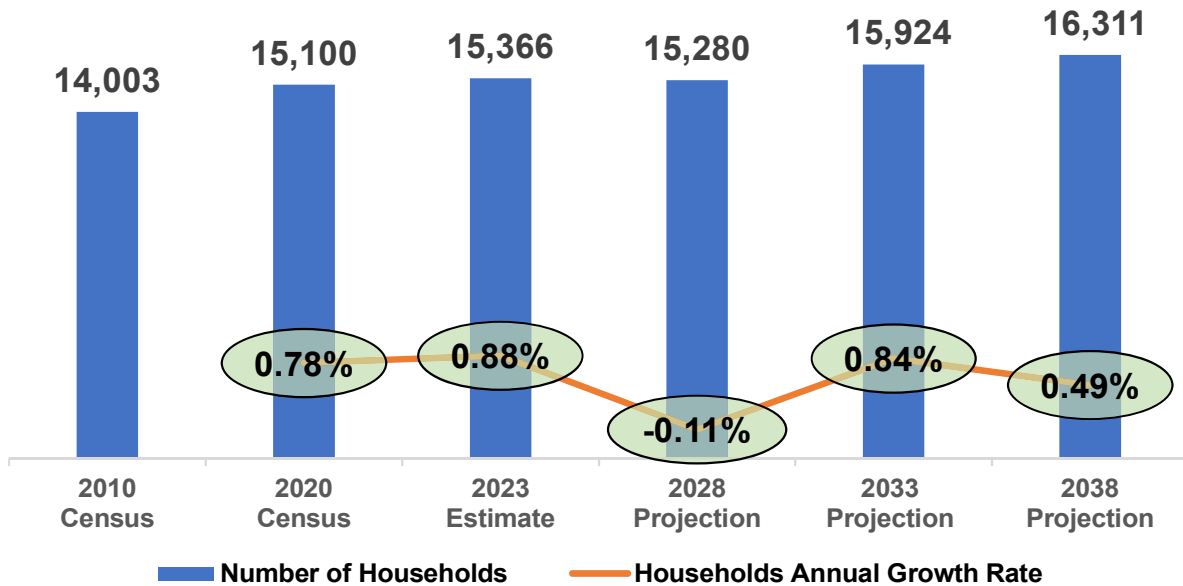


Figure 2-3: Household trends for the City of Tucker (PROS Consulting, 2023)

AGE SEGMENT

Evaluating the City's age segmentation, the population has become slightly older in the last 13 years. In 2010, the 55+ population made up 28% of the population, whereas today it makes up 32% of Tucker's populace, a decrease of 4%. The 2023 population has a median age of 39.8 years old which is slightly older than the U.S. median age of 38.5 years. Over the last 13 years, the City has continued to have a balanced age segmentation. This trend is NOT projected to continue over the next 15 years as the 55+ age segment is expected to represent 38% of the total population (an increase of 6% over 2023) while other major age segments will remain relatively unchanged or experience decreases.

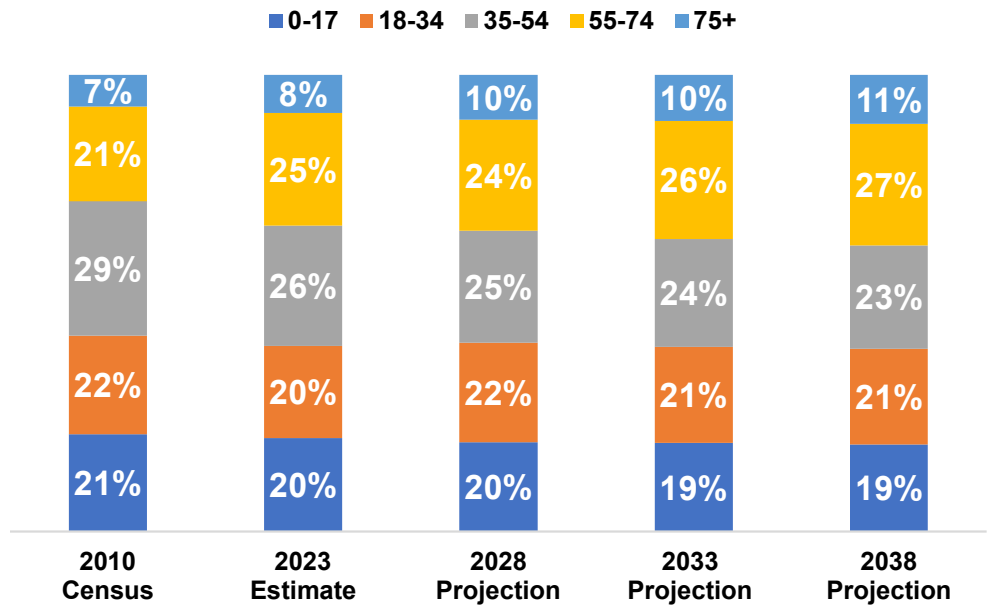


Figure 2-4: Population by age segment (PROS Consulting, 2023).

RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for federal statistics, program administrative reporting, and civil rights compliance reporting are defined below. The 2020 Census data on race is directly comparable with data from the 2010 Census. The latest (Census 2020) definitions and nomenclature are used within this analysis.

American Indian – This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.

Asian – This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Black Alone – This includes a person having origins in any of the black racial groups of Africa.

Native Hawaiian or Other Pacific Islander – This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

White Alone – This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Hispanic or Latino – This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South, or Central American, or other Spanish culture or origin, regardless of race.

*Please Note: The Census Bureau defines Race as a person's self-identification with one or more of the following social groups: White, Black, or African American, Asian, American Indian, and Alaska Native, Native Hawaiian and Other Pacific Islander, some other race, or a combination of these, while Ethnicity is defined as whether a person is of Hispanic / Latino origin or not. For this reason, the Hispanic / Latino ethnicity is viewed separate from race throughout this demographic analysis.

RACE

Assessing race, the City's current population has diversified significantly over the last 13 years as the White Alone population has decreased by 16%. Though still the largest racial segmentation in the City, the White Alone population represents 38% and the largest minority is Black Alone (37%), a 3% increase over 2010. The predictions for 2038 expect the population to become more diverse, with the Black Alone population becoming the largest racial segment in the community at 41% while the White Alone population will decrease by 13%.

ETHNICITY

The City's population was also assessed based on Hispanic/Latino ethnicity, which by the Census Bureau definition is viewed independently from race. It is important to note that individuals who are Hispanic/Latino in ethnicity can also identify with any racial categories identified above.

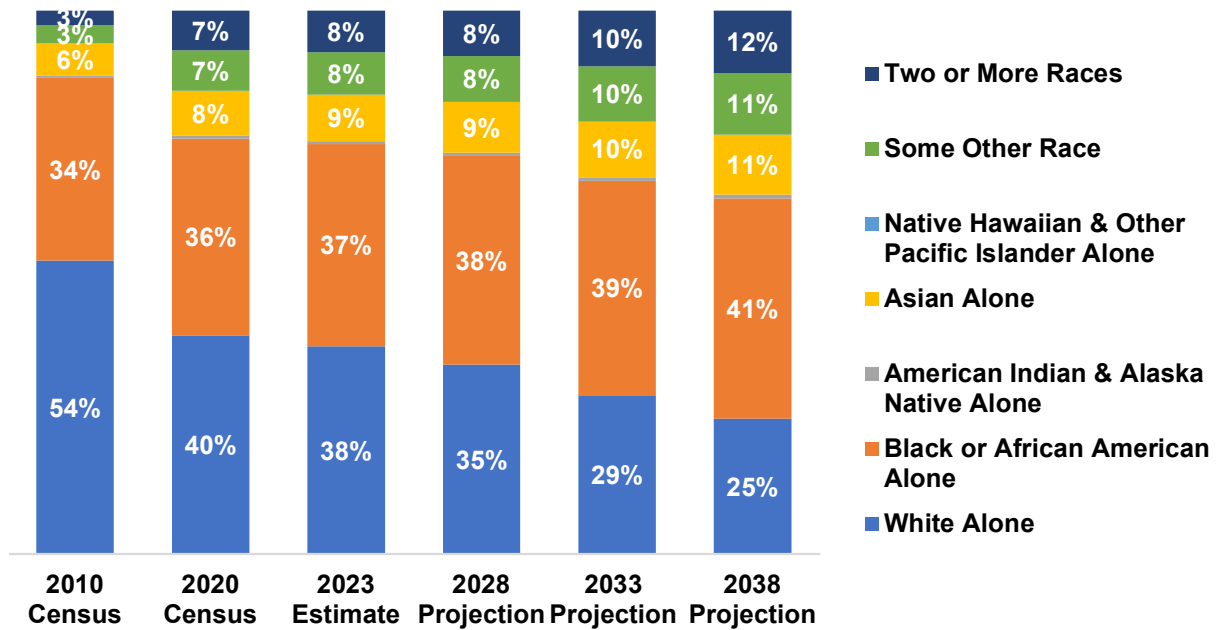


Figure 2-5: Race projections through 2038 (PROS Consulting, 2023).

People of Hispanic/Latino origin has increased slightly by 4% over the last 13 years and currently represents approximately 13% of the City's population, which is below the national average (19% Hispanic/Latino). The Hispanic/ Latino population is expected to slightly grow to 17% of the City's total population by 2038.

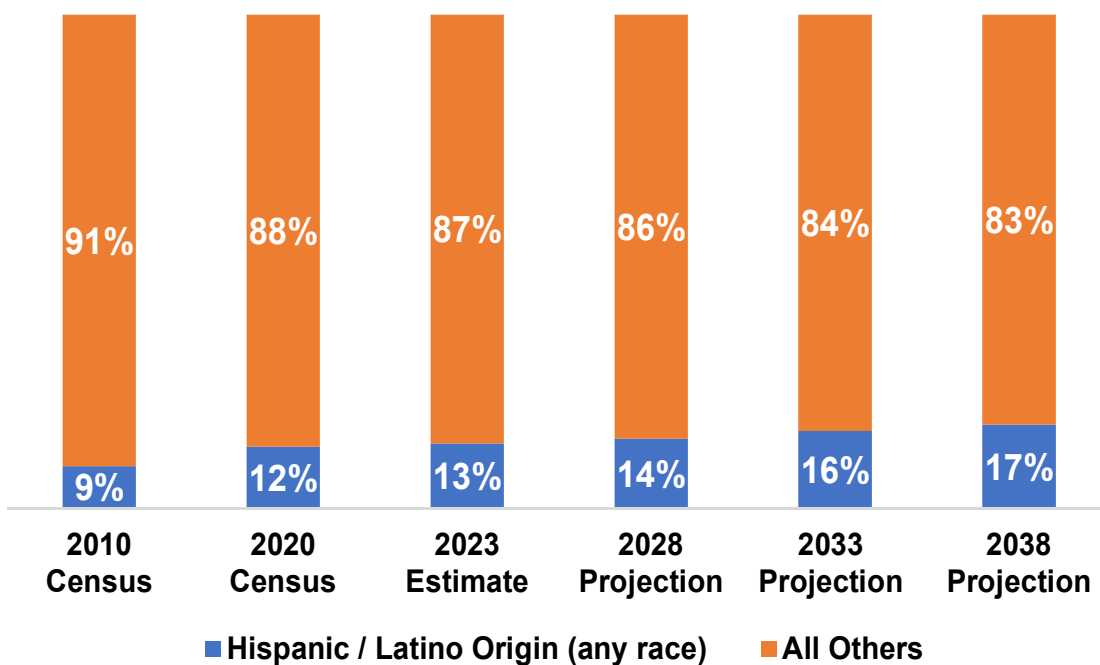


Figure 2-6: Hispanic population of Tucker (PROS Consulting, 2023).

HOUSEHOLD INCOME

As seen below, the City's per capita income (\$48,070) and median household income (\$81,769) are both higher than the U.S. averages as well as the averages of the Atlanta Metropolitan Statistical Area which comprises Tucker and other surrounding communities. The per capita income is that earned by an individual while the median household income is based on the total income of everyone over the age of 16 living under the same roof. Though these above average income characteristics indicate that the average household may have more disposable income, residents are still likely to be price conscious and have a need to understand the value that correlates with quality-of-life indicators.

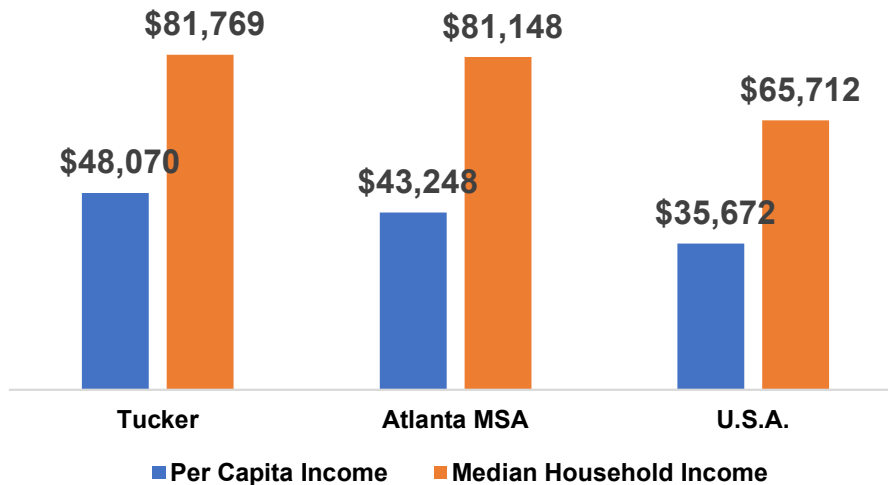


Figure 2-7: Comparative household income (PROS Consulting, 2023)

DEMOGRAPHIC HIGHLIGHTS AND INSIGHT

The following implications are derived from the analyses provided above. Each implication is organized by the outlined demographic information sections.

POPULATION

The population is steadily increasing and is projected to experience a population increase of 7.4% over the next 15 years. This is in-line with the national average over the same time. With a growing population, park and recreation services will need to strategically invest, develop, and maintain parks and recreation facilities in relation to current and future residential growth.

AGE SEGMENTATION

Tucker currently has a balanced age segmentation with the largest group being 55+ (32%). Over the next 15 years, the city is projected to become slightly unbalanced as the 55+ segment will make up 38% of the population in 2038.

RACE AND ETHNICITY

A diversifying community will likely focus the City on providing traditional and emerging programming and service offerings.

HOUSEHOLDS AND INCOME

With median and per capita household income averages above that of MSA and national averages, it would be important for the City to prioritize providing offerings that are first class with exceptional customer service while seeking opportunities to create revenue generation.

2.1.4 NATIONAL RECREATION TREND ANALYSIS

The Trends Analysis provides an understanding of national, regional, and local recreational trends as well recreational interest by age segments. Trends data used for this analysis was obtained from Sports & Fitness Industry Association’s (SFIA), National Recreation and Park Association (NRPA), and Environmental Systems Research Institute, Inc. (ESRI). All trend data is based on current and/or historical participation rates, statistically valid survey results, or NRPA Park Metrics.

METHODOLOGY

The SFIA Sports, Fitness & Leisure Activities Topline Participation Report 2023 was utilized in evaluating the following trends:
National Recreation Participatory Trends
Core vs. Casual Participation Trends



Figure 2-8: Sports & Fitness Industry (SFIA) logo.

The study is based on findings from surveys conducted in 2023 by the Sports Marketing Surveys USA (SMS), resulting in a total of 18,000 online interviews. Surveys were administered to all genders, ages, income levels, regions, and ethnicities to allow for statistical accuracy of the national population. A sample size of 18,000 completed interviews is considered by SFIA to result in a high degree of statistical accuracy. A sport with a participation rate of 5% has a confidence interval of plus or minus 0.32 percentage points at a 95% confidence level. Using a weighting technique, survey results are applied to the total U.S. population figure of 305,439,858 people (ages six and older).

The purpose of the report is to establish levels of activity and identify key participatory trends in recreation across the U.S. This study looked at 120 different sports/activities and subdivided them into various categories including: sports, fitness, outdoor activities, aquatics, etc.



Figure 2-9: Activity and inactivity trends from 2017 to 2022 (PROS Consulting, 2023).

OVERALL PARTICIPATION

Approximately 236.9 million people ages six and over reported being active in 2023, which is a 1.9% increase from 2021 and the greatest number of active Americans in the last 6 years. This is an indicator that Americans are continuing to make physical activity more of a priority in their lives. Outdoor activities continue to thrive, recreation facilities reopened, fitness at home maintains popularity, and team sports are slowly reaching pre-pandemic participation levels. Figure 2-11 depicts participation levels for active and inactive (those who engage in no physical activity) Americans over the past 6 years.

CORE VS. CASUAL PARTICIPATION

In addition to overall participation rates, SFIA further categorizes active participants as either core or casual participants based on frequency of participation.

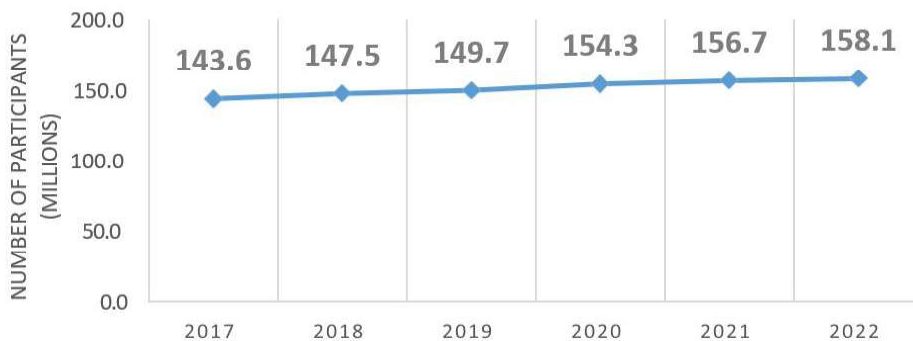


Figure 2-10: Total core actives (PROS Consulting, 2023).

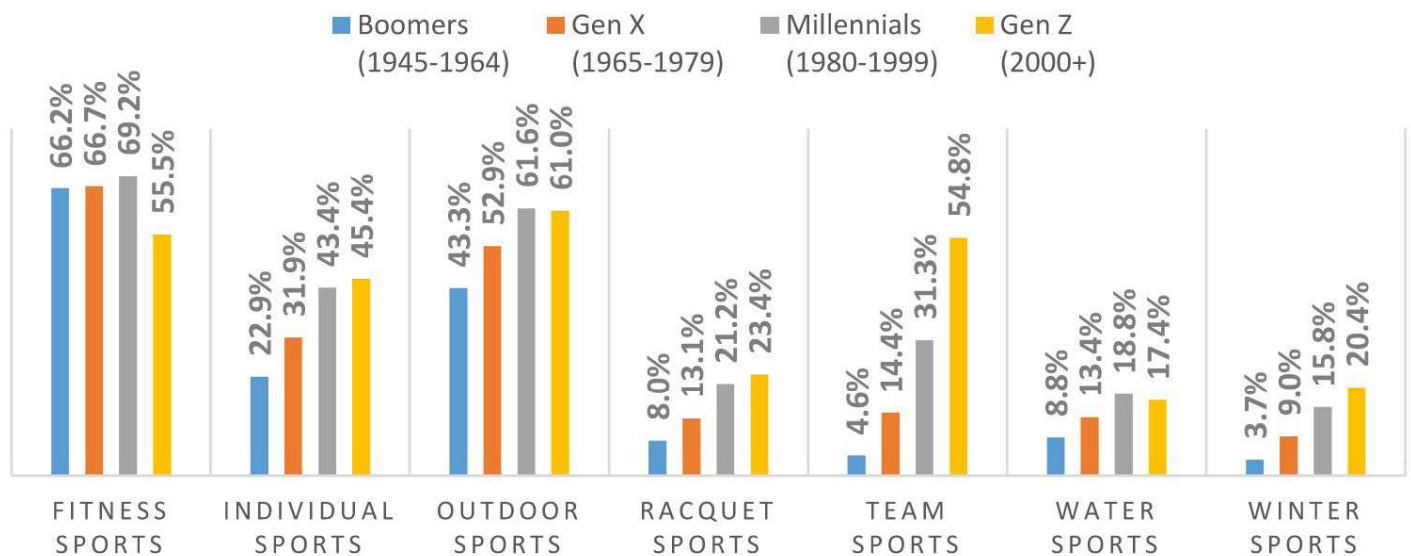


Figure 2-11: Participation in various sports by generation (PROS Consulting, 2023).

Core participants have higher participatory frequency than casual participants. The thresholds that define casual versus core participation may vary based on the nature of each individual activity. For instance, core participants engage in most fitness activities more than 50 times per year, while for sports, the threshold for core participation is typically 13 times per year.

In each activity, core participants are more committed and tend to be less likely to switch to other activities or become inactive (engage in no physical activity) than casual participants. This may also explain why activities with more core participants tend to experience fewer pattern shifts in participation rates than those with larger groups of casual participants. Increasing for the fifth straight year, 158.1 million people were considered CORE participants in 2023.

PARTICIPATION BY GENERATION

The Figure 2-9 shows 2023 participation rates by generation. Fitness sports continue to be the go-to means of exercise for Boomers, Gen X, and Millennials. Over half of the Gen X, Millennials, and Gen Z generation participated in one type of outdoor activity. Team sports were heavily dominated by generation Gen Z and nearly a third of Gen X also participated in individual sports such as golf, trail running, triathlons, and bowling.

HIGHLIGHTS

Team sports are continuing to recover from shutdowns during the pandemic. The team sports participation rate increased to 23.2% which is near 2019 participation levels. Pickleball continues to be the fastest growing sport in America by doubling its participation in 2023. Following the popularity of pickleball, every racquet sport also increased in total participation in 2023.

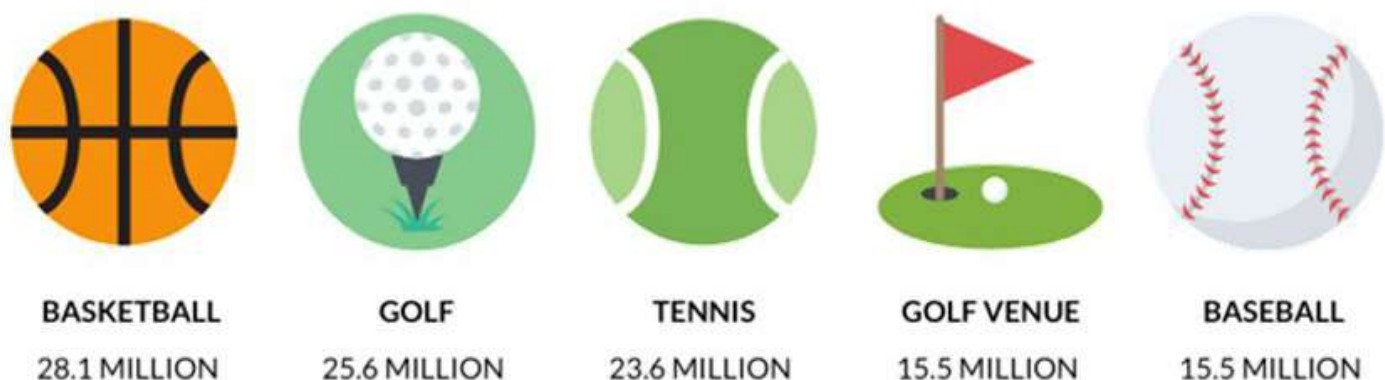


Figure 2-12: Top five most participated sports in the United States (PROS Consulting, 2023)

Americans continued to practice yoga, attend Pilates training, and workout with kettlebells. Many started indoor climbing, while others took to the hiking trail. The waterways traffic had an increase of stand-up paddlers, kayaks, and jet skis. Gymnastics, swimming on a team, court volleyball, and fast-pitch softball benefited from the participation boom created from the Olympics.

Water sports had the largest gain in participation rates. Activities such as jet skiing, scuba diving, and boardsailing/windsurfing all contributed to the 7% increase. Outdoor sports continued to grow with 55% percent of the U.S. population participating. This rate remains higher than pre-pandemic levels with a 51% participation rate in 2019. The largest contributor to this gain was trail running, having a 45% increase over the last five years.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Basketball	23,401	27,135	28,149	20.3%	3.7%
Golf (9 or 18-Hole Course)	23,829	25,111	25,566	7.3%	1.8%
Tennis	17,683	22,617	23,595	33.4%	4.3%
Golf (Entertainment Venue)	8,345	12,362	15,540	86.2%	25.7%
Baseball	15,642	15,587	15,478	-1.0%	-0.7%
Soccer (Outdoor)	11,924	12,556	13,018	9.2%	3.7%
Pickleball	3,132	4,819	8,949	185.7%	85.7%
Football (Flag)	6,551	6,889	7,104	8.4%	3.1%
Badminton	6,430	6,061	6,490	0.9%	7.1%
Volleyball (Court)	6,317	5,849	6,092	-3.6%	4.2%
Softball (Slow Pitch)	7,283	6,008	6,036	-17.1%	0.5%
Soccer (Indoor)	5,399	5,408	5,495	1.8%	1.6%
Football (Tackle)	5,224	5,228	5,436	4.1%	4.0%
Football (Touch)	5,629	4,884	4,843	-14.0%	-0.8%
Gymnastics	4,805	4,268	4,569	-4.9%	7.1%
Volleyball (Sand/Beach)	4,947	4,184	4,128	-16.6%	-1.3%
Track and Field	4,161	3,587	3,690	-11.3%	2.9%
Racquetball	3,526	3,260	3,521	-0.1%	8.0%
Cheerleading	3,816	3,465	3,507	-8.1%	1.2%
Ice Hockey	2,544	2,306	2,278	-10.5%	-1.2%
Softball (Fast Pitch)	2,309	2,088	2,146	-7.1%	2.8%
Ultimate Frisbee	3,126	2,190	2,142	-31.5%	-2.2%
Wrestling	1,896	1,937	2,036	7.4%	5.1%
Lacrosse	2,171	1,892	1,875	-13.6%	-0.9%
Roller Hockey	1,834	1,425	1,368	-25.4%	-4.0%
Squash	1,492	1,185	1,228	-17.7%	3.6%
Rugby	1,621	1,238	1,166	-28.1%	-5.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Participation Growth/Decline:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Table 2-1: National participatory trends in General Sports (PROS Consulting, 2023).

PARTICIPATION LEVELS

The top sports most heavily participated in the U.S. were basketball (28.1 million), golf (25.6 million), and tennis (23.6 million) which have participation figures well more than the other activities within the general sports category. Baseball (15.5 million), and outdoor soccer (13.0 million) round out the top five.

The popularity of basketball, golf, and tennis can be attributed to the ability to compete with a small number of participants. This coupled with an ability to be played outdoors and/or properly distanced helps explain their popularity during the COVID-19 pandemic. Basketball's overall success can also be attributed to the limited amount of equipment needed to participate and the limited space requirements necessary, which make basketball the only traditional sport that can be played at most American dwellings as a drive-way pickup game. Golf continues to benefit from its wide age segment appeal and is considered a life-long sport. In addition, target type game venues or golf entertainment venues have increased drastically (86.2%) as a 5-year trend, using golf entertainment (e.g., Top Golf) as a new alternative to breathe life back into the game of golf.

FIVE-YEAR TREND

Since 2017, pickleball (185.7%), golf - entertainment venues (86.2%), and tennis (33.4%) have shown the largest increase in participation. Similarly, basketball (20.3%) and outdoor soccer (9.2%) have also experienced significant growth. Based on the 5-year trend from 2017-2023, the sports that are most rapidly declining in participation include ultimate frisbee (-31.5%), rugby (-28.1%), and roller hockey (-25.4%).

ONE-YEAR TREND

The most recent year shares some similarities with the 5-year trends, with pickleball (85.7%) and golf-entertainment venues (25.7%) experiencing some of the greatest increases in participation this past year. Other top 1-year increases include racquetball (8.0%), badminton (7.1%), and gymnastics.

Sports that have seen moderate 1-year increases, but 5-year decreases are racquetball (8.0%), gymnastics (7.1%), and court volleyball (4.2%). This could be a result of coming out of the COVID-19 pandemic and team program participation on the rise. Like their 5-year trend, rugby (-5.8%), roller hockey (-4.0%), and ultimate frisbee (-2.2%) have seen decreases in participation over the last year.

NATIONAL TRENDS IN GENERAL FITNESS

PARTICIPATION LEVELS

Overall, national participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among Americans to improve their health and enhance quality of life by engaging in an active lifestyle. The most popular general fitness activities in 2023 also were those that could be done at home or in a virtual class environment. The activities with the most participation was walking for fitness (114.8 million), treadmill (53.6 million), free weights (53.1 million), running/jogging (47.8 million), and yoga (33.6 million).



Figure 2-13: Highest participated in activities for General Fitness in 2023 (PROS Consulting, 2023).

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Walking for Fitness	110,805	115,814	114,759	3.6%	-0.9%
readmill	52,966	53,627	53,589	1.2%	-0.1%
Free Weights (Dumbbells/Hand Weights)	52,217	52,636	53,140	1.8%	1.0%
unning/Jogging	50,770	48,977	47,816	-5.8%	-2.4%
Yoga	27,354	34,347	33,636	23.0%	-2.1%
Stationary Cycling (Recumbent/Upright)	36,035	32,453	32,102	-10.9%	-1.1%
Weight/Resistant Machines	36,291	30,577	30,010	-17.3%	-1.9%
Free Weights (Barbells)	27,444	28,243	28,678	4.5%	1.5%
Elliptical Motion/Cross-Trainer	32,283	27,618	27,051	-16.2%	-2.1%
Dance, Step, & Choreographed Exercise	22,616	24,752	25,163	11.3%	1.7%
Bodyweight Exercise	24,454	22,629	22,034	-9.9%	-2.6%
High Impact/Intensity Training	21,476	21,973	21,821	1.6%	-0.7%
Trail Running	9,149	12,520	13,253	44.9%	5.9%
Rowing Machine	11,707	11,586	11,893	1.6%	2.6%
Stair Climbing Machine	14,948	11,786	11,677	-21.9%	-0.9%
Pilates Training	9,047	9,745	10,311	14.0%	5.8%
Cross-Training Style Workout	13,622	9,764	9,248	-32.1%	-5.3%
Martial Arts	5,838	6,186	6,355	8.9%	2.7%
Stationary Cycling (Group)	9,409	5,939	6,268	-33.4%	5.5%
Cardio Kickboxing	6,693	5,099	5,531	-17.4%	8.5%
Boxing for Fitness	5,157	5,237	5,472	6.1%	4.5%
Boot Camp Style Cross-Training	6,651	5,169	5,192	-21.9%	0.4%
Barre	3,436	3,659	3,803	10.7%	3.9%
Tai Chi	3,787	3,393	3,394	-10.4%	0.0%
Triathlon (Traditional/Road)	2,162	1,748	1,780	-17.7%	1.8%
Triathlon (Non-Traditional/Off Road)	1,878	1,304	1,350	-28.1%	3.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Table 2-2: National participatory trends in general fitness (PROS Consulting, 2023).

FIVE-YEAR TREND

Over the last five years (2017-2023), the activities growing at the highest rate were trail running (44.9%), yoga (23.0%), Pilates training (14.0%), and dance, step & choreographed exercise (11.3%). Over the same period, the activities that have undergone the biggest decline in participation include group stationary cycling (-33.4%), cross-training style workout (-32.1%) and non-traditional/off road triathlons (-28.1%).

ONE-YEAR TREND

In the last year, fitness activities with the largest gains in participation were group-related activities, cardio kickboxing (8.5%), Pilates training (5.8%), and group stationary cycling (5.5%). This 1-year trend is another indicator that participants feel safe returning to group-related activities. Trail running (5.9%) also saw a moderate increase indicating trail connectivity continues to be important for communities to provide. In the same span, fitness activities that had the largest decline in participation were cross-training style workout (-5.3%), bodyweight exercise (-2.6%), and running/jogging (-2.4%).

NATIONAL TRENDS IN OUTDOOR / ADVENTURE RECREATION

PARTICIPATION LEVELS

Results from the SFIA report demonstrate rapid growth in participation regarding outdoor/adventure recreation activities. Much like general fitness activities, these activities encourage an active lifestyle, can be performed individually, and are not as limited by time constraints. In 2023, the most popular activities, in terms of total participants, include day hiking (59.5 million), road bicycling (43.6 million), freshwater fishing (41.8 million), camping (37.4 million), and wildlife viewing (20.6 million).

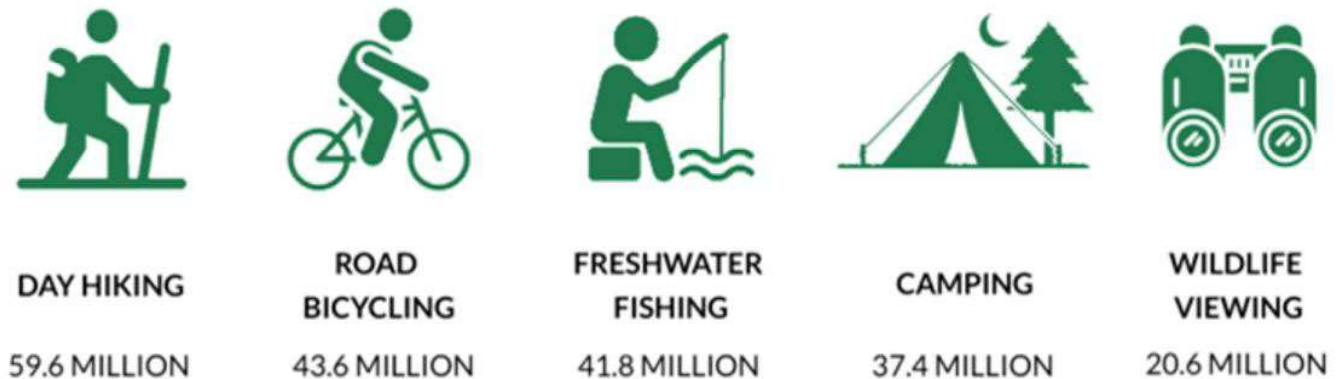


Figure 2-14: Highest participated in activities for Outdoor / Adventure Recreation (PROS Consulting, 2023).

National Participatory Trends - Outdoor / Adventure Recreation					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Hiking (Day)	44,900	58,697	59,578	32.7%	1.5%
Bicycling (Road)	38,866	42,775	43,554	12.1%	1.8%
Fishing (Freshwater)	38,346	40,853	41,821	9.1%	2.4%
Camping	26,262	35,985	37,431	42.5%	4.0%
Wildlife Viewing (>1/4 mile of Vehicle/Home)	20,351	20,452	20,615	1.3%	0.8%
Camping (Recreational Vehicle)	16,159	16,371	16,840	4.2%	2.9%
Birdwatching (>1/4 mile of Vehicle/Home)	12,296	14,815	15,818	28.6%	6.8%
Fishing (Saltwater)	13,062	13,790	14,344	9.8%	4.0%
Backpacking Overnight	10,975	10,306	10,217	-6.9%	-0.9%
Skateboarding	6,382	8,747	9,019	41.3%	3.1%
Bicycling (Mountain)	8,609	8,693	8,916	3.6%	2.6%
Fishing (Fly)	6,791	7,458	7,631	12.4%	2.3%
Archery	7,769	7,342	7,428	-4.4%	1.2%
Climbing (Sport/Boulder)	2,103	2,301	5,778	174.8%	151.1%
Roller Skating, In-Line	5,268	4,940	5,173	-1.8%	4.7%
Bicycling (BMX)	3,413	3,861	4,181	22.5%	8.3%
Climbing (Indoor)	5,045	5,684	2,452	-51.4%	-56.9%
Climbing (Traditional/Ice/Mountaineering)	2,527	2,374	2,452	-3.0%	3.3%
Adventure Racing	2,529	1,826	1,714	-32.2%	-6.1%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Table 2-3: National participatory trends in outdoor / adventure recreation (PROS Consulting, 2023).

FIVE-YEAR TREND

From 2017-2023, sport/bouldering (174.8%), camping (42.5%), skateboarding (41.3%), day hiking (32.7%), and birdwatching (28.6%) have undergone large increases in participation. The 5-year trend also shows activities such as indoor climbing (-51.4%), and adventure racing (-32.2%) to be the only activities with double-digit decreases in participation.

ONE-YEAR TREND

The 1-year trend shows most activities growing in participation from the previous year, with the most rapid growth being in sport/boulder climbing (151.1%), BMX bicycling (8.3%), birdwatching (6.8%), and in-line roller skating (4.7%). Over the last year, the only activities that underwent decreases in participation were indoor climbing (-56.9%), adventure racing (-6.1%), and overnight backpacking (-0.9%).

NATIONAL TRENDS IN AQUATICS

PARTICIPATION LEVELS

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming remained the overall leader in participation (26.3 million) amongst aquatic activities.



FITNESS SWIMMING
43.6 MILLION



AQUATIC EXERCISE
41.8 MILLION



SWIMMING ON A TEAM
37.4 MILLION

FIVE-YEAR TREND

Assessing the 5-year trend, fitness swimming (-3.2%) and swimming on a team (-3.4%) experienced moderate decreases due to the accessibility of facilities during COVID-19, while aquatic exercise (2.1%) saw a slight increase in participation during this same time.

ONE-YEAR TREND

In 2023, all aquatic activities saw moderate increases in participation which can be asserted to facilities and programs returning to pre-COVID-19 pandemic levels. Swimming on a team (2.8%), aquatic exercise (2.7%), and fitness swimming (2.5%) saw moderate increases in participation.

Figure 2-15: Highest participated in activities for Aquatics (PROS Consulting, 2023).

National Participatory Trends - Aquatics					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Swimming (Fitness)	27,135	25,620	26,272	-3.2%	2.5%
Aquatic Exercise	10,459	10,400	10,676	2.1%	2.7%
Swimming on a Team	3,007	2,824	2,904	-3.4%	2.8%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

Figure 2-16: National participatory trends in aquatics (PROS Consulting, 2023).

NATIONAL TRENDS IN WATER SPORTS/ ACTIVITIES

PARTICIPATION LEVELS

The most popular water sports/ activities based on total participants in 2023 were recreational kayaking (13.6 million), canoeing (9.5 million), and snorkeling (7.4 million). It should be noted that water activity participation tends to vary based on regional, seasonal, and environmental factors. A region with more water access and a warmer climate is more likely to have a higher participation rate in water activities than a region that has a long winter season or limited water access. Therefore, when assessing trends in water sports and activities, it is important to understand that fluctuations may be the result of environmental barriers which can influence water activity participation.



Figure 2-17: Highest participated in activities for Water Sports / Activities (PROS Consulting, 2023).

FIVE-YEAR TREND

National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2017	2021	2022	5-Year Trend	1-Year Trend
Kayaking (Recreational)	10,533	13,351	13,561	28.7%	1.6%
Canoeing	9,220	9,199	9,521	3.3%	3.5%
Snorkeling	8,384	7,316	7,376	-12.0%	0.8%
Jet Skiing	5,418	5,062	5,445	0.5%	7.6%
Stand-Up Paddling	3,325	3,739	3,777	13.6%	1.0%
Surfing	2,680	3,463	3,692	37.8%	6.6%
Sailing	3,974	3,463	3,632	-8.6%	4.9%
Rafting	3,479	3,383	3,595	3.3%	6.3%
Water Skiing	3,572	3,058	3,040	-14.9%	-0.6%
Wakeboarding	3,005	2,674	2,754	-8.4%	3.0%
Kayaking (White Water)	2,500	2,587	2,726	9.0%	5.4%
Scuba Diving	2,874	2,476	2,658	-7.5%	7.4%
Kayaking (Sea/Touring)	2,955	2,587	2,642	-10.6%	2.1%
Boardsailing/Windsurfing	1,573	1,297	1,391	-11.6%	7.2%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Table 2-4: National participatory trends in water sports / activities (PROS Consulting, 2023).

Over the last five years, surfing (37.8%), recreational kayaking (28.7%), stand-up paddling (13.6%) and white-water kayaking (9.0%) were the fastest growing water activities. From 2017-2023, activities declining in participation were water skiing (-14.9%), snorkeling (-12.0%), boardsailing/windsurfing (- 11.6%), and sea/ touring kayaking (10.6%).

ONE-YEAR TREND

In 2023, water skiing (-0.6%) was the only water activity to see a decrease in participation. Activities which experienced the largest increases in participation in the most recent year include jet skiing (7.6%), scuba diving (7.4%), boardsailing/windsurfing (7.2%), and surfing (6.6%).

2.1.5 NON-PARTICIPANT INTEREST BY AGE SEGMENT

In addition to participation rates by generation, SFIA also tracks non-participant interest. These are activities that the U.S. population currently does not participate in due to physical or monetary barriers, but is interested in participating in. Below are the top five activities that each age segment would be most likely to partake in if they were readily available.

Overall, the activities most age segments are interested in including camping, bicycling, fishing, and swimming for fitness. All of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy.



Figure 2-18: Non-participant interest by age segment (PROS Consulting, 2023).

2.1.6 RECREATION TRENDS FOR THE SENIOR POPULATION (55+)

Today, Tucker is a diverse community with greater and contrasting needs and desires. The Parks and Recreation Department has evolved to ensure that all members of the community are able to benefit from their vast holdings of open space, recreation facilities, and service offerings. One area of growing interest is serving the expanding population of older adults.

As mentioned previously, 38% of the population in Tucker will be 55+ by 2038. The findings in a research report produced by NRPA affirm that parks and recreation is a vital service provider to older adults, and yet there remains significant opportunity to do much more. Some of the key findings in the report indicate that more than 9 in 10 park and recreation agencies report that they offer facilities, activities, and programming that cater to older adults. These activities vary greatly, including providing older adults with chances to socialize with others, ways to stay healthy and active, and opportunities to serve others in their communities. Following is a list of activities that are among those most often geared to older adults:

- Exercise classes
- Field trips, tours, vacations
- Arts and crafts classes
- Opportunities to volunteer
- Special events and festivals targeted at older adults.
- Group walks
- Paid job opportunities to lead exercise classes, work in recreation centers or at parks.

Where Tucker can make a real, lasting difference is in providing evidence-based chronic disease prevention and/or management programs that keep older adults healthy and active for years to come. The trend to accomplish this is for the Department to offer these types of programs for older adults in Tucker, including those focused on enhanced fitness, diabetes management, living with arthritis, and improving balance. The wide breadth of service offerings for older adults should reflect the broad population served.

Furthermore, Tucker may be unique in ensuring that the needs of underserved older adults are met. The Department can be a critical, lifesaving resource for lower and/or fixed income segments of the older adult population. This can possibly include transportation to and from activities and facilities and low- cost or free fitness programs.

Tucker could consider developing programming for older adults with key partners. To best serve this population, partnerships can include but are not limited to:

- Area agencies on aging
- Retirement communities
- Senior meals providers
- Hospitals and doctors' offices
- Local health departments
- Health insurance companies
- Community-based organizations (e.g., faith-based)

But even with these partners, Tucker will have hurdles that must be overcome before providing more services to older adults. The most common challenges are the result of inadequate resources, including facility space shortages, insufficient funding, and inadequate staffing. Presumably, these resource constraints will become even more acute as the older adult population grows and the demand for these services increases.

TRENDS HIGHLIGHTS AND INSIGHT

When planning for future programs and facilities, it is important to consider the national trends. Below are key takeaways from SFIA report and recommendations.

NATIONAL TRENDS IN GENERAL SPORTS

The top sports most heavily participated in the United States were basketball (28.1 million), golf (25.6 million), and tennis (23.6 million) which have participation figures well more than the other activities within the general sports category.

NATIONAL TRENDS IN OUTDOOR/ADVENTURE RECREATION

In 2023, the most popular activities, in terms of total participants include day hiking (59.5 million), road bicycling (43.6 million), freshwater fishing (41.8 million), camping (37.4 million), and wildlife viewing (20.6 million).

NATIONAL TRENDS IN AQUATICS

Swimming is deemed a lifetime activity, which is why it continues to have such strong participation. In 2023, fitness swimming remained the overall leader in participation (26.3 million) amongst aquatic activities.

NATIONAL TRENDS IN WATER SPORTS/ACTIVITIES

Water activity participation vary due to a region and other factors, though the most popular water sports/ activities based on total participants in 2023 were recreational kayaking (13.6 million), canoeing (9.5 million), and snorkeling (7.4 million).

Americans are continuing to make physical activity more of a priority in their lives. Overall, the activities most age segments are interested in including hiking, bicycling, fishing, and swimming for fitness, all of which are deemed as low-impact activities, making them obtainable for any age segment to enjoy. As previously mentioned, 38% of the population in Tucker will be 55+ by 2038. Tucker should consider developing programming, such as exercise classes, tours, and group walks, for older adults with key partners.

SECTION 2-2

PARK INVENTORY & ASSESSMENT

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2.2.1 SUMMARY

A critical component of the Park System Master Plan Update is conducting on-site park assessments. Since the 2019 document was complete, the City of Tucker added four new park sites (approximately 24 acres of park land). The planning team conducted park inventories and assessments over the course of two days in July 2023. The team made note of park features, park conditions, and any changes or additions since 2019, as well as took photos to document each park. Overall, the park conditions range from fair to good, with the exception of the Tucker Recreation Center, which is in poor condition. The City of Tucker has done an excellent job of executing the park recommendations listed in the 2019 Tucker Park System Master Plan.

2.2.2 PARK CLASSIFICATIONS

Table 2.6 reviews park classifications, as defined by the National Recreation and Park Association (NRPA). Each park classification is represented or recommended (see section 4.5.3 for more information). within the City of Tucker. Park classifications are intended to be used as guidelines and are based on community needs.

Classification	General Description	Location Criteria	Size Criteria
Mini Park	Used to address limited, isolated, or unique recreational needs.	Less than a 1/4 mile distance in a residential setting.	Between 2,500 sq. ft. and 1 acre in size.
Neighborhood Park	Remains the basic unit of the park system and serves as the recreational and social focus of the neighborhood. Focus is on informal active and passive recreation.	1/4- to 1/2-mile distance and uninterrupted by non-residential roads and other physical barriers.	5 acres in considered minimum size. 5 to 10 acres is optimal.
Community Park	Serves broader purpose than neighborhood park. Focus is on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces.	Determined by the quality and suitability of the site. Usually serves two or more neighborhoods and 1/2- to 3-mile distance.	As needed to accommodate desired uses. Usually between 30 and 50 acres.
Natural Resource Areas	Lands set aside for preservation of significant natural resources, remnant landscape, open space, and visual/aesthetics/buffering.	Resource availability and opportunity.	Varies
Special Use Park	Covers a broad range of parks and recreation facilities oriented toward single-purpose use.	Variable; dependent on specific use.	Varies
Sports Complex	Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites throughout the community.	Strategically located community-wide facilities.	Determined by projected demand. Usually a minimum of 25 acres, with 40 to 80 acres being optimal.
Greenways	Effectively tie park system components together to form a continuous park environment.	Strategically located community-wide facilities.	Varies

Table 2-5: Park classifications as defined by the National Recreation and Park Association (NRPA).

2.2.3 EXISTING PARKS & RECREATION FACILITIES

This section provides a brief description of City park facilities managed by the Park and Recreation Department. Table 2.7 shows the current park inventory by classification, along with their acreages. Park locations within city limits are shown in the graphic below. The City of Tucker current inventory of park and recreation facilities includes 14 park sites totaling approximately 293.1 acres. As part of this project, the consulting team visited each to conduct an evaluation.

TUCKER PARKS			
Park	Park Type	Acreage	Status
Fitzgerald Park	Sports Complex (Under Construction)	17.92	New Acquisition
Henderson Park	Community Park	120.70	Existing
Johns Homestead	Undeveloped / Community Park	54.90	Existing
Kelley Cofer Park	Community Park	23.00	Existing
Lord Park	Undeveloped	17.30	Existing
Montreal Park	Neighborhood Park	9.00	Existing
Peters Park	Neighborhood Park	3.62	Existing
Probst Park	Neighborhood Park	10.54	Existing (prev. Smoke Rise I)
Rosenfeld Park	Neighborhood Park	3.02	New Acquisition
Smoke Rise Crossing	Neighborhood Park	5.60	Existing
Tucker Nature Preserve	Nature Preserve	12.00	Existing
Tucker Recreation Center	Recreation Center	12.00	Existing
Tucker Town Green	Special Use Park	1.96	New Acquisition
Westwood Nature Preserve	Mini Park	0.28	Existing
TOTAL		293.1	

Table 2-6: Existing Tucker parks and recreation facilities and acreage, excluding Church Street temporary greenspace.

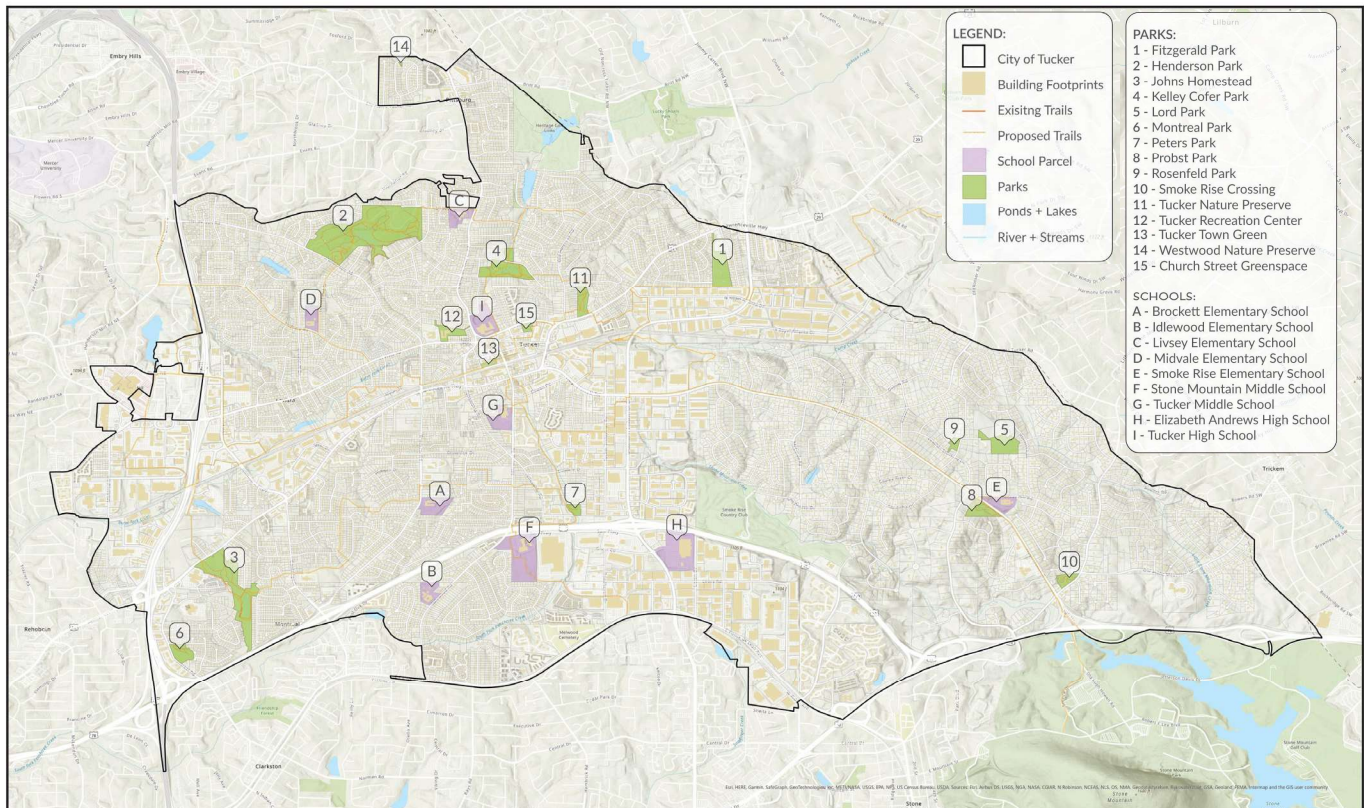


Figure 2-1: Park location map for Tucker, Georgia (Barge, 2023)

A detailed evaluation of the condition, ADA compliance, and identification of deferred maintenance items at existing parks was not a part of the scope of this study. Each park was visited by the planning team and general observations regarding the condition and accessibility of the facilities in each park are included in the descriptions.

This section includes information on the park evaluation process, general recommendations that pertain to all the parks, and individual park evaluation descriptions and recommendations. The process began with members of the consulting team visiting each park in the City of Tucker system to conduct an evaluation. The evaluation included an overall score or condition of the parks as excellent/good/fair/poor. A general description of each score is provided in the table below. If the park is undeveloped or under construction, the score is N/A.

The temporary greenspace on Church Street was not assessed as this the site of a future city hall and should not be counted as park land. A future inventory of church and school greenspaces is recommended if the City wishes to pursue a joint-use agreement with those entities.

TUCKER PARKS		
Park	Park Type	Condition
Fitzgerald Park	Sports Complex	Not applicable (under construction)
Henderson Park	Community Park	Good
Johns Homestead	Community Park	Fair
Kelley Cofer Park	Community Park	Good
Lord Park	Undeveloped	Not applicable (undeveloped)
Montreal Park	Neighborhood Park	Fair
Peters Park	Neighborhood Park	Fair
Probst Park	Neighborhood Park	Fair
Rosenfeld Park	Neighborhood Park	Good
Smoke Rise Crossing	Neighborhood Park	Not applicable (undeveloped)
Tucker Nature Preserve	Nature Preserve	Good
Tucker Recreation Center	Recreation Center	Poor
Tucker Town Green	Special Use Park	Not applicable (under construction)
Westwood Nature Preserve	Mini Park	Not applicable (not enough amenities)

Table 2-7: Tucker park conditions

In summary, Tucker has four parks in good condition, four parks in fair condition, and one park (the Recreation Center) in poor condition. Based on dozens of past evaluations in other communities, it is rare to have a park in the system that is rated as poor. Photos of the recreation center are included to illustrate the many maintenance problems, which are ongoing. The additional five parks do not have a condition assigned to them as they are either undeveloped, under construction, or do not enough amenities to assess their condition.

2.2.4 EXISTING LEVEL OF SERVICE

In 2018, the City of Tucker owned and managed 10 park sites with a total acreage of 279.1 acres. Four of the 10 parks were undeveloped: Johns Homestead, Smoke Rise Park, Smoke Rise Crossing, and Lord Park. Two of those four undeveloped parks have seen improvements and added facilities over the last five years. The four new parks acquired over the last five years are F Fitzgerald Park, Rosenfeld Park, Tucker Town Green, and Westwood Nature Preserve. This is a great accomplishment for the Parks and Recreation Department and goes a long way to provide needed recreation services to the residents of Tucker.

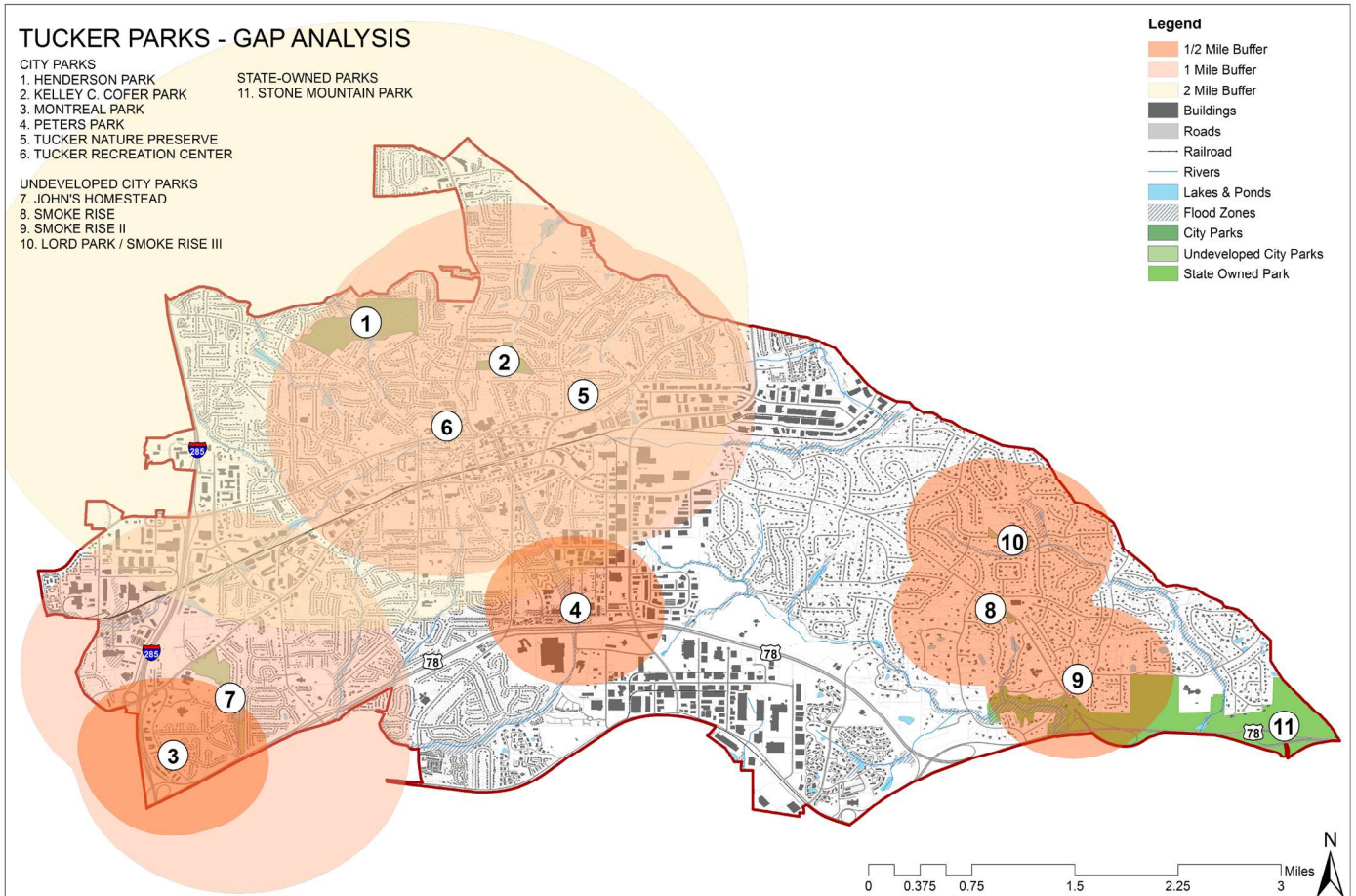


Figure 2-2: Level of service in 2018 (Barge, 2018)



Figure 2-3: Existing level of service (Barge, 2023)

With the increase in park acreage, the level of service has also increased over the last five years. In 2018, there were 15.11 acres of public park acreage per every 1,000 residents. That number has increased to 16.5 acres of public park acreage per every 1,000 residents. The goal set in the 2019 Tucker Recreation and Parks Master Plan was 17 acres per every 1,000 residents, so the City of Tucker is very close to achieving that milestone. Figures 2-2 and 2-3 illustrate the level of service provided by the parks in 2018 and 2023, respectively. These graphics also reveal the gaps in service of the existing park inventory.

2.2.5 EXISTING PARK CONDITIONS

The planning team conducted a park condition evaluation at each park managed by the City of Tucker (see Table 2-4). Overall, the condition of the parks can be characterized as fair to good, with some new facilities in the system that were unable to be ranked at the time of the site visits. The planning team found several older facilities that need attention in the short term due to potential safety concerns or items that, if addressed now, could be less expensive to fix than in the future. Typical items found at most of the parks are summarized below include ADA compliance, safety and security, playground safety, branding and signage, and maintenance for paved surfaces. More information about these topics can be found in Chapter 4 of this document.

Scale of Conditions	
Score	General Description
Excellent	Park/amenities are in excellent condition with little or no maintenance problems noted. Park/amenities do not feature any major design issues that contribute to diminished use or maintenance.
Good	Park/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and/or heavy use. Park/amenities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
Fair	Park/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.
Poor	Park/amenities are in poor condition and clearly show ongoing maintenance problems that may result in suspended use for repair/replacement. Maintenance issues with these park/amenities are the result of age and heavy use, and generally are compounded over time due to deferred maintenance as a result of budget and/or resource limitations.

Table 2-8: Park condition descriptions.

2.2.6 EXISTING PARK INVENTORY

The following pages contain the park inventories for each of the 14 parks in the Tucker park system. Each park write up includes a description of the park, along with a park location map, photos, a list of amenities, and master plan graphics, if applicable. The photos and park notes were taken in July 2023 when the planning team conducted site visits.

PARK DATA

FITZGERALD PARK

LOCATION: 4877 Lawrenceville Highway
 SIZE: 17.92 acres
 CLASSIFICATION: Sports Complex
 CONDITION: N/A

With new improvements currently under construction, Fitzgerald Park will serve the Tucker community as a sports complex. When complete, amenities will include a football field, multi-purpose field, several baseball fields, and three concession stands/restroom buildings, and play equipment.

PARK LOCATION WITHIN TUCKER



PROPOSED MASTER PLAN



SITE PHOTO



Site under construction during site visit

PROPOSED AMENITIES IN THE MASTER PLAN (UNDER CONSTRUCTION)

- 3 Baseball Fields
- 3 Concession Stands
- 3 Restroom Buildings
- 1 Multi-Purpose Field
- 1 Football Field
- 1 Pavilion

*** PARK WATER AND SEWER INFRASTRUCTURE CURRENTLY UNDER CONTRACT TO BE REPLACED.



PARK DATA

PARK LOCATION WITHIN TUCKER

HENDERSON PARK

LOCATION: 2803 Henderson Park Rd.
SIZE: 120.70 acres
CLASSIFICATION: Community Park
CONDITION: Good

This large signature community park features a lake, called Lake Erin, which divides the park into two separate sides with a pedestrian trail connecting them. Recent improvements to the park include a new restroom facility on the east side with new signage and sidewalks at the entry. On the west side, a new dog park, fishing pier, and playground were added.



SITE PHOTOS



New restroom building



New playground on the east side



New dog park area



Fields on the west side

EXISTING AMENITIES

EAST SIDE:

- Water Access to Lake Erin
- Dog Park
- 2 Playgrounds
- 1 Large Pavilion
- 4 Tennis Courts
- 1 Restroom Building
- Water Fountain
- 1 Large Athletic Field (Soccer)
- Access to Walking Trails
- 3 Small Parking Lots
- 1 Observation Deck

WEST SIDE:

- Community Garden
- 1 Restroom Building
- Access to Walking Trail
- 2 Playgrounds
- 2 Small Pavilions
- 1 Restroom/Concession Building
- 2 Large Athletic Fields (Soccer)
- 1 Small Athletic Field (Soccer)
- 2 Small Parking Lots
- 1 Large Parking Lot

PARK DATA

JOHNS HOMESTEAD

LOCATION: 3071 Lawrenceville Highway
SIZE: 54.90 acres
CLASSIFICATION: Undeveloped/ Community Park
CONDITION: Fair

A former farm and homestead, Johns Homestead is a 54.9-acre park that is located in the southwestern portion of the city stretching between Lawrenceville Highway and US-78/Stone Mountain Freeway. A permeable parking lot was recently constructed along Lawrenceville Highway and leads directly into the park natural trails.

A short walk from the parking lot lies a cluster of dilapidated buildings (main house, dairy house, well house, potting shed, and equipment shed) surrounded by a chain link and barbed wire fence. Johns Homestead is one of the oldest houses in Dekalb County. The Department plans to conduct a historical study of the existing buildings to determine eligibility for the National Register of Historic Places and create restoration plans.

The park is primarily undeveloped and heavily wooded. There is a wooded trail south of the homestead site, called "Marsh Trail," but there is no signage denoting the length of the trail. A stream runs through the park from north to south, terminating into the dammed Twin Brothers Lake. The dams are currently being designed and are under U.S. Army Corps of Engineers review. There will be new access points from surrounding neighborhoods and many aspects of the master plan will be carried out.

Twin Brothers Lake can be accessed via Stapp Road, which dead-ends at a gate leading to the lake. The lake is clean and the land around it is cleared. The park is officially open, and the City encourages passive use of the park, such as hiking and bird-watching.

PARK LOCATION WITHIN TUCKER



SITE PHOTOS



Trailhead at new parking lot area

EXISTING AMENITIES

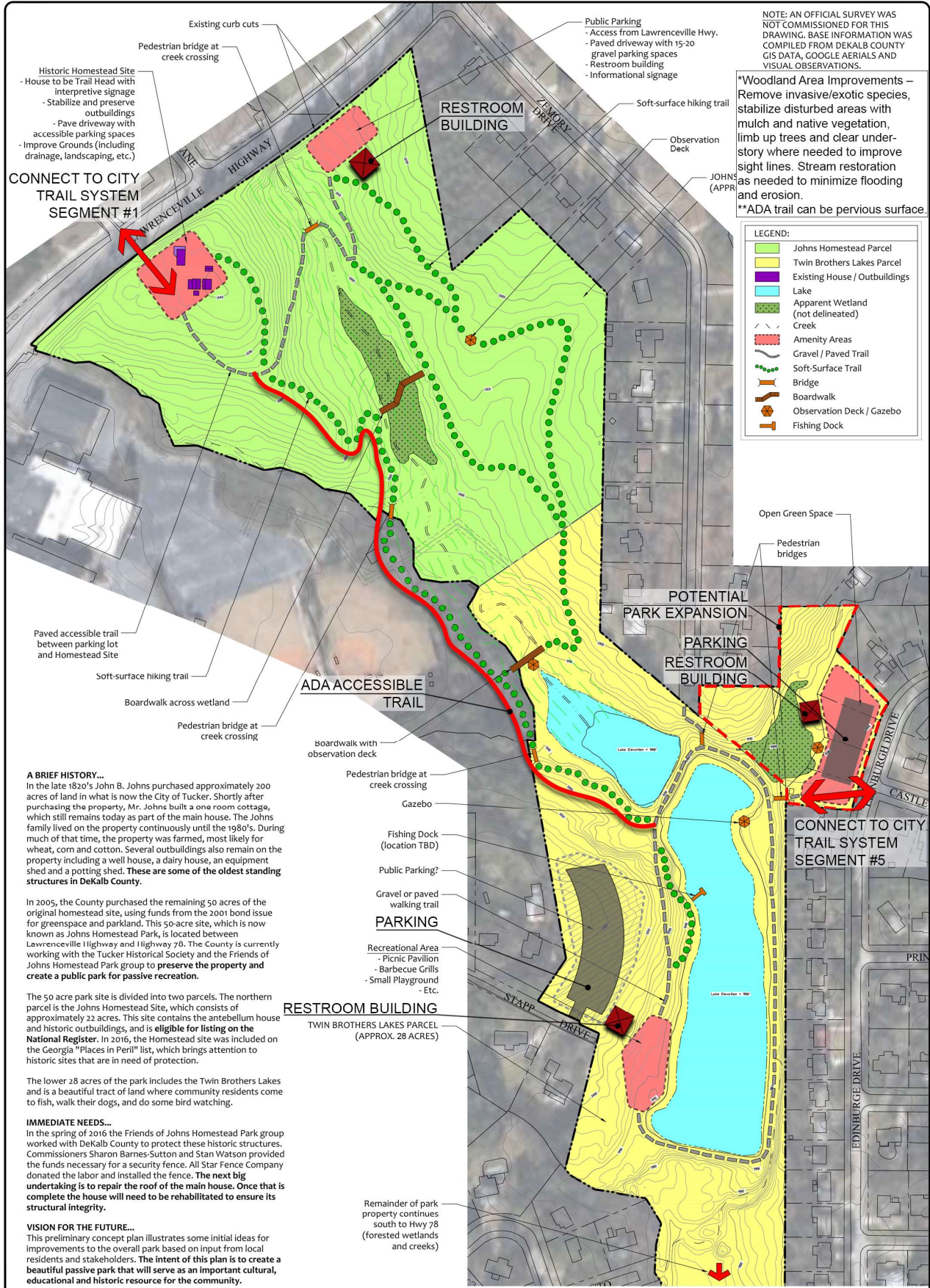
- 2 Natural Surface Walking Trail
- Twin Brothers Lake
- Historic Homestead Site (fenced/not accessible)
- New parking area on Lawrenceville Highway

NOTE: AN OFFICIAL SURVEY WAS NOT COMMISSIONED FOR THIS DRAWING. BASE INFORMATION WAS COMPILED FROM DEKALB COUNTY GIS DATA, GOOGLE AERIALS AND VISUAL OBSERVATIONS.

*Woodland Area Improvements – Remove invasive/exotic species, stabilize disturbed areas with mulch and native vegetation, limb up trees and clear understory where needed to improve sight lines. Stream restoration as needed to minimize flooding and erosion.
 **ADA trail can be pervious surface.

LEGEND:

	Johns Homestead Parcel
	Twin Brothers Lakes Parcel
	Existing House / Outbuildings
	Lake
	Apparent Wetland (not delineated)
	Creek
	Amenity Areas
	Gravel / Paved Trail
	Soft-Surface Trail
	Bridge
	Boardwalk
	Observation Deck / Gazebo
	Fishing Dock



A BRIEF HISTORY...
 In the late 1820's John B. Johns purchased approximately 200 acres of land in what is now the City of Tucker. Shortly after purchasing the property, Mr. Johns built a one room cottage, which still remains today as part of the main house. The Johns family lived on the property continuously until the 1980's. During much of that time, the property was farmed, most likely for wheat, corn and cotton. Several outbuildings also remain on the property including a well house, a dairy house, an equipment shed and a porting shed. These are some of the oldest standing structures in DeKalb County.

In 2005, the County purchased the remaining 50 acres of the original homestead site, using funds from the 2001 bond issue for greenspace and parkland. This 50-acre site, which is now known as Johns Homestead Park, is located between Lawrenceville Highway and Highway 78. The County is currently working with the Tucker Historical Society and the Friends of Johns Homestead Park group to preserve the property and create a public park for passive recreation.

The 50 acre park site is divided into two parcels. The northern parcel is the Johns Homestead Site, which consists of approximately 22 acres. This site contains the antebellum house and historic outbuildings, and is eligible for listing on the National Register. In 2016, the Homestead site was included on the Georgia "Places in Peril" list, which brings attention to historic sites that are in need of protection.

The lower 28 acres of the park includes the Twin Brothers Lakes and is a beautiful tract of land where community residents come to fish, walk their dogs, and do some bird watching.

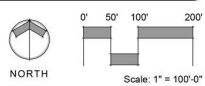
IMMEDIATE NEEDS...
 In the spring of 2016 the Friends of Johns Homestead Park group worked with DeKalb County to protect these historic structures. Commissioners Sharon Barnes-Sutton and Stan Watson provided the funds necessary for a security fence. All Star Fence Company donated the labor and installed the fence. The next big undertaking is to repair the roof of the main house. Once that is complete the house will need to be rehabilitated to ensure its structural integrity.

VISION FOR THE FUTURE...
 This preliminary concept plan illustrates some initial ideas for improvements to the overall park based on input from local residents and stakeholders. The intent of this plan is to create a beautiful passive park that will serve as an important cultural, educational and historic resource for the community.

Johns Homestead Park

Preliminary Concept Plan
 May 2, 2016

FRIENDS OF JOHNS HOMESTEAD PARK
 www.johnshomesteadpark.org
 Original Master Plan By: **ROOT DESIGN STUDIO**
 Plan Edits By: **BARGE DESIGN GROUP**
 January 16, 2019



PARK DATA

PARK LOCATION WITHIN TUCKER

KELLEY COFER PARK

LOCATION: 4259 North Park Drive

SIZE: 23 acres

CLASSIFICATION: Community Park

CONDITION: Good

This community park offers a variety of activities such as outdoor swimming, baseball/softball, concession stand, nature trails, playground, and a pollinator garden. Surrounded by single-family homes, Kelley Cofer Park is comprised of two parcels, which are separated by North Park Drive.

The northern parcel, also known as “The Peach Pit,” has a wood frame stage with a fire pit. A semi-circle of fruit trees encloses the space, creating an amphitheater-type space. Adjacent to the stage is a non-formal parking lot.



EXISTING AMENITIES

- 1 Concession Stand
- 2 Softball Fields
- 2 Pavilions
- 2 Picnic Sites
- 1 Paved Walking Trail
- 1 Natural Surface Walking Trail
- 1 Playground
- 1 Restroom Building
- 1 Community Garden
- 1 Outdoor Pool
- 1 Fishing Pier/Dock



PARK DESCRIPTION
 Kelley C. Cofer Park is a 23-acre park located in the north central portion of Tucker. It is primarily an active park, with amenities for swimming and baseball/softball. Surrounded by single-family homes, Cofer Park is comprised of two parcels, which are separated by N. Park Drive. The larger parcel is 19.8 acres, while the smaller parcel is 3.2 acres.

The larger area, which lies south of N. Park Road, contains many of the park's amenities, including a pool with restrooms/changing rooms, a pond with a walking trail, two baseball/softball fields, and a restroom/concession building. There is also a parking lot with approximately 80 spaces at the park's entrance near the pool.

The smaller area of the park, which lies north of N. Park Road, is home to a pollinator garden with a few benches, a "little free library", and an outdoor performance stage called The Peach Pit. The Peach Pit is a wood frame stage with tree stump seats in front of it. A semi-circle of fruit trees encloses the space, creating an amphitheater-type space.

- BALLFIELD UPGRADE: RAILINGS
- SITE FURNISHINGS
- NEW MAINTENANCE BUILDING & YARD
- OPEN/REPAIR SNACKBAR AND RESTROOM BUILDING

KELLEY COFER PARK TUCKER, GEORGIA

Prepared by:
BARGE
 PLANNING ARCHITECTURE

SCALE: 1"=200'



January 16, 2019

PARK DATA

SMOKE RISE - LORD PARK

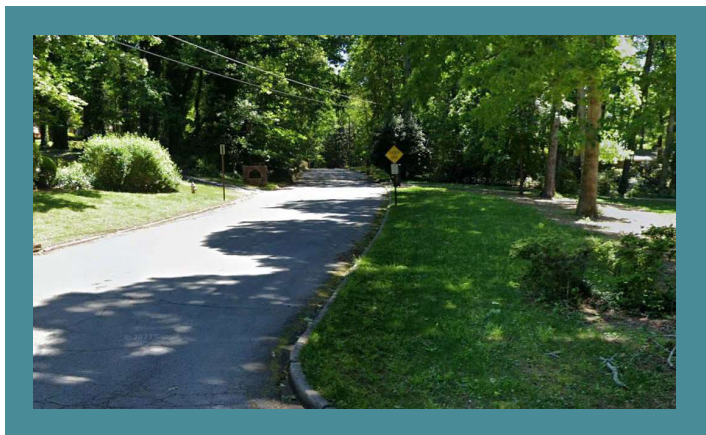
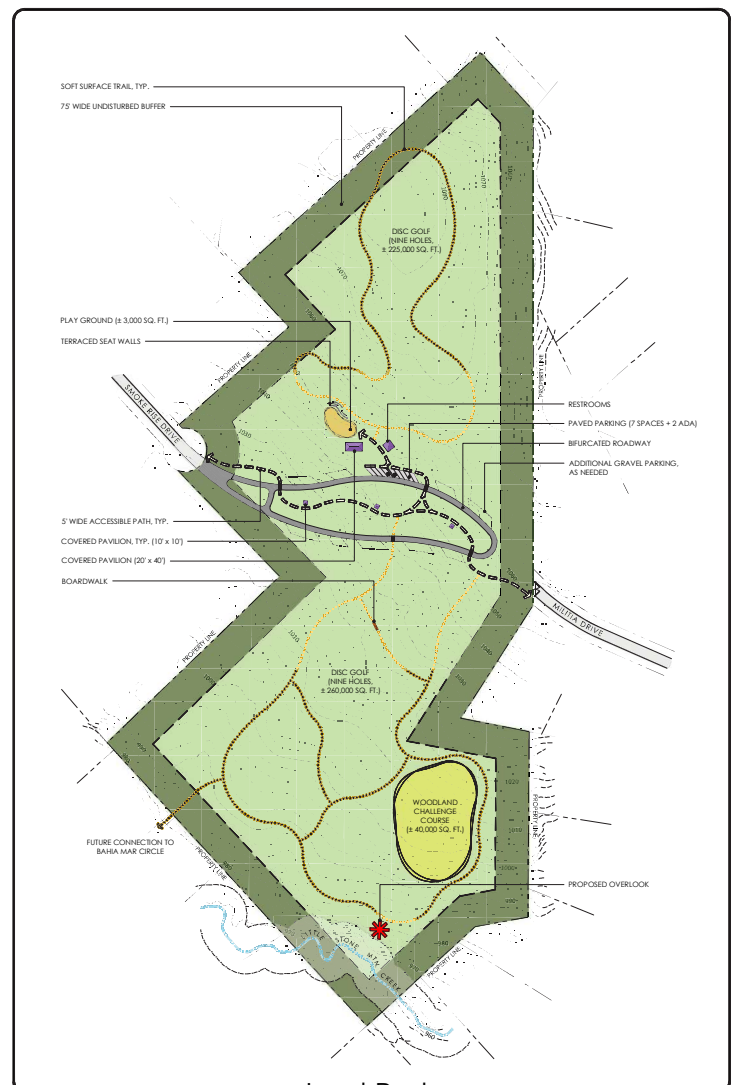
LOCATION: 5525 Smoke Rise Drive
 SIZE: 17.30 acres
 CLASSIFICATION: Undeveloped/ Community Park
 CONDITION: N/A

Lord Park is an undeveloped park in the Smoke Rise area of Tucker. Lord Park is located between Smoke Rise Drive, Bahia Mar Circle, Gunstock Drive, and Militia Drive. Situated in the middle of a single-family residential development, the 17.30-acre park is accessed via a dead-end road (Smoke Rise Drive) and there is no signage denoting its entry. Utilities were available on the site at one time; however, it appears they are no longer active. The park is heavily wooded and there is an old roadbed throughout the park.

PARK LOCATION WITHIN TUCKER

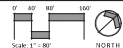


PROPOSED MASTER PLAN



PREPARED FOR:
 City of Tucker
 1975 Lakeside Pkwy, Suite 350
 Tucker, Georgia 30084

Lord Park
 Master Plan
 August, 2022



PREPARED BY:
 ROOT
 DESIGN

PARK DATA

PARK LOCATION WITHIN TUCKER

MONTREAL PARK

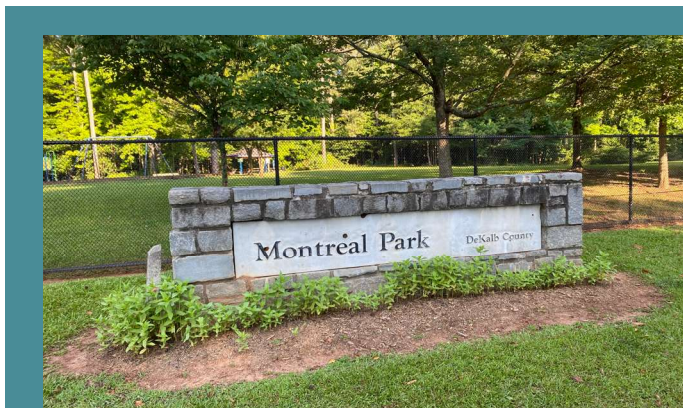
LOCATION: 1241 Montreal Road
SIZE: 9 acres
CLASSIFICATION: Neighborhood Park
CONDITION: Fair

A former Dekalb County Park, Montreal Park is an established neighborhood park located near the I-285 and US-78 interchange. The park is surrounded by single-family residential development and is accessed at the end of T-shaped double cul-de-sac.

Much of the park is heavily wooded and undeveloped, though it has several trails meandering through the wooded area. The developed portion of the park includes a large grassy area, a swing set with two swings for older children, and a playground with a four-swing set for younger children. Both the playground and swing set are surrounded by mulch, which is enclosed within a plastic frame. A small, hexagonal open-air pavilion has six wood and metal picnic tables under it. Additionally, the City recently completed and opened a dog park area at Montreal Park. There is no dedicated parking available for Montreal Park. A chain-link fence surrounds the park.



SITE PHOTOS



EXISTING AMENITIES

- 1 Pavilion
- 1 Picnic Site
- 1 Natural Surface Walking Trail
- 2 Playgrounds
- 1 Open Field

PARK DATA

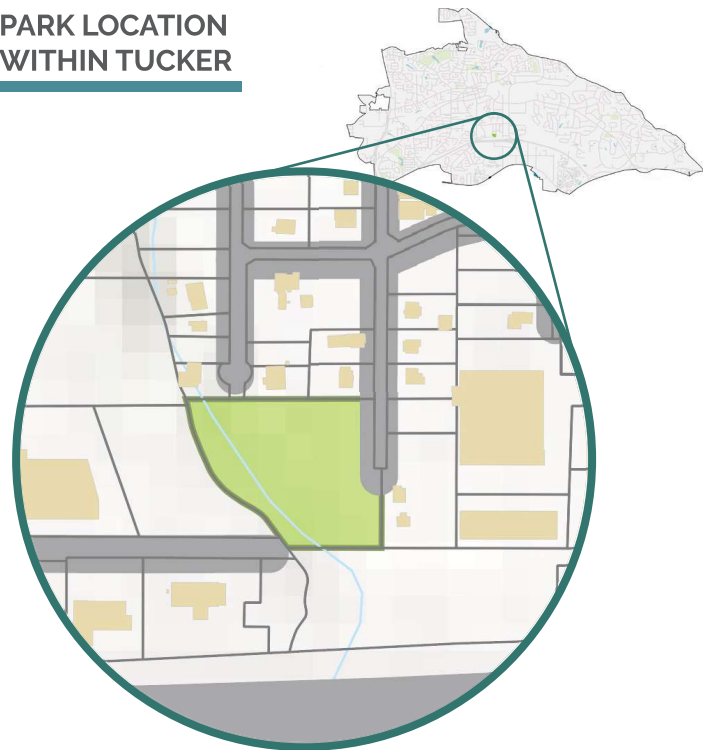
PARK LOCATION WITHIN TUCKER

PETERS PARK

LOCATION: 1852 Clark Drive
SIZE: 3.62 acres
CLASSIFICATION: Neighborhood Park
CONDITION: Fair

Situated at the dead-end of Clark Drive is William McKinley Peters Park (Peters Park). There is a sign pedestal present along the frontage of the park, though the sign was missing on the day of the site visit. An asphalt drive leads to the parking lot, which was rebuilt/regraded in 2020-2021. A new playground and workout area were also added at that time. A large grassy field and the playground are located directly west of the parking lot. A concrete path leads from the parking lot to an open-air pavilion with ten wood and metal picnic tables. There are trash cans and a water fountain associated with the pavilion, and grilling stations a short walk away. A basketball court is located behind the playground. The court has four basketball hoops.

Peters Park is in a residential area; the park is nicely vegetated with abundant shade trees and mature vegetation surrounding the grassy field. The park is bordered by a small creek on its western edge.



SITE PHOTOS



EXISTING AMENITIES

- 2 Basketball Courts
- 1 Multi-Use Court
- 1 Multi-Use Field
- 1 Pavilion
- 1 Picnic Site
- 1 Paved Walking Trails
- 1 Playground

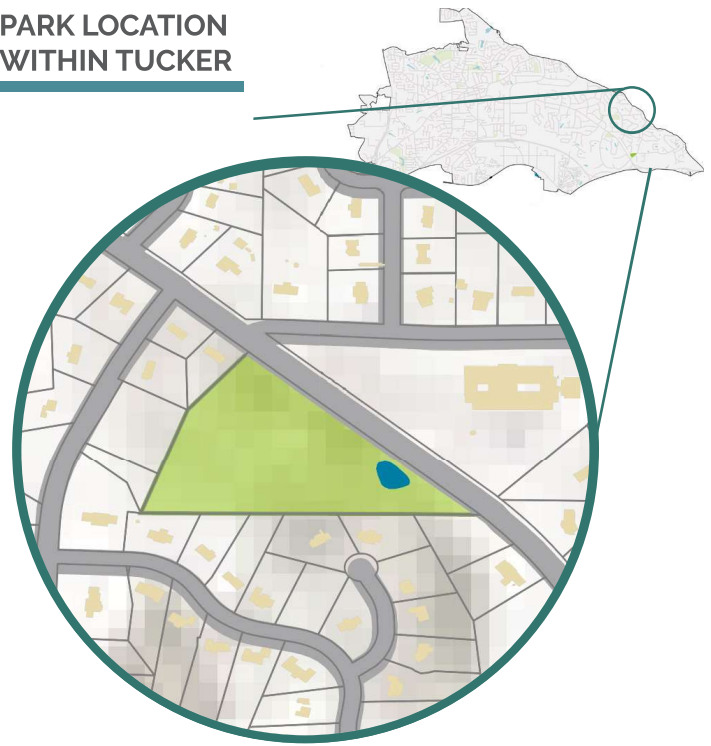
PARK DATA

PARK LOCATION WITHIN TUCKER

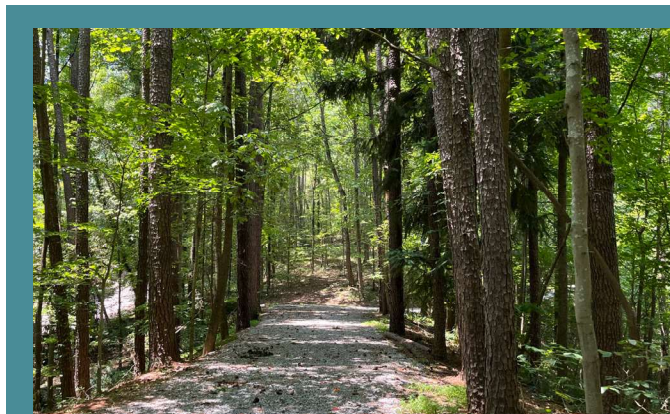
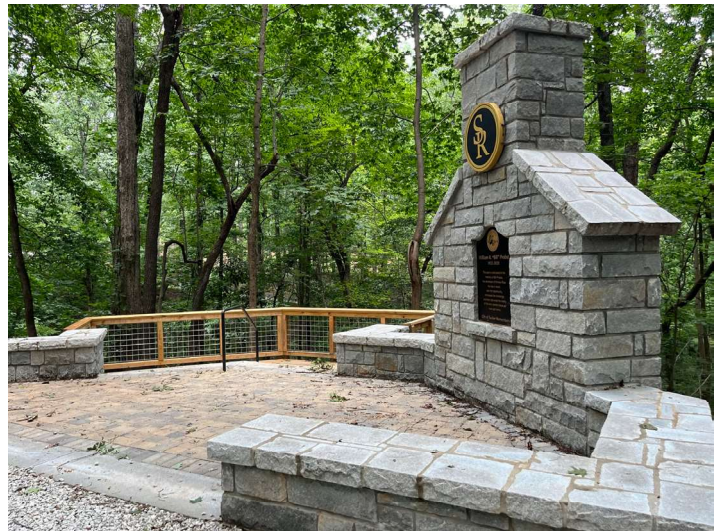
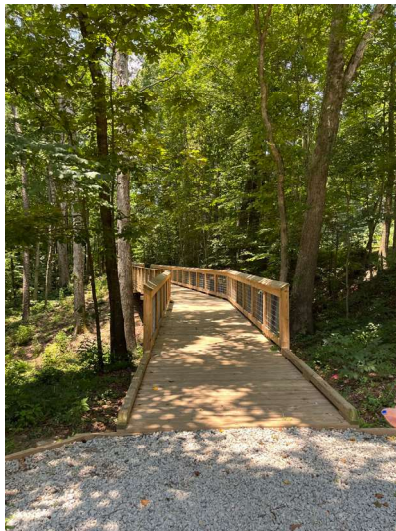
PROBST PARK

LOCATION: 5623 Hugh Howell Road
SIZE: 10.54 acres
CLASSIFICATION: Neighborhood Park
CONDITION: Fair

Probst Park, formally known as Smoke Rise Park or Smoke Rise I, is on the southwest side of Hugh Howell Road, near the intersection at Silver Hill Road. The area is heavily wooded and features a nature trail with steep topography. There are benches and picnic tables along the trail. There are several wooden bridges that cross streams along the trails. There is a newly added permeable parking lot on the southeast side of the park. The park has characteristic wood fencing throughout. Additionally, the City recently installed an ADA-compliant bridge connecting the parking lot to the trailhead.



SITE PHOTOS



EXISTING AMENITIES

- 1 Pavilion
- 1 Picnic Site
- 1 Natural Surface Walking Trail

PARK DATA

PARK LOCATION WITHIN TUCKER

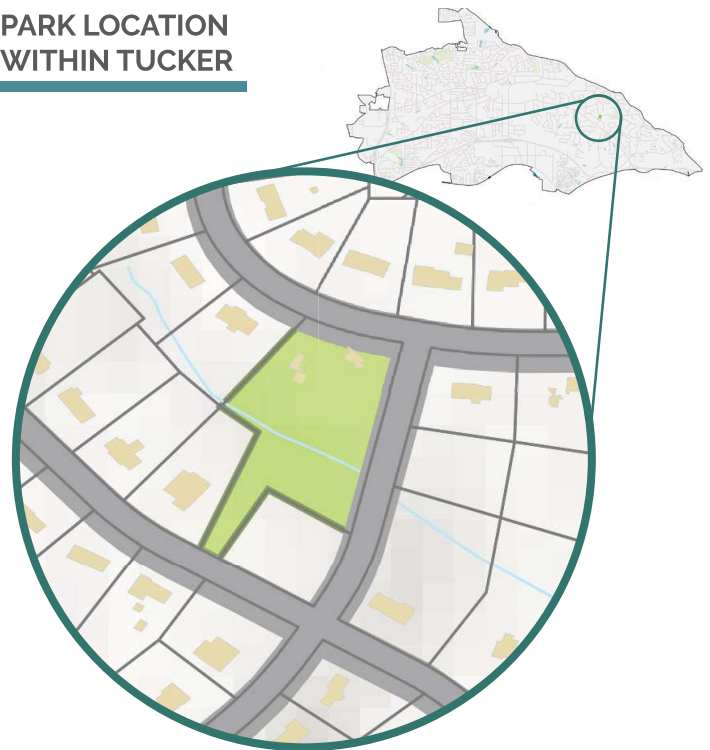
ROSENFELD PARK

LOCATION: 2088 Glacier Drive
SIZE: 3.02 acres
CLASSIFICATION: Neighborhood Park
CONDITION: Good

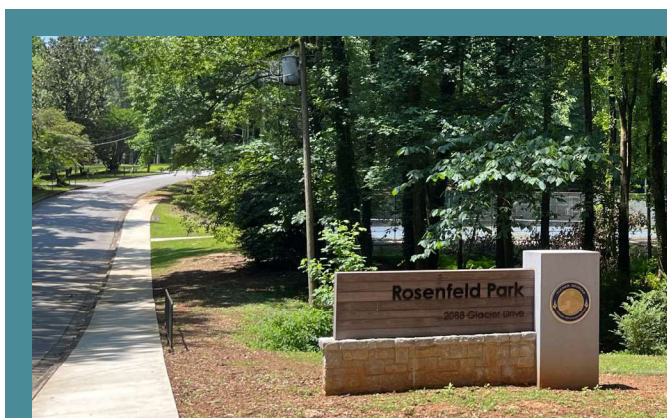
Rosenfeld Park was the former Smoke Rise Bath & Racquet Club, dedicated to the City of Tucker in 2021 and is named for long time Tucker small business owner and public servant, William “Bill” Rosenfeld, to memorialize his work to help acquire the park. The acquisition added four tennis courts and a public pool to the Tucker Parks and Recreation system.

Recently, the City added a dog park within Rosenfeld Park near the existing pool, and engineering is currently underway to rebuild the tennis courts and add several off-street parking spots.

Given the recent investments into this park, no additional recommendations are provided except for the continuation of ongoing maintenance of the facilities.



SITE PHOTOS



EXISTING AMENITIES

- 1 Pavilion
- 1 Picnic Site
- 1 Playground
- 1 Outdoor Pool with Restrooms
- 4 Tennis Courts

PARK DATA

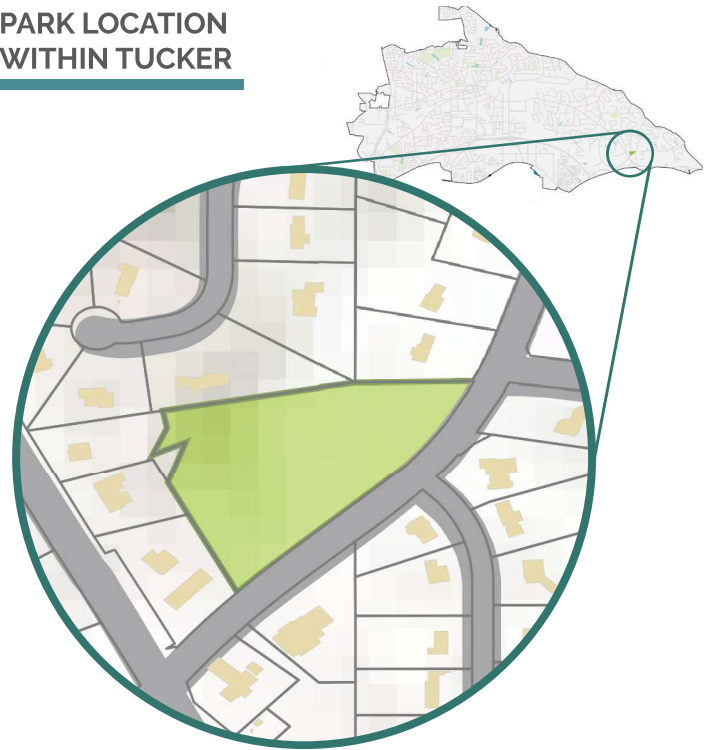
PARK LOCATION WITHIN TUCKER

SMOKE RISE CROSSING

LOCATION: 1590 Lilburn-Stone Mountain Road
SIZE: 5.6 acres
CLASSIFICATION: Undeveloped/ Neighborhood Park
CONDITION: Fair

Smoke Rise Crossing (formerly known as Smoke Rise II) is a primarily undeveloped and heavily wooded passive park. The park backs up to a single-family residential area.

The park is denoted by the standard pillar park sign on Lilburn-Stone Mountain Road and does not currently have dedicated parking. A concrete path with a wooden bollard leads into the park from the sidewalk but ends after a short distance. A concrete path with a wooden bollard leads into the park from the sidewalk but ends after a short distance. A cleared path winds throughout the park, there are benches along it. There is a wooden bridge that crosses a stream, that is of similar style to the bridges found at Probst Park.



SITE PHOTOS



EXISTING AMENITIES

- 1 Natural Surface Walking Trail
- 1 Picnic Sites

PARK DATA

TUCKER NATURE PRESERVE

LOCATION: 4440 Lawrenceville Highway

SIZE: 12 acres

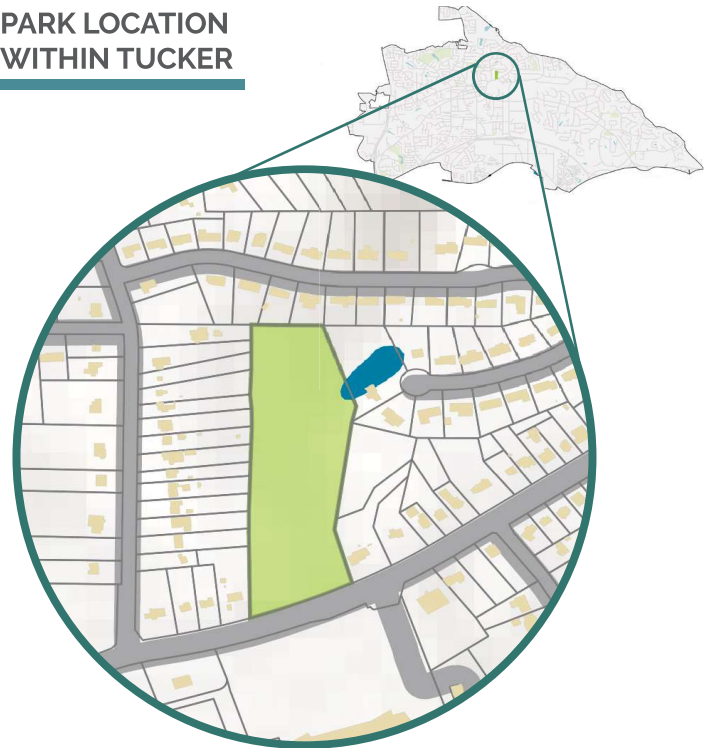
CLASSIFICATION: Nature Preserve

CONDITION: Good

Tucker Nature Preserve is a 12-acre park located near the intersection of Lawrenceville Highway and Old Norcross Road, in Downtown Tucker. The park features a small gravel parking lot, a grassy knoll with shade trees, and a raised concrete deck with picnic tables and benches.

A bee habitat has been recently added to the nature preserve. As a park visitor you can passively observe the bees and learn from the information signage or attend a bee keeping demonstration that happens periodically throughout the year. A QR code system of markers helps guide visitors through the park.

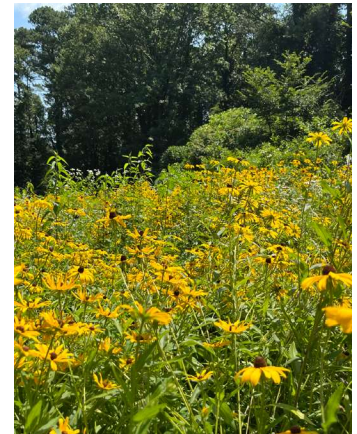
PARK LOCATION WITHIN TUCKER



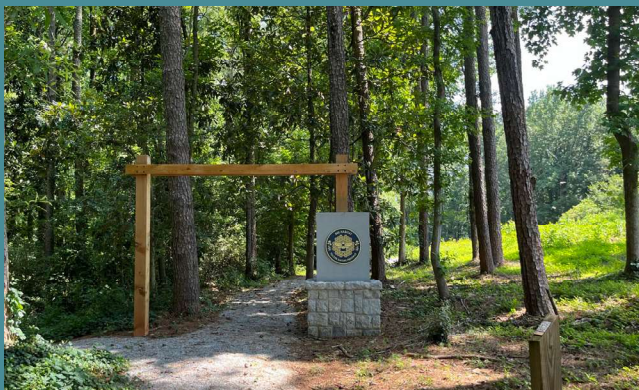
SITE PHOTOS



Bee hives and storage area



Pollinator plants



EXISTING AMENITIES

- 1 Picnic Site
- 1 Natural Surface Walking Trail
- 1 Bee Habitat

PARK DATA

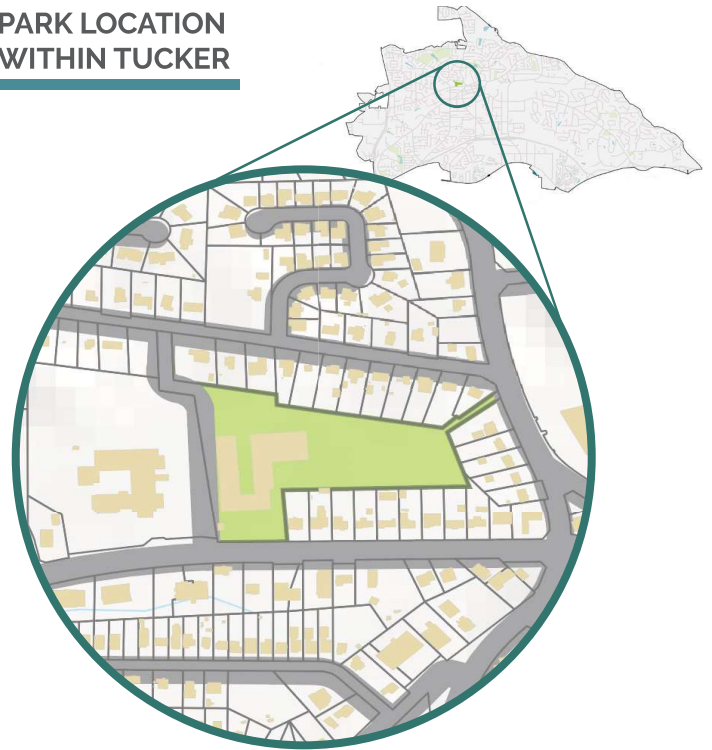
TUCKER RECREATION CENTER

LOCATION: 4898 Lavista Road
SIZE: 8 acres
CLASSIFICATION: Community Park/ Recreation Center
CONDITION: Poor

Tucker Recreation Center is housed in a former school building constructed in 1954. Safety and maintenance issues are significant due to the age of the building. Evidence of roof leaks are apparent, and the building is poorly insulated. The building is composed of classrooms, where various programs are offered to Tucker residents, including pottery, dance, yoga, card games, and art studio.

The Browning Courthouse, which was built in the late 1860s, is located on the front lawn of the Tucker Recreation Center, adjacent to this building is a community garden.

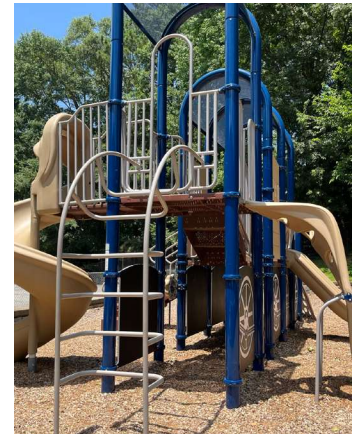
PARK LOCATION WITHIN TUCKER



SITE PHOTOS



Roof leaks in building



Playground area



EXISTING AMENITIES

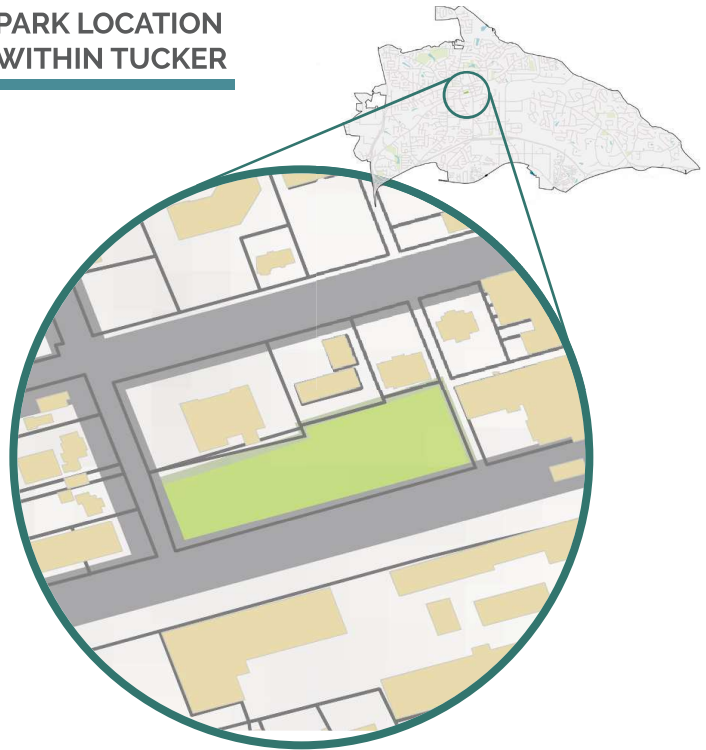
- 1 Basketball Court
- 1 Multi-Use Court
- 1 Multi-Purpose Field
- 1 Picnic Site
- 1 Playground
- 2 Restroom Building
- 1 Community Garden
- 7 Office/ Meeting Rooms
- 2 Recreation Center/ Gym

PARK DATA

TUCKER TOWN GREEN

LOCATION: 1003 Railroad Avenue
 SIZE: 1.96 acres
 CLASSIFICATION: Special Use Park
 CONDITION: N/A

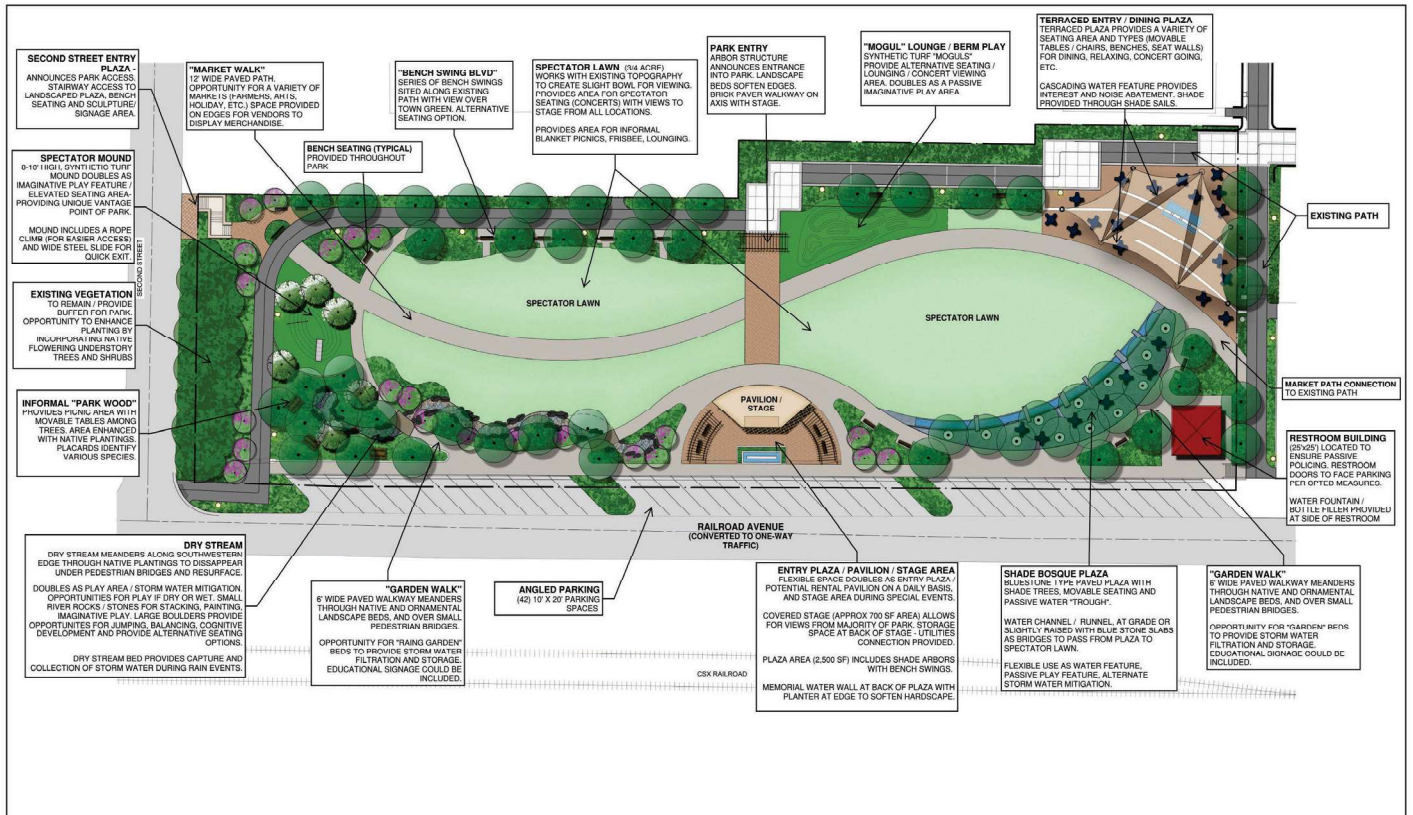
PARK LOCATION WITHIN TUCKER



The Tucker Town Green is currently under development. This park is intended to serve as a community park with amenities such as pavilions, paved walking paths, great lawn, and a stage for community events.

The design includes a restroom building, plaza area with a pavilion, spectator lawn area, gateway-entry areas with arbor structures, and a dining plaza that features a cascading water feature to provide interest and noise abatement.

PROPOSED MASTER PLAN



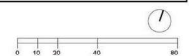
PREPARED FOR:
CITY OF TUCKER

PREPARED BY:



TUCKER TOWN GREEN PARK MASTER PLAN

NOVEMBER 28, 2022



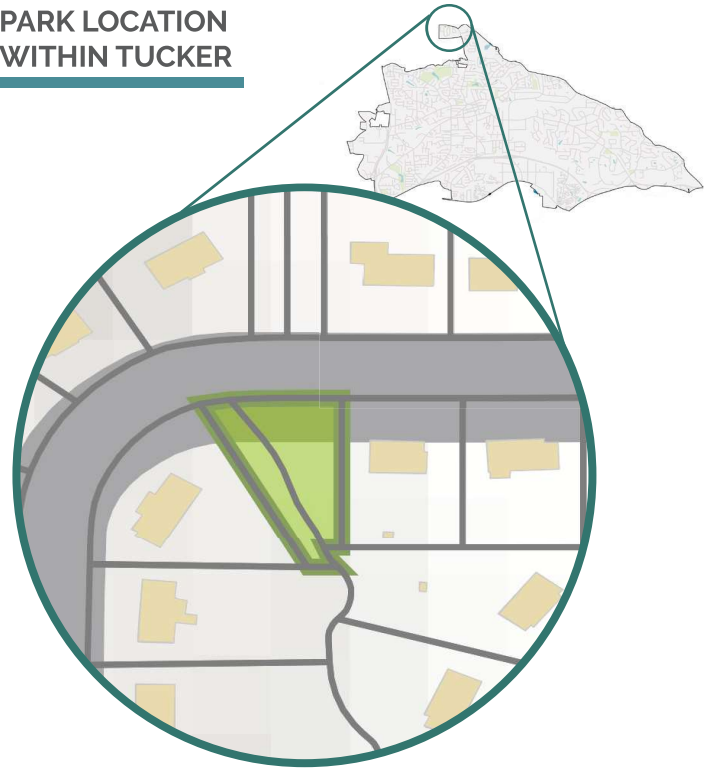
PARK DATA

WESTWOOD NATURE PRESERVE

LOCATION: 43269 Westwood Drive
SIZE: .28 acres
CLASSIFICATION: Pocket Park
CONDITION: N/A

This passive pocket park is located in a residential area and has a stream running through the middle of the property. It provides a vegetated green space in the middle of an existing neighborhood.

PARK LOCATION WITHIN TUCKER

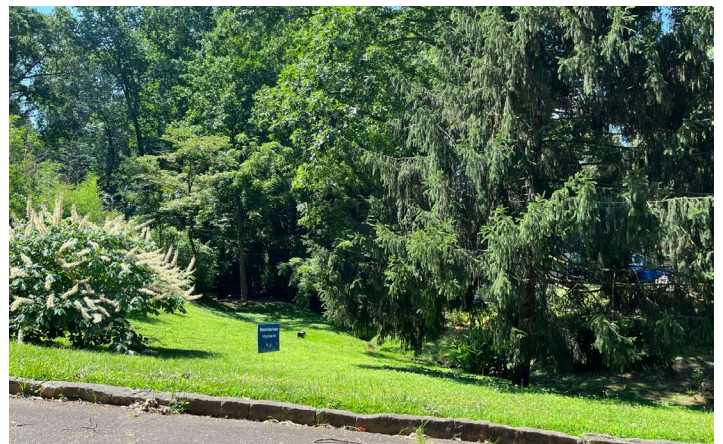


STREAM BUFFER ON SITE



WESTWOOD DRIVE POCKET PARK
TUCKER, GEORGIA

SITE PHOTOS



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SECTION 2-3

COMMUNITY NEEDS

2.3 COMMUNITY NEEDS

2.3.1 SUMMARY

To understand the community's desires for future improvements within the park system, the planning team facilitated a community meeting on August 15, 2023, at the Tucker Recreation Center. The meeting commenced with an informative presentation detailing the current status of the City of Tucker parks, existing programs, and the level of service provided. Attendees were then engaged in various activities designed to solicit feedback on future investments in the park system.

To provide geographical context, participants were invited to mark their residential locations on a city map using flags, aiding the planning team in understanding the localized perspectives shaping the received feedback. Following this, attendees contributed their preferences regarding both the retention of current facilities and programs and suggested additions to the community parks. Each participant was encouraged to identify park programs and facilities they deemed most crucial.

The "Park Bucks" exercise further solicited opinions, allowing participants to allocate hypothetical funding across different park needs, reflecting their prioritization. Additionally, an open forum was provided for attendees to express any further insights or comments pertinent to the future development of the Tucker Parks System.

Supplementing the community meeting, an additional opportunity for input was extended through a "pop-up" event at the First Friday Concert on September 1, 2023, hosted at the Church Street Greenspace. The results derived from these engagements can be explored in detail in the following pages.

Overall, the respondents conveyed a strong interest in environmental education and programs and would like to see more special events in Tucker. A notable emphasis was placed on creating more walking and hiking spaces alongside strong support for a new amphitheater. When considering future spending, there was a shared aspiration for increased investment towards preserving environmentally sensitive areas and habitats.



Figure 2-1: Images from the August 15, 2023, Community Meeting held at the Tucker Recreation Center (Barge Design Solutions, 2023).



Figure 2-2: Images from the September 1, 2023, Pop-up Event held at the First Friday Concert at the Church Street Greenspace (City of Tucker, 2023).

Where do you live? (please place a flag pin on the board)

What comments do you have for us? (please use sticky notes and pens)

LEGEND:
 City of Tucker
 Building Footprints
 Existing Trails
 Proposed Trails
 School Parcel
 Parks
 Parks + Lakes
 River + Streams

PARKS:
 1 - Fitzgerald Park
 2 - Henderson Park
 3 - Kelley Cofer Park
 4 - Kelley Cofer Park
 5 - Land Park
 6 - Memorial Park
 7 - Robert Park
 8 - Robert Park
 9 - Robert Park
 10 - Robert Park
 11 - Tucker Nature Preserve
 12 - Tucker Recreation Center
 13 - Tucker North Green
 14 - Volunteer Nature Preserve
 15 - Quarry Green Greenpark

SCHOOLS:
 A - Deborah Elementary School
 B - Lawrence Elementary School
 C - Lenoir Elementary School
 D - Mirabella Elementary School
 E - Sandy Blue Elementary School
 F - Sandy Blue Elementary School
 G - Tucker Middle School
 H - Tucker Middle School
 I - Tucker Middle School
 J - Tucker High School

City of Tucker BARGE
 TUCKER PARKS + SCHOOL LOCATIONS
 PARK SYSTEM MASTER PLAN UPDATE
 CITY OF TUCKER

Participants in the August 15, 2023, community meeting at the Tucker Recreation Center were asked to place a flag on a map of the city to represent the general location of where they live. The majority of the residents indicated that they lived in the west half of the city and in closer proximity to Fitzgerald Park, Henderson Park, Kelley Cofer Park and the Tucker Recreation Center. There were a few residents who indicated that they lived on the east side of the city.

The chart below shows the results of the voting exercise from both the community meeting and the pop-up event for future programs. By far, the most often chosen program category was Community Special Events and that received the majority of votes during the pop-up event at the First Friday Concert, demonstrating that those attending that event enjoy it and would like more events. Following just behind were educational focused programs that could appeal to multiple age groups, such as gardening classes, farm-to-table classes and events, outdoor programs (nature hikes, etc.), senior programs and services, art classes (pottery, painting, etc.), and after school programs/out-of-school camps. The lowest priority categories were active sports lessons and programs, such as swim teams, gymnastics, bicycle lessons, walking or running clubs, and youth programs such as baseball or basketball and youth oriented enrichment classes.

What PROGRAMS would you like to add or expand in Tucker?

Programs	Priority from Community Meeting Participants	Priority from First Friday Pop-up Event Participants	Total
Community special events (festivals, etc.)	12	41	53
Gardening classes, farm-to-table classes and events	14	19	33
Outdoor programs (nature hikes, etc.)	11	19	30
Senior programs and services	12	17	29
After school programs/out-of-school camps	10	14	24
Art classes (pottery, painting, etc.)	5	19	24
Programs for people with special needs	9	13	22
Water fitness programs/lap swimming	4	18	22
Fitness and wellness programs (yoga, tai chi, etc.)	11	10	21
Environmental education & programs	16	4	20
Youth soccer programs	7	10	17
Adult learning classes (language, tech, etc.)	6	9	15
Performing arts programs	7	8	15
Running events (5k, 10k, half and full marathons)	1	12	13
Adult basketball/volleyball programs	0	11	11
Tennis lessons and leagues	3	3	6
Bicycle lessons and clubs	1	4	5
Walking/jogging/running clubs	2	3	5
Youth baseball/softball programs	3	2	5
Youth basketball/volleyball programs	2	3	5
Youth learning/enrichment classes	2	3	5
Gymnastics	3	1	4
Recreation/competitive swim team	1	2	3

Note: multiple same numbers indicate a tie.

Top 5 Ranked Programs Community Meeting			Top 5 Ranked Programs First Friday Pop-up		
Rank	Program	Votes	Rank	Program	Votes
1	Environmental education & programs	16	1	Community special events (festivals, etc.)	41
2	Gardening classes, farm-to-table classes and events	14	2	Art classes (pottery, painting, etc.)	19
				Gardening classes, farm-to-table classes and events	19
				Outdoor programs (nature hikes, etc.)	19
3	Community special events (festivals, etc.)	12	3	Water fitness programs/lap swimming	18
	Senior programs and services	12			
4	Fitness and wellness programs (yoga, tai chi, etc.)	11	4	Senior programs and services	17
	Outdoor programs (nature hikes, etc.)	11			
5	After school programs/out-of-school camps	10	5	After school programs/out-of-school camps	14

Note: multiple same numbers indicate a tie.

The planning team noted differences in the categories that participants from the different engagement venues prioritized for future programs, so they are examined further in the charts above. As noted previously, community events were most appealing to those who engaged at the First Friday Concert and participants at the community meeting also considered community events important but they were placed a little lower in priority. In contrast, participants at the community meeting indicated that environmental education and programs were the highest priority but they did not place in the Top 5 at First Friday. There was alignment in desire for programs such as gardening classes, outdoor programs, senior oriented programs, and after school/out-of-school camps.



Figure 2-3: Community members prioritized programming that was educationally and socially oriented and can appeal to multiple segments of the community, such as community events, environmental education, gardening classes, outdoor programming, senior programs, and after-school/out-of-school programs. (Photo A: Adobe Stock, 2023; Photo B: California Climate Investments, 2023.)

The chart below shows the results of the voting exercise from both the community meeting and the pop-up event for future facilities. Overall, the highest priority facility category was walking and biking trails (multi-use paved) and it was a priority for both the community meeting attendees and the First Friday participants. The next prioritized facilities were amphitheater, walking trails (natural surface), indoor pool/natatorium, and a performing arts center, all facilities that can have appeal to a wide range of users.

What FACILITIES would you like to add or expand in Tucker?

Facilities	Priority from Community Meeting Participants	Priority from First Friday Pop-up Event Participants	Total
Amphitheater	14	27	41
Walking and Hiking Trails (Natural Surface)	16	22	38
Indoor Pool/Natatorium	10	26	36
Performing Arts Center	8	27	35
Splash Pad	9	17	26
Restroom buildings	10	15	25
Disc Golf Course	4	18	22
Dog Parks	3	14	17
Pickleball Courts	5	11	16
Community Gardens	6	9	15
Mountain Bike Trails	3	8	11
Pavilions/Picnic Sites	6	5	11
Playgrounds	6	5	11
Recreation Center/Gymnasium	6	5	11
Zipline and Adventure Ropes Course	3	7	10
Senior Center	7	2	9
Basketball Courts	3	5	8
Aerobics/Dance Rooms/Dance Floors Playgrounds	2	5	7
Gaming Rooms	1	3	4
Sand Volleyball Courts	1	3	4
Football Fields	0	3	3
Outdoor Board Games (Chess, Checkers)	1	2	3
Baseball Fields Restroom Buildings	1	1	2
Soccer/Lacrosse Multipurpose Fields Community Gardens	1	1	2
Tennis Courts	2	0	2
Softball Fields	0	1	1
Banquet/Meeting Rooms	0	0	0

Note: multiple same numbers indicate a tie.

Top 5 Ranked Facilities Community Meeting		
Rank	Facility	Votes
1	Walking and Hiking Trails (Natural Surface)	16
2	Amphitheater	14
3	Indoor Pool/Natatorium	10
	Restroom buildings	10
4	Splash Pad	9
5	Performing Arts Center	8

Top 5 Ranked Facilities First Friday Pop-up		
Rank	Facility	Votes
1	Amphitheater	27
	Performing Arts Center	27
2	Indoor Pool/Natatorium	26
3	Walking and Hiking Trails (Natural Surface)	22
4	Disc Golf Course	18
5	Splash Pad	17

Note: multiple same numbers indicate a tie.

The planning team noted differences in the categories that participants from the different engagement venues prioritized for future facility needs, so they are examined further in the charts above. Not surprisingly, the idea of an amphitheater or a performing arts center was most appealing to those who engaged at the First Friday Concert; however, the amphitheater was also appealing to those who attended the community meeting. Walking and hiking trails were very important to both groups. Differing responses included specialty facilities such as a splash pad or a disc golf course, though this are consistent with the theme of preference for facilities that facilitate social interaction.



Figure 2-4: Community members prioritized facilities that are consistent with the programming priorities socially focused and appealing to a broad range of ages, abilities, and interests. (Photo A : ; Photo B : ; Photo C: Charlotte Performing Arts Center, charlotteperformingartscenter.com, 2023; Photo D: Visit Ogden, <https://www.visitogden.com/blog/10-things-to-do-on-a-sunday-in-the-ogden-area/>, 2023.)

The planning team utilized an additional activity to assess the community meeting attendees' priorities, where participants were given 10 park bucks and asked to spend dollars on areas where the Parks Department should invest their money. In the activity there were six buckets representing different areas where money could be spent; however, the team pre-allocated \$2 from each participant to staffing and maintenance. This was done to give participants an understanding of how important that is to support the facilities and programming that the department currently has or may add in the future. A total of \$56 was pre-allocated to staffing and maintenance, however, some participants found it to be so important that they allocated an additional \$5 to the bucket. Preserving environmentally sensitive areas was ranked as the most important area following staffing and maintenance. Consistent with the findings in the Programming and Facility priority activity, hosting community festivals and events was highly prioritized, receiving \$58. The team asked about building or reconstructing a recreation center because the Tucker Recreation Center, where the community meeting was held, needs significant improvements but is also very well loved by the community, and it received an allocation of \$42. Following closely behind that was creating and developing pocket and neighborhood parks, with \$38. In last place was constructing athletic fields for youth and adult sports with \$19.

How would you spend future funds?

HOW WOULD YOU SPEND FUTURE FUNDS?

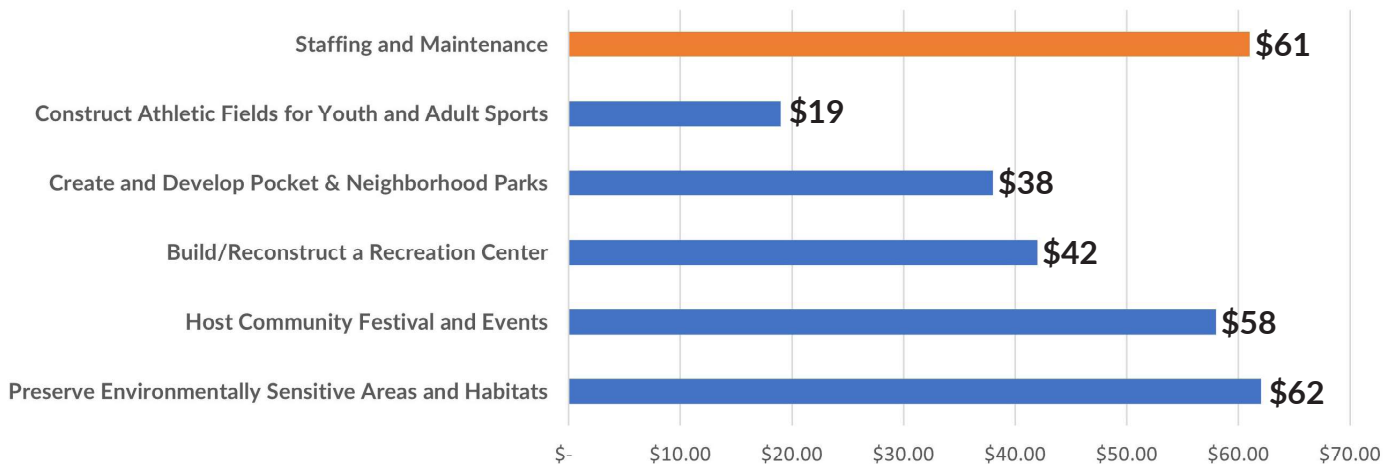


Figure 2-5: The Staffing and Maintenance bucket was hosted in a glass jar to remind participants that \$2 had already been pre-allocated to the budget topic area.

Figure 2-6: Community members prioritized budget areas consistently with the results of the other engagement activities, prioritizing areas that promote social interaction and community education.

What did we miss?

In addition to the prioritization activities at the community meeting, a station was provided that allowed participants to share any other comments or to fill the team in on anything they missed asking about in relation to the future needs to the Tucker Park System. They used sticky notes to add comments.

The comments received supported the input received at the other stations, but allowed for input specific to several parks, such as Johns Homestead, Cofer Park and Peters Park or desires for a new recreation center.

A group of people attended the meeting who came to share their opposition to a planned segment of The Path on Moon Street. Their comments are listed here, though this a separate effort from the Park System Masterplan Update.

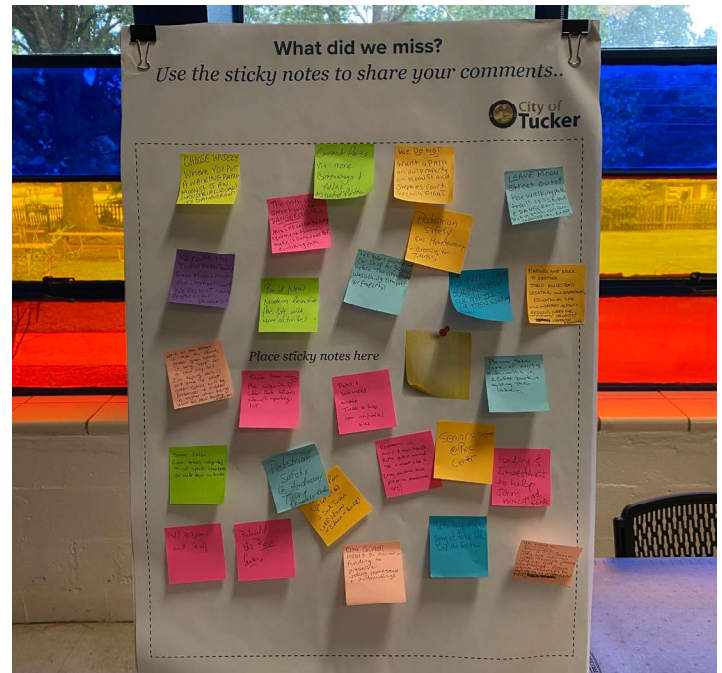


Figure 2-7: Community members comments from the public input meeting on August 15, 2023 (Barge Design Solutions, 2023).

Below is a list of received comments:

- *Connect Parks via more greenways, paths & shaded paths.*
- *Pedestrian safety on Henderson - crossing to parks.*
- *Funding and work to restore Johns Homestead creating an operational, educational site will increase activity reducing need for (not eliminating) security/ unattractive fencing.*
- *City Council needs to allocate funding to preserve Johns Homestead + outbuildings*
- *Build new modern recreation facility with more activities.*
- *Rebuild the Rec Center.*
- *Seniors programs at Rec Center*
- *Word on the street is that the Church Street Green Space is being "eyed" for a new city hall. I'm hoping this is not true and that green space will be preserved and added to rather than being used for new building construction.*
- *Shade trees along the sidewalk at Cofer Park between the sidewalk and parking lot.*
- *Parks and sidewalks across Tucker so folks can run/walk/bike.*
- *Please take care of existing sidewalks in Cofer Park along the lake.*
- *Funding & investment to help Johns Homestead Park.*
- *Restrooms in parks and at trail heads. Porta-potties would be a great step 1 (they do this some places in Peachtree City).*
- *Need a park (pocket will do) in South Tucker (off Idlewood - or E Ponce or Brockett)*
- *Pedestrian safety @ Henderson/SR29 & Community Center*
- *Soccer fields. Green Spaces integrates with sports complexes to make them multi-use.*
- *Add programs and staff.*
- *Let's keep things going at Peters Park! Love the facility.*
- *We need to prioritize stewardship of our parks' forests. They are overrun with invasive plants and are not maintained - Please devote resources to bringing in professional help!*
- *The path on Moon Street will be dangerous! Site mix utilizes large, heavy equipment that will make it dangerous for a walking path.*
- *We do not want a path on our property on Moon St. and Stephens Court. We will fight.*
- *Leave Moon Street out of the walking path trail! It's stupid & dangerous to put a path on an industrial road.*
- *Do not take our property for an ill-written walking path!*
- *We have owned our car shop for 30 years before The City of Tucker was a thing. Stay off our property.*
- *Re-route the "Tucker Path" away from Moon Street and Stephens Court. We do not want people on our property.*
- *Choose wisely where you put a walking path! Moon Street is an industrial road! It's dangerous.*
- *Shade trees along sidewalks and trails.*

Continued on next page

- *Emphasis on native trees and flowers.*
- *The recreation club should be more comprehensive to include youth and adult activities, i.e.: yoga, dance, swim, martial arts, education and more. Really in need of a new, modern facility!*
- *I don't know where all of the parks are and what they offer. Tucker needs to do a series of videos that explains them. I would like to see opportunities found in neighborhoods for pocket parks or micro parks. Leash laws need to be vigorously enforced in all Tucker parks. We need an adult playground. I still lack a park that I can reasonably walk to from Duesenburg Drive.*
- *Tucker desperately needs an official parks and public space advisory board which meets regularly and that accepts public input vs. the existing "friend" organization that prohibits "outsiders" from speaking.*
- *The plan looks great, I would like to see more involvement from local area boy scouts.*



CHAPTER 3

ORGANIZATIONAL STRUCTURE

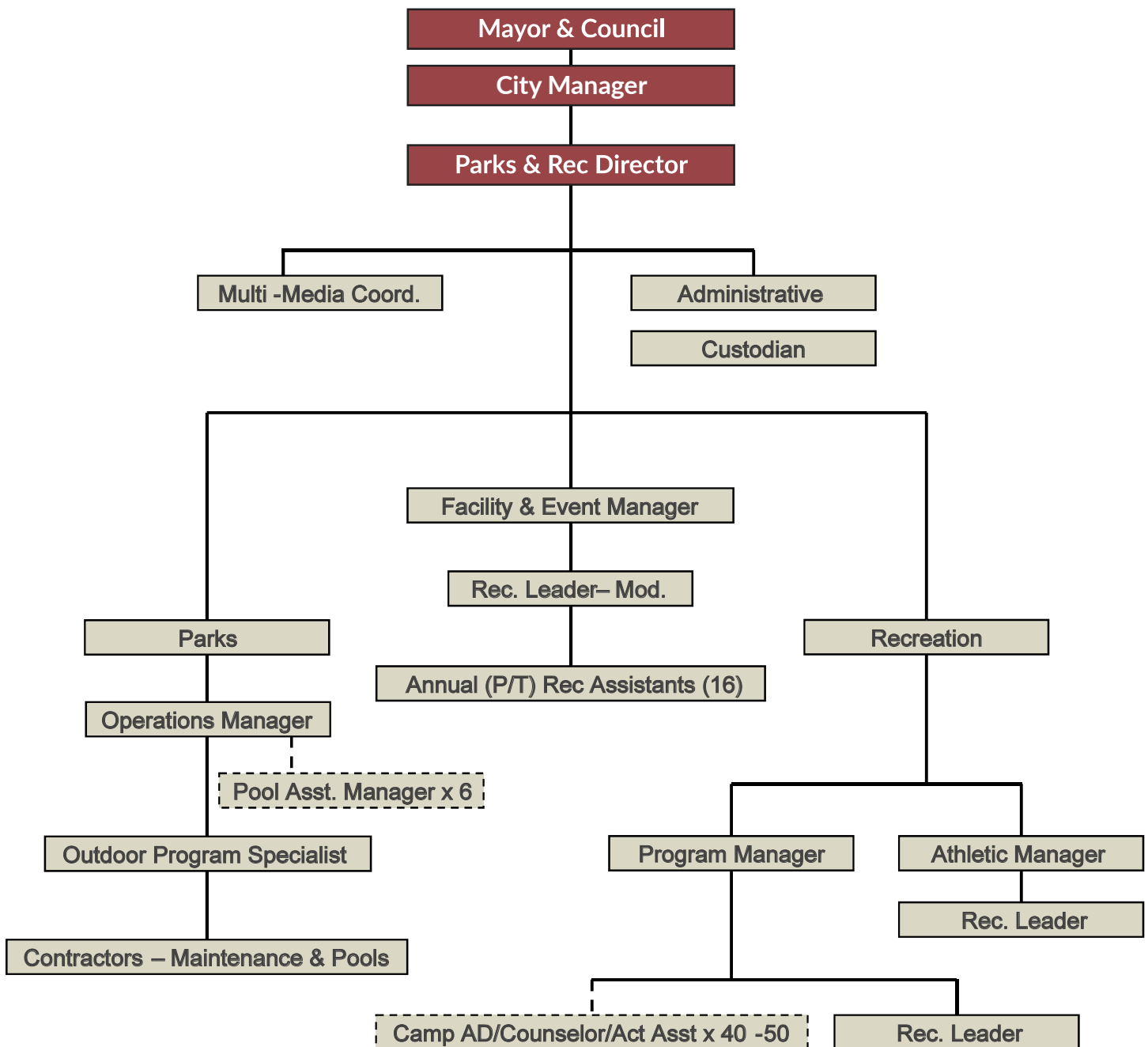
Johns Homestead

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3.1 CURRENT FUNCTIONAL ORGANIZATIONAL STRUCTURE

Based on conversations with the Tucker Parks and Recreation Department, the planning team conducted an assessment of the existing organizational structure and proposed a new functional organizational structure for the Department. This is in lieu of a more typical operations and maintenance assessment and recommendations section.

The following is the existing functional organizational structure of the Department:



3.1.1 Current Organizational Structure Challenges

The current organizational structure is not aligned with the primary functions of the department which are as follows:

- Administrative Services
- Recreation Programs and Services Development and Management
 - » The Parks Division oversees aquatic and outdoor programming, whereas the Recreation Division develops and evaluates all other recreation programming.
- Park and Facility Maintenance
 - » The Parks Division is overseeing the maintenance of parks and Kelley Coffer Pool, whereas the Recreation Division is managing the maintenance of the Tucker Recreation Center.
- Facility Operations and Management
 - » The Parks Division is managing the operations of the Kelley Coffer Pool, whereas the Recreation Division is managing the operations of the Tucker Recreation Center.
- Special Event Development and Management
 - » The management of special events is currently co-mingled with the management of the operations of the Tucker Recreation Center.
- Park and Facility Planning/Project Management
 - » The management of capital improvement projects is the sole responsibility of the Director of Parks and Recreation. This lack of alignment has created some operational challenges for the Department.

3.1.2 Multiple Hat Wearing Syndrome

Wearing multiple hats in the workplace is a phenomenon that has gained increasing recognition in recent years. Within the Tucker Parks and Recreation Department, “multiple hats wearing” has developed in response to the creation of the city as a city, the department as a department, and the quickly evolving/expanding programs and service offerings to the community. The following provides an overview of the advantages and disadvantages of this practice.

Pros of Multiple Hat Wearing

- Employees who wear different hats often exhibit exceptional adaptability and versatility. They possess a broader skill set and can seamlessly transition between various tasks and roles. This flexibility can be invaluable in fast-paced work environments where agility and multitasking are highly valued.
- Wearing multiple hats allows employees to gain exposure to different areas of the business, enabling them to develop a comprehensive understanding of the organization. This expanded knowledge base can contribute to enhanced problem-solving abilities and a more holistic approach to decision-making.
- Donning different hats can lead to increased job satisfaction. Employees who can engage in diverse tasks are less likely to experience monotony or boredom. This variety keeps them intellectually stimulated and motivated, resulting in higher levels of engagement and productivity.
- Wearing multiple hats can foster a sense of autonomy and ownership over one’s work. Employees feel empowered when they have the freedom to contribute to various aspects of a project or initiative, leading to a greater sense of fulfillment and personal growth.

Cons of Multiple Hat Wearing

- Managing multiple responsibilities can lead to increased stress levels.
- Juggling numerous tasks simultaneously requires exceptional time management and organizational skills. Employees may face the challenge of prioritizing their workload and meeting deadlines, leading to heightened pressure and potential burnout.
- The quality of work may be compromised when individuals are stretched too thin, as they may struggle to devote sufficient time and attention to each task.
- Evaluating the performance and contributions of employees wearing different hats can be a complex process. Traditional performance metrics and evaluation methods may not adequately capture the multifaceted nature of their responsibilities. It becomes challenging for employers to assess individual contributions accurately and reward employees accordingly. This can create a sense of ambiguity and hinder career progression opportunities for those who excel in their multifunctional roles.

- Though wearing multiple hats can enhance operational efficiency by reducing the need for specialized roles, it may also lead to a lack of expertise in certain areas. Organizations need to ensure that critical functions receive sufficient attention and expertise to maintain high-quality outcomes. Businesses must carefully manage workload distribution to prevent overburdening employees and ensure that each task receives the necessary level of attention.

Operational Silos

Operational silos occur when business units do not interact with each other and, in turn, can create operational challenges for the Department. The following provides an overview of these challenges:

- **Silo Mentality** – The operational silos can create an organizational way of thinking often described as Silo Mentality within the Department. This mentality results in management groups not sharing information, goals, tools, priorities, and processes with each other.
- **Duplication of Services and Programs** – The operational silos can contribute to a lack of collaboration and communication in the development of programs and services that meet the needs of the residents of Tucker. This can lead to not only a duplication of services but also an inefficient use of funding.
- **Inconsistent Facility Management** – The operational silos can contribute to a lack of consistent standards in managing and maintaining recreation facilities.
- **Program Standards** – The silos can hinder the Department in developing consistent standards that guide the delivery of programs and services.
- **Customer Service** – Though the Department strives to provide excellent customer service, operational silos can lead to the development of customer service standards that are personality driven as opposed to outcome driven.

3.2 RECOMMENDED ORGANIZATIONAL STRUCTURE

The following is the proposed functional organizational structure for the Tucker Parks and Recreation Department. It is the conviction of the planning team that this organizational structure will assist the Department in overcoming the short- and long-term challenges of the current structure.



3.2.1 Staffing Priorities

To achieve the organizational functionality of shown above, the planning team recommends the following actions:

- Create four manager positions to oversee each of the following divisions, with each manager reporting to the Park and Recreation Director:
 1. Park/Facility Maintenance Division
 2. Recreation Services Division
 3. Administrative Services Division
 4. Park Planning Division
- The following charts provide a breakdown of existing and proposed new positions, as well full-time employee (FTE) counts:

PARK & RECREATION DEPARTMENT				
STAFF POSITION	FTE	CLASSIFICATION	STATUS	TIMELINE
Park and Recreation Director	1	Full-time	Existing	

PARK & FACILITY MAINTENANCE				
STAFF POSITION	FTE	CLASSIFICATION	STATUS	TIMELINE
Park / Facility Division Manager	1	Full-time	New	FY2025
Facility Maintenance Supervisor	1	Full-time	New	FY 2026
Recreation Center Custodian	1	Full-time	Existing	
Park Site Supervisors	2	Full-time	New	FY 2025/2026

RECREATION SERVICES				
STAFF POSITION	FTE	CLASSIFICATION	STATUS	TIMELINE
Recreation Services Manager	1	Full-time	New	FY 2025
Special Event Manager	1	Full-time	Existing	
Athletic Manager	1	Full-time	Existing	
Recreation Program Manager	2	Full-time	Existing	
Recreation Leaders	3	Full-time	Existing	
Recreation Leaders	2	Full-time	New	FY 2025

ADMINISTRATIVE SERVICES				
STAFF POSITION	FTE	CLASSIFICATION	STATUS	TIMELINE
Administrative Services Manger	1	Full-time	New	FY 2025
Marketing / Media Coordinator	1	Full-time	Existing	
Administrative Assistant	1	Full-time	Existing	

PARK PLANNING SERVICES				
STAFF POSITION	FTE	CLASSIFICATION	STATUS	TIMELINE
Planning Manager	1	Full-time	New	FY 2027
Project Coordinator	1	Full-time	New	FY 2027

In addition to the full-time employee staffing levels, the Department will need to employ part-time and seasonal staff to provide a multitude of functions, including but not limited to guest services, program instruction, and facility and program supervision.

3.2.2 Director and Manager Job Descriptions

Below are general descriptions of each of the five managerial positions within the Parks and Recreation Department, as proposed above: Parks and Recreation Director, Operations Manager, Recreation Services Manager, Administrative Services Manager, and Park Planning Manager. These descriptions include general qualifications and job requirements.

Director of Parks and Recreation

Description

Serves as a highly visible leader for the Department and is fully accountable to the City Manager, Mayor, and City Council for the legal, efficient, and effective management of day-to-day operations. The Director is specifically responsible for developing programs, practices, and facilities that are responsive to the needs of all segments of the community.

Responsible for the planning, organizing, staffing, directing, and control of the recreation division of the Parks and Recreation Department, including planning, budget control, work standards, staff training, staff supervision, community coordination, revenue production, leadership, program development, and facility management.

Education

Minimum of a Bachelor's degree in Parks/Recreation, Public Administration, Program Management, or related fields. A Certified Parks and Recreation Professional (CPRP) certification is preferred.

Experience

Eight to ten years senior executive management experience in either an urbanized setting or suburban environment where high-quality parks and recreation services to diverse populations are common factors. Service in communities of comparable size, budget, and staff responsibilities is desired. Strong experience in developing social, recreation, and special population program delivery systems is needed. Prior experience in managed competition, continuous quality improvement methods, enterprise fund development, and managing in constrained budgetary setting.

Skills

Creativity and innovation, highly effective communicator, both verbally and in writing.

Operations Manager

Description

Provides leadership to the Park Operations Team by planning, organizing, and directing the operations of parks and recreation facilities and athletics programs that are assigned by the Director of Parks and Recreation. Operations, in this context, means interfacing with customers, establishing park use schedules, administering permits and contracts, ensuring that revenues are received and accounted for, that payables are processed in a timely manner, that parks are opened and closed at established times, and working with the Park Maintenance Team to identify and effect required maintenance and repairs.

Education

Requires Bachelor's degree in Parks and Recreation Management, or similar degree program.

Experience

5-7 years of work experience in coordinating recreational or athletic activities and 3-5 years of supervisory experience in a local government parks and recreation department. Requires possession of or ability to obtain within six months, a CPRP certificate. Requires proficiency with Microsoft Office software applications. Must possess or must be able to obtain certifications in American Red Cross CPR, First Aid, Bloodborne Pathogens, and other certifications, as directed, within 6 months of hire.

Skills

Provides input for Department strategic plan and recommends funding for operating and capital budgets. Prepares and administers budget for Park Operations Team.

Collects statistical information and prepares reports, as directed. Effectively communicates ideas - both orally and in writing - with community officials, partners, volunteer groups, program participants, and the general public.

Upon own initiative or under the direction of the Director, researches and proposes strategies to improve athletic programs. Promotes increased facility usage and park/program financial viability through integrated marketing, building partnerships with other community agencies and organizations.

Recreation Services Manager

Description

Provides managerial and leadership direction in all areas of City community recreation, including but not limited to: aquatics, recreation center management, special event management, athletic program management, and recreation program management. Also works with other community recreation agencies for coordination of services. Provides presentations, education, advertising, and recreation services.

Education

Bachelor degree from an accredited four-year college or university with major course work in recreation or physical education, and 5 years of supervisory experience in organized recreational programs, or an equivalent combination of education, training, and experience which provides the required knowledge, skills, and abilities.

Experience

Experience with agency accreditation and municipal or governmental recreation services is preferred.

Skills

- Thorough knowledge of principles and practices of community recreational management, including equipment, supplies, and facilities used in recreational areas.
- Knowledge and ability to effectively administer policies, procedures, and practices.
- Knowledge of principles of physical education and its value in a recreational program.
- Thorough knowledge of effective promotional and public relations activities.
- Thorough knowledge of principles and practices of effective administration and supervision.
- Knowledge of budget, payroll, and personnel administration.
- Ability to manage multiple projects concurrently and adjust to seasonal changes in workload.
- Ability to lead and to secure the confidence and cooperation of participants, the general public, and other employees in recreational activities.
- Ability to develop long-term plans and programs and to evaluate work accomplishments.
- Ability to administer a city-wide program of recreation services and recreational facilities.
- Ability to plan, assign, coordinate, and supervise the work of subordinates in recreational activities.
- Ability to keep records and prepare reports.
- Ability to communicate effectively, both orally and in writing.
- Ability to work effectively with elected officials, charter officers, department heads, representatives of other agencies, other city employees, and the general public.
- Demonstrated knowledge of personal computers and related departmental software.

Administrative Services Manager

Description

Performs a variety of professional and administrative work related to the business operations of the Department, which includes sales, cancellations/refunds, cash management, customer service, and serving as a member of the internal Department leadership team. Working independently, this position provides leadership in more than one professional administrative function within the Department and is responsible for the execution and evaluation of core departmental business operations. The Administrative Services Manager reports to the Director of Parks and Recreation.

Education

Minimum of any combination of education and experience equivalent to an Associate's Degree in Park and Recreation Management, Public Administration, Business Management, or related fields.

Experience

- Minimum 5 years of experience in Parks and Recreation, customer service, office administration, or related field.
- Requires at least 1 year of experience with data entry.
- Requires some prior experience in the administration of programs, services, and standard office procedures and supervision.
- One or more years of experience as a supervisor preferred.

Skills

- Thorough knowledge of the principles, practices, and techniques relating to the functional area of business operation. Thorough knowledge of departmental services, policies, and procedures.
- Thorough knowledge of the project management life cycle and its supporting phases.
- Reading comprehension to read standard business English; modern office methods and procedures, managing files and records; basic arithmetic skills; problem-solving skills to apply standard procedures to clearly defined problems.
- Ability to identify possible solutions for solving business problems.
- Interpersonal skills to explain rules and procedures clearly; ability to communicate effectively both orally and in writing; ability to communicate ideas, delegate directions specifically with defined outcomes, and follow up to ensure timely completion of tasks.
- Ability to think and act strategically, be proactive in planning of recreation programs/events, facility operations, revenue development initiatives, and patron service.
- Ability to multi-task while maintaining high customer services standards.
- Ability to establish and maintain effective working relationships with management, employees, clients, vendors, and the public; understand program objectives in relation to departmental goals and procedures; organize and prioritize work assignments.

Park Planning Manager

Description

Performs duties relating to the planning, improvement, and expansion of the City's park system. Performs other duties as assigned.

Education

Any combination of education and relevant experience equivalent to a Bachelor's degree in Natural Resource Management, Urban/Environmental Planning, or related area from an accredited college or university. Minimally high school diploma or GED equivalency with relevant work experience required. Master's degree in related field is preferred.

Experience

Minimum of 2 years of experience in performing park and recreation planning required.

Skills

Knowledge of the principles and practices of outdoor recreation planning; knowledge of economics, sociology, and municipal finance as applied to urban and rural recreation planning; some knowledge of current literature and recent developments in the field of outdoor recreation planning; ability to analyze and systematically compile technical and statistical information and to prepare technical reports; ability to establish and maintain effective working relationships with professional colleagues, employees, representatives of other public agencies, and volunteers; ability to plan and supervise the work of technical subordinates and volunteers.

3.3 SUCCESSION PLANNING

As key positions approach retirement age within the next 2-5 years, it is imperative that the Department plans for the future. By developing a succession plan that focuses on organizational sustainability, the Department will not only be able to further develop a highly professional staff, but also ensure that the Department can seamlessly manage itself forward. The Department’s workforce management and succession planning must be a conscious effort to build and sustain a competent workforce, a process that begins with intake. The building of organizational competence to both create a competitive pool of talent and preserve levels of performance is ultimately dependent on specific internal and external actions that achieve succession planning outcomes.

HIRING PROCESS	BUILDING ORGANIZATIONAL PROFESSIONALISM	WORKFORCE SUSTAINABILITY
Recruitment	Leadership	Training
Interview process	Infrastructure (cross-department task management)	Individual development plans
Pre-hire skills and attitude assessment	Focus on skills, knowledge, and productive attitude	Mentoring
New employee orientation	Community and inter-agency engagements	Post-separation consulting
Probation review	Culturally competent programs, services, and workplace	Experiential learning
	Performance-based modeling	Teaching / learning experiences
	Operational adaptability	
	Creative problem solving	
	Training	

Vacating leadership will drive a primary focus; however, the succession-planning component by itself is not a technique to just create individual career advancement opportunities or a reward for high performers. The objective of succession planning is to ensure that the Department continues to operate effectively when individuals depart from critical positions. This may not include all existing managerial positions; however, it may include positions that are not supervisory or managerial but instead utilize unique, hard-to-replace competencies.

Succession planning is strategic, both in the investment of resources devoted to it and in the kinds of talent it focuses on. It is not a one-time event; rather, it is reassessed and revised annually through the workforce planning process.

3.3.1 IMPORTANT CONSIDERATIONS

The spirit of equity and fairness should always be maintained. Any predetermination of who will succeed any given person needs to be managed carefully. An undesirable situation would be to create the perception that

another qualified candidate was not provided with an equal opportunity to apply for or be considered for a position. That does not mean that selection decisions, or interim placements, cannot be made well in advance of the incumbent's departure.

3.3.2 GOALS / DESIRED RESULTS

- Ensure that appropriate interview and placement processes and standards are institutionalized to hire candidates with skills and abilities that are considered essential for all positions.
- Ensure the systematic and long-term development of individuals to replace key job incumbents.
- Provide a continuous flow of talented people to meet the organization's management needs.
- Assess the leadership needs to ensure the selection of qualified leaders is diverse, is a good fit for the organization's mission and goals, and has the necessary skills that support a capable and adaptive organization.
- Ensure high quality replacements for those individuals who currently hold positions that are key to the organization's success.
- Structure operational methods to adequately support required employee growth and development process.
- Ensure an adequate knowledge base is preserved while management and leadership are transitioned and populated with new skills and talents. This knowledge and competency preservation effort can occur at other levels, as identified by directors.

3.3.3 ANTICIPATED CHALLENGES

- Hiring supervisors are not properly trained to identify essential skills in candidates.
- Potential talent has been identified, but the current supervisor lacks the capability or is unwilling to effectively participate in succession planning.
- The incumbent is the supervisor of the potential candidate, but desired skill sets of potential candidates differ from those of the incumbent/or are different than the incumbent fosters and rewards.
- Growing a represented employee for a management position while working within contract/job description.

3.4 SUMMARY

The Parks and Recreation Department has done an excellent job of providing services and maintaining the parks and recreation system during the City's growth phase. Over the past five years, the City emphasized capital improvement projects, which enhanced the park system. Going forward, the focus of the Department should be on its organizational structure. The goal of updating the organizational structure is to provide a streamlined functional approach to sustaining and growing its level of excellence while efficiently and effectively implementing the recommendations of the master plan update.

The Department has strong leadership in place to successfully transition to the recommended organizational structure. Additionally, the Department has the staff in place that is willing to embrace the organizational shift, which is key to its success. As the City of Tucker continues to evolve, it is critical that the Parks and Recreation evolve as well to meet the needs of the City and its residents.

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CHAPTER 4

RECOMMENDATIONS

Tucker Recreation Center

4.1 RECOMMENDATIONS OVERVIEW

This section consolidates the outcomes from the demographic and recreation trends analysis, the park assessments, and the community engagement phases to present a comprehensive set of recommendations shaping the trajectory of Tucker Parks and Recreation over the next decade. Drawing from the needs assessment, this section establishes a benchmark for service levels while delineating key priorities for enhancing parks, trails, facilities, and programming initiatives throughout the upcoming planning period.

Contained within this section are concise yet comprehensive summaries detailing recommendations for overall park improvements, individual park enhancements, proposed level of service standards, facility improvements, programming strategies, and financial considerations. All recommendations for operations enhancements, including functional organizational structure, can be found in Chapter 3. Additionally, this section provides a detailed capital improvement plan and a foundational framework to anticipate and accommodate increased operations and maintenance costs associated with the integration of new and upgraded parks and facilities into the system.

4.2 GENERAL PARK RECOMMENDATIONS

ADA Compliance

The Americans with Disabilities Act was signed into law in 1990. It requires all facilities open to the general public to provide reasonable accommodations for those with disabilities and make their programs, services, and activities accessible to individuals with disabilities. Within most community park systems, some facilities may not comply; however, communities should be working toward compliance each year. The Department should conduct a detailed inspection of the parks and provide a recommendation report. While some items were noted in this study during site observations, the Department should rely on the detailed assessment of parks for compliance.

Safety and Security

Designing for parks should incorporate techniques to promote Crime Prevention Through Environmental Design (CPTED). These techniques include layers of security, such as physical design, lighting, cameras, and other methods. In addition, having citizens participate in decisions about parks and providing a range of activities throughout the day in parks is key. Citizen involvement with parks and recreation can lead to passionate support and use of parks. Maintenance is also crucial. Litter, broken equipment, etc., can contribute to perceiving a park as unsafe. These issues should be addressed quickly. For example, painting over graffiti immediately, even if it happens numerous times, will help deter future vandalism because they eventually move to areas where it stays. Keeping parks safe and feeling safe requires a combination of techniques. Successful approaches will have a direct relationship with park usage.

Playground Safety

Playgrounds offer an excellent avenue for children to engage in physical activity, enjoy the invigorating benefits of fresh air, and foster social interactions with their peers. However, the potential for injuries on the playground poses a significant concern. A Certified Playground Safety Inspector (CPSI) should monitor playgrounds on a regular schedule. Each playground should be inspected and maintained regularly to prevent hazardous conditions. High-use areas during peak times could require daily maintenance. Equipment and safety surfaces should be frequently inspected for damage.

Branding and Signage

Tucker has made progress on new park signage (see image from Henderson Park). This type of signage helps visitors identify that a park is in the Tucker park system and strengthens the brand identity. In addition to new monument signs, the Department has added rule signage and other information type signs over the past five years. As recommended in the previous study, the City has improved online information about the location, facilities, and programs available in the park.

As the Department continues to improve park signage at the parks, evaluations should be conducted to improve the effectiveness of the messages and location. During the evaluations, confirm that pedestrian signs are near pedestrian pathways and at the appropriate height. Consider adding more wayfinding and directional signs to help visitors keep their bearings, especially when they are on hiking trails. When designing new signage, include icons to help visitors.

Maintenance for Paved Surfaces

Regular inspections and maintenance are critical in the park beyond mowing and cleaning. For example, concrete sidewalks and asphalt parking lots will last longer if properly maintained. These improvements will last longer by resealing concrete expansion joints and sealing cracks in the asphalt. If the maintenance continues to be deferred, water and vegetation can get into the cracks and worsen the issue.

Miscellaneous

In addition to the issues laid out in this section, there are several miscellaneous overall park system recommendations. The City of Tucker currently uses an outside contractor to maintain their parks and facilities. The City should continue to use this contractor for maintenance. Additionally, the Parks and Recreation Department should seek a joint-use agreement with the DeKalb County School Board to use certain school facilities. This would benefit both agencies by maximizing existing playfields, gyms, and other facilities.

4.3 INDIVIDUAL PARK RECOMMENDATIONS

Fitzgerald Park

- Continue to build out the master plan for this park.
- Consider adding/improving the pedestrian connection across the existing creek. Pathway should meet all ADA requirements.
- Conduct site evaluations as the park phases open to analyze circulation and signage (adjustments may be required given the limited access and steep grades on site).

Henderson Park

- Provide an ADA-accessible path to tennis courts and new restroom building.
- Additional connectivity is needed in the park. Consider adding a paved path to connect the two sides.
- Maintenance of the existing and new facilities should be funded and prioritized (see general recommendation).
- Construct ADA-accessible trail throughout the entire park.
- Add wayfinding signage to enhance trails.

Johns Homestead

- Provide a connecting path and bridges to both sides of the park and consider additional connections to nearby neighborhoods.
- Provide wayfinding signage throughout the park.
- Replace the two existing dams.
- Remove invasive plant material.
- Add a restroom building at the north end of the park, near the proposed parking lot off Lawrenceville Highway.
- Fund stabilizing elements for the buildings, until the homestead master plan improvements are funded by others.
- Continue to build out the proposed master plan.

Kelley C. Cofer Park

- Add a new pedestrian entrance on N. Park Road near the existing parking lot and at the intersection of Angie Drive.
- Connect to City Trail System Segment #2 on the south side and east side of the park.
- Create ADA-accessible trails throughout the park with pedestrian bridges where necessary.

- Construct two fishing docks off the ADA-accessible trails around the lake.
- Construct two lake overlook pavilions, accessible by the ADA-accessible trails.
- Create woodland trails in the natural areas of the park.
- Enhance existing sidewalks and connect to new park trail system.
- Remove invasive plant material.
- Construct a restroom building adjacent to the existing playground on the eastern side of the park.
- Build a new playground near the existing parking lot, northeast of the pool.
- Upgrade the pool house/restroom facility and expand the splash pad.
- Upgrade pool house building and pump house structure.
- Construct removable dome over pool at Kelley Cofer Park – construct dome to create indoor swimming and aquatic space for residents to use pool year-round.
- Upgrade the existing ballfields:
 - » Improve scorekeeper’s box access and add railings.
 - » Add new site furnishings, including bleachers.
 - » Construct a new maintenance building and yard.
 - » Repair and re-open the concession stand/snack bar and restroom building.

Smoke Rise - Lord Park

- Construct an entrance drive and parking lot connecting Smoke Rise Drive to Militia Drive.
- Add pedestrian trail entrance at Smoke Rise Drive.
- Add pedestrian trail entrance at Militia Drive.
- Install ADA-accessible trail loops connecting the two proposed pedestrian trail entrances
- Add woodland trails throughout the park.
- Add workout stations along the woodland trail loop in the southwestern corner of the park or install an outdoor gym/workout area adjacent to the playground.
- Add a restroom building in the central area of the park.
- Add a picnic shelter in the central area of the park.
- Add a disc golf course.
- Provide a woodland challenge course.
- Construct an overlook near creek.

Montreal Park

- Install playground along Alcan Way.
- Construct an ADA-accessible trail.
- Enhance existing and construct new woodland trails throughout the site.
- Provide wayfinding signage.
- Install playground near Montreal Road.
- Install picnic pavilion near Montreal Road and Alcan Way.
- Create pedestrian entrances at multiple access points.
- Remove invasive plant material.

Peters Park

- Add a restroom facility to existing pavilion.
- Add a sand volleyball court.
- Resurface basketball courts.
- Perform repairs on existing pavilion.
- Add a pedestrian entrance on the north side of the park, connecting to Herbert Drive.
- Purchase trail easement.
- Extend existing pedestrian path across stream in southwest area of the park.
- Add a pedestrian bridge over the stream.
- Add a trailhead park/pedestrian entrance at the end of Sentry Drive.
- Install a bocce ball/horseshoe court area.
- Expand trail system, add a second walking loop connecting existing walking loop via pedestrian bridge.
- Consider expanding the park and provide additional passive recreation facilities.

Probst Park

- Purchase parcel west of park for park expansion.
 - » Add a third parking lot.
 - » Add a restroom building.
 - » Install a pavilion.
 - » Add a pedestrian entrance off Silver Hill Road.
 - » Connect proposed pedestrian entrance to woodland trail system.

Rosenfeld Park

- Renovate existing tennis courts.
- Add off-street parking for cars and bikes.
- Continue ongoing maintenance of the existing and new facilities.

Smoke Rise Crossing

- Add parking lot parallel to Lilburn-Stone Mountain Road.
- Add pedestrian trail entrance at Lilburn-Stone Mountain Road with connecting sidewalks.
- Improve the intersection at Lilburn-Stone Mountain Road and Old Stone Mountain Road.
 - » Add Crosswalk.
 - » Improve existing traffic light.
- Add a second pedestrian trail entrance near the southwestern portion of the park.
- Install an ADA-accessible trail connecting the two proposed pedestrian trail entrances.
- Add a new woodland trail loop throughout the park, including pedestrian bridges over the stream
- Add a pavilion overlooking the stream.

Tucker Nature Preserve

- Install a nature playground.
- Add an outdoor amphitheater/classroom.
- Construct ADA-accessible trail loop.
- Add an ADA-accessible pavilion along new trail.
- Realign and enhance woodland paths with wayfinding signage.
- Connect park trails to City Trail System.
- Enhance woodland trails and remove invasive vines from trees.

Tucker Recreation Center

- Relocate Browning Courthouse to downtown historic site or other civic site, following a feasibility study.
- Based on the feasibility study, the existing building should be demolished. Before relocating, construct new recreation center (site to be determined).
- Enhance existing entrance drive to connect parking lots; add drop-off in front of recreation center.
- Construct new pickleball tournament facility and additional facilities, including sand volleyball and bocce ball.
- See Section 4.6 for more detailed recommendations for the Tucker Recreation Center.

Tucker Town Green

- Not applicable.

Westwood Nature Preserve

- Install a bench or small picnic shelter in the northeastern corner of the park with additional trees and low maintenance landscaping.
- Include environmental signage that explains that this area is a nature preserve.

4.4 PROPOSED LEVEL OF SERVICE STANDARDS

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities, and amenities. LOS standards change over time: as the population increases, the need to acquire additional land and develop parks also increases. The costs of acquiring additional land and developing parks will also increase. Additionally, the LOS standards should be viewed as a guide. The standards should be utilized with conventional wisdom and judgment related to the particular situation and needs of the community. These standards should be used to inform decisions when planning to develop new parks, facilities, and amenities.

The planning team evaluated LOS standards using the National Recreation and Park Association (NRPA) guidelines. The standards include a recommended service level based on acreage for each type of park (except for Greenways/Trails), for total park acreage, and for important outdoor amenities (i.e., pavilions, baseball fields, multi-purpose fields, etc.) based on quantity. The standards include a current LOS based on 2023 population and a recommended LOS in 2028 based on population growth projections.

By applying the LOS standards to the population of Tucker, gaps and surpluses in park and facility/amenity types are revealed. Currently, there are multiple needs to be met within Tucker to properly serve the community now, as well as in the future. Tucker currently provides a **total LOS of 16.5 acres of developed parkland per 1,000 residents based on the City's population**. Developed parkland describes any park that is open to users of all abilities and that has infrastructure in place to support safe park use. Those uses may include, but are not limited to, parking area(s), restrooms, and basic park amenities such as trails, open play space, etc.

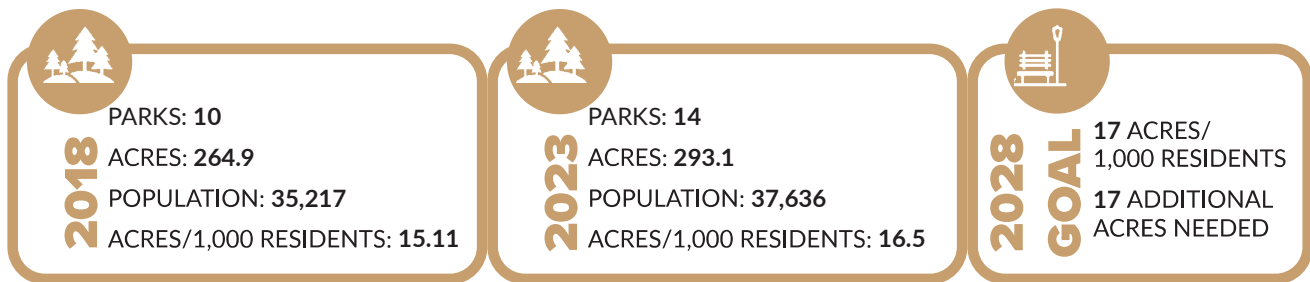


Figure 4-1: The 2018 LOS, the 2023 LOS, and the LOS goal.

Tucker is fortunate to have a sizable amount of parkland, primarily in the form of Community Parks. After much consideration, the **consultant team recommends increasing the LOS standard from 16.5 to 17.00 acres/1,000 population** as a goal. This means that currently, the City is deficient by 17 acres of developed parkland. To keep up with the projected population growth, the City will need to add a total of 17 acres of developed parkland to the parks and recreation system by the year 2028 to achieve the recommended standard. However, just adding land is not the intent of the recommendation. The key is adding certain types of parks in strategic locations. Figure 4-3 illustrates possible park locations (shown in lavender).

Park Type	Service Levels						2023 Standards			2028 Standards		
	Current Service Level			Recommended Developed Park Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Developed Parks/Facilities/ Amenities Needed	
Mini Park	0.01	acres per	1,000	0.05	acres per	1,000	Need Exists	2	Acre(s)	Need Exists	2	Acre(s)
Neighborhood Parks	0.84	acres per	1,000	0.75	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Community Parks	5.28	acres per	1,000	5.75	acres per	1,000	Need Exists	18	Acre(s)	Need Exists	16	Acre(s)
Sports Complex	0.48	acres per	1,000	0.75	acres per	1,000	Need Exists	10	Acre(s)	Need Exists	10	Acre(s)
Special Use Parks	-	acres per	1,000	0.20	acres per	1,000	Need Exists	8	Acre(s)	Need Exists	7	Acre(s)
Open Space/Conservation Parks	9.77	acres per	1,000	9.50	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
Total Developed Park Acreage	16.38	acres per	1,000	17.00	acres per	1,000	Need Exists	37	Acre(s)	Need Exists	35	Acre(s)
Undeveloped Park Acreage	0.54	acres per	1,000	0.00	acres per	1,000						
Recommended Land Acquisition (Needs Exist less the Current Undeveloped Park Land)							Needs Exists	17	Acre(s)	Needs Exists	14	Acre(s)

Table 4-9: Recommended Level of Service - Park Acreage.

It is important to highlight that simply adding acres to the system will not address the recommended goals. As Table 4-9 shows, the type of park matters. There is a shortage of Mini Parks, Neighborhood Parks, Community Parks, Sport Complexes, and Special Use Parks. The undeveloped park land currently owned by the City may be appropriate for Mini Parks, Neighborhood Parks, and Community Parks, but probably not for Sports Complex fields.

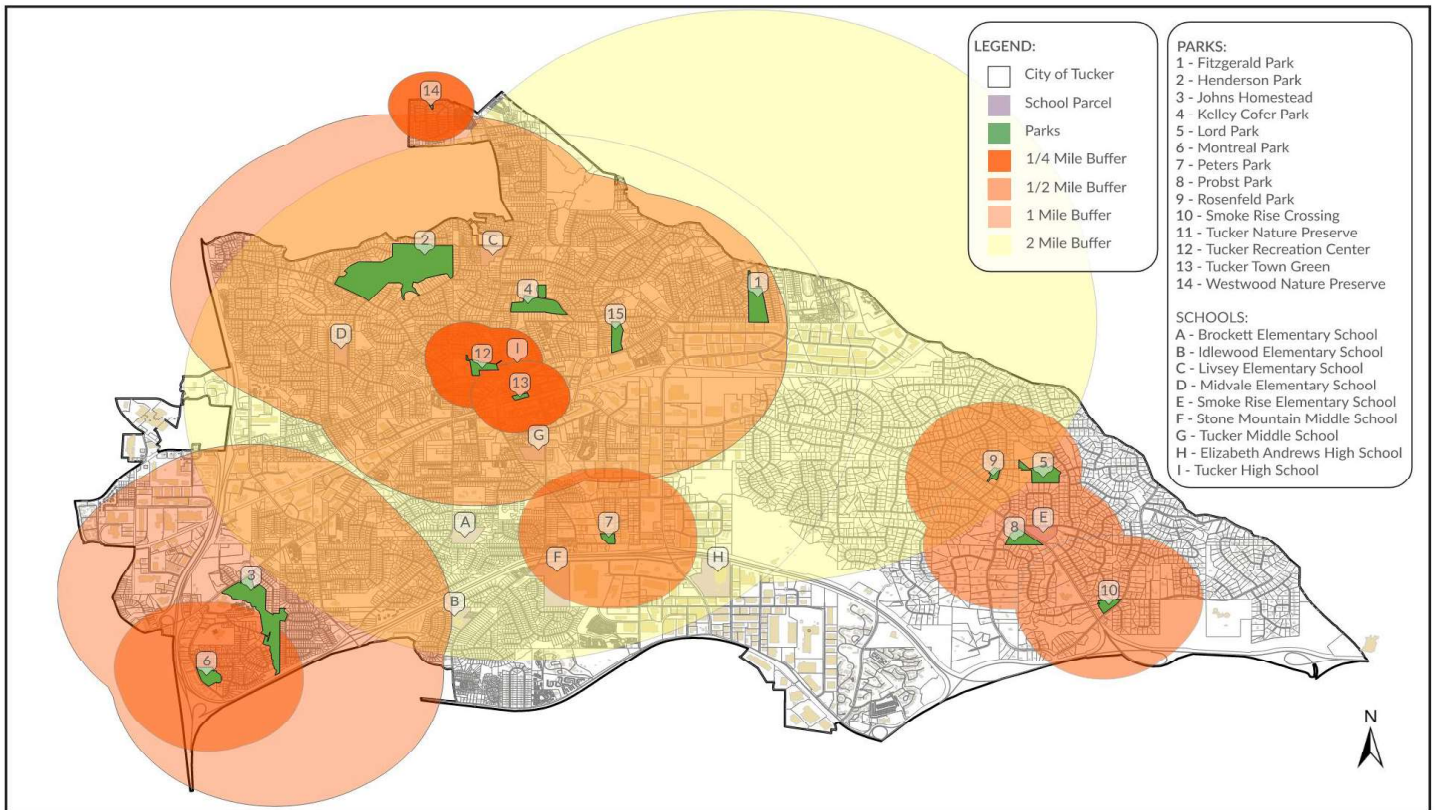


Figure 4-2: Current Level of Service / Gap Analysis (Barge, 2023).

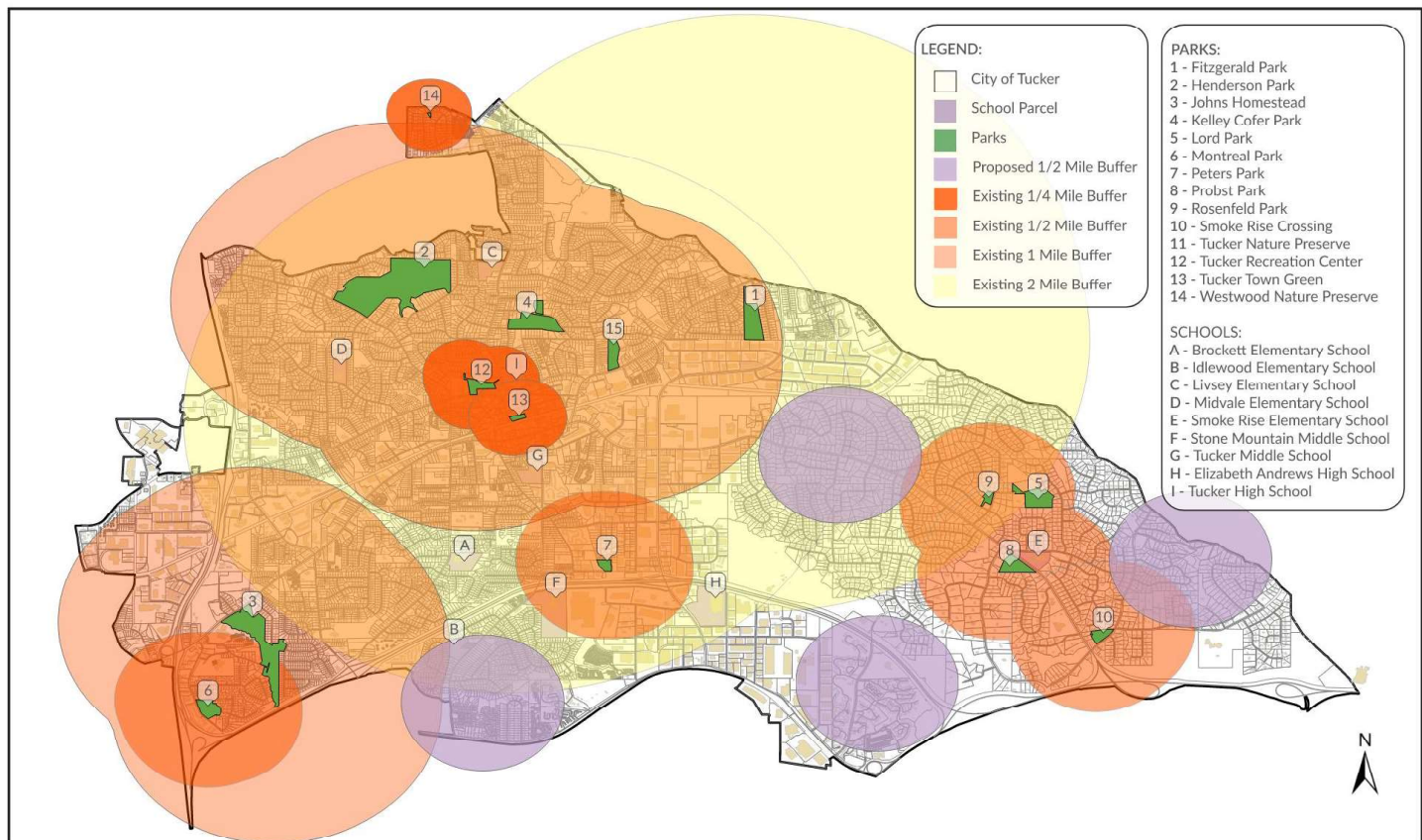


Figure 4-3: Proposed Level of Service (Barge, 2024).

4.5 FACILITY IMPROVEMENTS

Based on discussion with Parks and Recreation Department staff, as well as information garnered during public input sessions, the planning team compiled a list of facility improvements, shown below. The list is organized into three categories of action items: short-term (1-3 years), mid-term (4-6 years), and long-term (7-10 years). Short-term action items should be the priority of the Parks and Recreation Department.

ACTION PLAN FOR FACILITIES

SHORT-TERM RECOMMENDATIONS (1-3 YEARS)

- Recreation Center Redevelopment – reassess the 2019 Recreation Feasibility Study and redevelop the Recreation Center following the reassessment
- Add Walking Trails – add walking trails to Lord Park; add additional trails to Tucker Nature Preserve, Smoke Rise Crossing, Probst Park, Montreal Park, and Johns Homestead. Trails could be natural or paved.
- Construct Pickleball Ball Courts – plans to construct pickleball courts at the existing recreation center are currently underway.
- Construct Outdoor Performance Space – plans to construct an outdoor performance space at the new Town Green are currently underway.
- Evaluate ADA Compliance – conduct detailed inspections of the parks and provide a recommendation report. Begin to implement recommendations.

MID-TERM RECOMMENDATIONS (4-6 YEARS)

- Update Pool Houses at Kelley Cofer Park and Rosenfeld Park – renovate existing pool houses at both parks to better support summer swimming.
- Construct Removable Dome Over Pool at Kelley Cofer Park – construct dome to create indoor swimming and aquatic space for residents to use pool year-round.
- Continue to implement park master plans.

LONG-TERM RECOMMENDATIONS (7-10 YEARS)

- Conduct feasibility study for natatorium – conduct feasibility study for indoor swimming facility to meet year-round swimming needs of the community.
- Improve ADA Compliance – Continue to update facilities to meet ADA standards.

4.6 TUCKER RECREATION CENTER RECOMMENDATIONS

One of the recommendations set forth in the 2019 Tucker Parks and Recreation Master Plan was to conduct a feasibility study for the Tucker Recreation Center, which was completed. Based on community input during this 5-Year Update, the Feasibility Study should be reassessed to take into consideration requests for a Senior Center and an Arts Center. The Feasibility Study Reassessment should consider the inclusion of senior center facilities and/or arts center facilities within the redevelopment of a new or updated recreation center. Below is the executive summary, as well as design options from the Tucker Recreation Center Feasibility Study, which was conducted and written by Stevens & Wilkinson, a local architecture firm (now SSOE). Similar consideration should be given to the facilities needed for a senior center and arts center.

General Project Description

Stevens & Wilkinson GA, Inc. was retained by the City of Tucker Parks and Recreation to perform a high-level Property Condition Assessment for the Tucker Recreation Center building and parcel located at 4898 Lavista Road, Tucker, Ga. 30084. The intent of the report is to identify needed repairs, updates, and modernizations to the buildings to determine the feasibility of continued or future occupancy. The purpose of this site assessment is to evaluate the current condition of the property, identify potential site issues, and recommend site repairs and upgrades that may need to be addressed if the existing building renovation is deemed feasible.

The Report also provides an estimate for renovation of the existing building and a second budget estimate the cost per sq. ft. for a new construction recreation center on the same site. The Report also addresses some overall program goals for the Parks and Recreation programs and an assessment of the existing facility's ability to meet these needs with renovations and/ or additions.

The building was built in 1954 as the K-12 Tucker Elementary school. A large gym was added to the east wing during 1992-1993 for the Olympic Gymnastics' team. At that time there were some upgrades to the restrooms and concession area in the northeast wing of the building. The building has been occupied as a recreation center by DeKalb County since 1980. In 2016 the City of Tucker was founded and took over operation of the facility in 2018.

There are approximately 35 programs ranging from large group activities to private music lessons based in the building currently. These programs are currently operated by multiple independent contractors. Some of these contractors are individual instructors.

The general layout of the Tucker Recreation Center consists of the original "U" shaped one-story building with the historical front door facing Lavista Road and two classroom wings extending north on the east and west sides of the property. The south wing houses an auditorium, kitchen area, support areas, and administration areas. There is a gymnasium addition located at the northeast end of the east wing.

Conclusions

This report has concluded that the building is of an aged condition and will require substantial renovation and replacement of major systems to update the building for continued and future use as a recreation center. Some of the concerns that the team might expect to see in a building of this age and condition could not be confirmed without further destructive exploration. Therefore, if renovation is pursued, it may be expected that there might be more damage revealed to systems and structure that are not currently apparent. Additionally, the building does not appear to be current with building energy, fire, or accessibility codes.

Renovations recommended or required are for multiple building systems. The list includes but is not limited to:

- Installing a sprinkler system in the original elementary school building.
- Installing new roof and roofing system.
- Updateing electrical systems.
- Replacing the lighting throughout with LED fixtures and supply automatic shut off controls.
- Updating the plumbing systems.

- Replacing all exterior windows in the 1954 building.
- Replacing all doors, door hardware, and door configurations to be code compliant.
- Renovating the interiors to address code deficiencies in the building, such as ADA accessibility.
- Renovating restrooms, fixtures, and configurations, including fixture count.
- Repairing structural members where deterioration was observed.
- Repairing the roof deck and structural beams for possible damage unseen.
- Replacing all interior finishes.
- Conducting site work to address low drainage areas, roof draining, and parking lot striping, screening the transformer, and accessibility.
- Updating the mechanical systems for the 1954 and gymnasium buildings.
- Insulating the 1954 building and the gymnasium.
- Removing the murals and return the front façade to the original materials.
- Addressing additional parking needs.

Options

Option One. The report assessed the current program and the near-term future program based on information provided by the City. If the building is to be renovated and continue its current use as a public recreation center, then it is recommended that the interior demising walls be demolished and reconfigured to provide spaces that better accommodate a recreation center program and use. Additionally, the renovation would include the list of items noted above as a minimum to address the building system upgrades and extend the life of the building. The courtyard would be landscaped to create outdoor recreation spaces. The renovation could happen in phases or as one major renovation.

However, the City of Tucker may be better served in the years to come by demolishing all or part of the existing buildings and creating a new recreation center that addresses all the needs of the community.

Option Two. The three variations of Option Two propose renovating a portion of the existing building, either the gym, the south wing or both, demolishing the remainder of the building, and adding a large addition to provide more functional building spaces to suite the program needs. All the options would rework the parking and site access to accommodate future and greater use. The south wing has historic 1954 details and the auditorium is functioning well for the City’s needs. The east and west wings are currently not ideal for use as a recreation center. Although the gym is not energy efficient, the City of Tucker is going to invest money this year in a renovation project and the current structure is large enough to provide area for a multitude of functions.

In Option Two A, the south wing and the gym would be renovated, the remainder of the existing building would be demolished, and a 32,200-square foot addition added adjacent to the renovated structures. The advantage to this plan is preserving the historically interesting south wing.

In Option Two B, the gym would be renovated, the remainder of the existing building would be demolished, and a 41,500-square foot addition added adjacent to the renovated structure. The advantage is if the City of Tucker renovates the existing gym building, then that investment would be protected.

In Option Two C, the south wing would be renovated, the remainder of the existing building would be demolished, and 26,700- and 19,000-square foot additions added adjacent to the renovated structure. The advantage to this plan is preserving the historically interesting south wing.

In Option Three the entire current recreation center would be demolished, and a new center would be sited in the location of the existing buildings but built to accommodate the program efficiently and to code. The footprint of the building could be condensed to accommodate more parking and possibly more green spaces.

4.7 PROGRAMMING STRATEGIES

During the public meeting and the First Friday event, Tucker residents were asked to vote on their preferred programming available through the Parks and Recreation Department. The table below lists the programs voted on by community members during the community meeting and First Friday event. They are shown in high, medium, and low priority based on the number of votes each program received.

PRIORITY	PROGRAM	ACTION	TIMELINE
HIGH	Community special events (festivals, etc)	Expand / Direct Provide	Short-term
HIGH	Gardening classes, farm-to-table classes and events	Expand / Direct Provide	Short-term
HIGH	Outdoor programs (nature hikes, etc)	Expand / Direct Provide	Short-term
HIGH	Senior programs and services	Expand / Direct Provide	Short-term
HIGH	After school programs / out of school camps	Expand / Direct Provide	Short-term
HIGH	Art classes (pottery, painting, etc)	Expand / Direct Provide	Short-term
HIGH	Programs for people with special needs	Expand / Direct Provide	Short-term
HIGH	Water fitness programs / lap swimming	Expand / Direct Provide	Short-term (seasonal)
PRIORITY	PROGRAM	ACTION	TIMELINE
MEDIUM	Fitness and wellness programs (yoga, tai chi, etc)	Develop / Direct Provide	Mid-term
MEDIUM	Environmental education & programs	Develop / Facilitate	Mid-term (partnerships)
MEDIUM	Youth soccer programs	Develop / Facilitate	Mid-term (partnerships)
MEDIUM	Adult learning classes (language, tech, etc.)	Develop / Facilitate	Mid-term (partnerships)
MEDIUM	Performing arts programs	Develop / Facilitate	Mid-term (partnerships)
MEDIUM	Running events (5k, 10k, half & full marathons)	Develop / Facilitate	Mid-term (partnerships)
MEDIUM	Adult basketball / volleyball programs	Develop / Facilitate	Long-term
PRIORITY	PROGRAM	ACTION	TIMELINE
LOW	Tennis lessons and leagues	Consider / Facilitate	Long-term
LOW	Bicycle lessons and clubs	Consider	Short-term (partnerships)
LOW	Walking / jogging / running clubs	Consider / Facilitate	Short-term
LOW	Youth baseball / softball	Consider / Facilitate	Long-term
LOW	Youth basketball / volleyball	Consider / Facilitate	Long-term
LOW	Youth learning and enrichment classes	Consider / Facilitate	Short-term (partnerships)
LOW	Gymnastics	Consider / Facilitate	Short-term (partnerships)
LOW	Recreation / competitive swim team	Consider / Facilitate	Long-term (facility development)

4-8 FIVE-YEAR CAPITAL IMPROVEMENT PLAN (CIP)

Below is a budget and time frame for capital improvement projects over the next 5 years. This CIP builds upon the Action Plan listed in section 4.x of this report. Some of these projects relate to the Tucker Comprehensive Plan. The spreadsheet was created by the City of Tucker Parks and Recreation Department in May 2024. This table is based on individual park improvement recommendations, as well as facility improvements.

PROJECT NAME	DESCRIPTION	RELATED PLAN	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
NEW FACILITIES								
Tucker Town Green	new downtown park on Railroad with pavilion, water features, shaded plaza, play areas, market walk, includes reconfigured utilities	Tucker Comprehensive Plan G4-2-G4-8	\$ 7,800,000					
Playground at Church St. Greenspace	install a new playground with rubber base	Tucker Comprehensive Plan G4-3	\$	\$ 100,000				\$ 100,000
Reassessment of Recreation Center Feasibility Study	Update 2019 Feasibility Study and include needs for Senior Center and Arts Center facilities	2019 Recreation Center Feasibility Study	\$ 90,000					
New Recreation Center	either demo existing facility and rebuild or build new on alternate site (study may be necessary). NOTE: may need an updated study	P&R Master Plan/ Tucker Comprehensive Plan G4-10	\$	\$ 20,000,000				\$ 20,000,000
New/Renovate Senior/Performing Arts Center	build new or possible renovate existing TRC to accommodate a Senior/Performing Arts Center (study may be necessary)	P&R Master Plan/ Tucker Comprehensive Plan G4-11				\$ 10,000,000		\$ 10,000,000
FITZGERALD PARK								
Fitzgerald Park Field 2 bleachers/press box	new bleachers, press box, field improvements, walkability, etc.	P&R Master Plan/ Tucker Comprehensive Plan G4-3	\$ 450,000					\$ 450,000
Fitzgerald Park - parks maintenance area	complete a new/renovated maintenance area at Fitz Park for parks maintenance crews	Tucker Comprehensive Plan G4-3	\$ 100,000					\$ 100,000
Fitzgerald Park playground	add a playground on Field 4 level for neighborhood	P&R Master Plan/ Tucker Comprehensive Plan G4-3	\$	\$ 85,000				\$ 85,000
Fitzgerald Park Field 2 field house	if room exists after all renovations, add a field house with meeting rooms, locker rooms.	P&R Master Plan/ Tucker Comprehensive Plan G4-3				\$ 500,000		\$ 500,000
Field Turf Fitzgerald Field 1	artificial turf with football, soccer and lacrosse fields inlaid	P&R Master Plan/ Tucker Comprehensive Plan G4-3			\$ 1,200,000			\$ 1,200,000
HENDERSON PARK								
Henderson Park restroom @ Lake Pavilion	add a restroom (compost or with new sewer) at the pavilion on Lake Erin	P&R Master Plan/ Tucker Comprehensive Plan G4-3				\$ 300,000		\$ 300,000
Henderson Park bridges/boardwalks	improve access on Henderson Park trails by improving/adding new boardwalks/bridges	P&R Master Plan/ Tucker Comprehensive Plan G4-3	\$	\$ 15,000		\$ 15,000		\$ 30,000
Field Turf Henderson Field 6 (Livsey)	artificial turf with football, soccer and lacrosse fields inlaid	P&R Master Plan/ Tucker Comprehensive Plan G4-3	\$	\$ 1,200,000				\$ 1,200,000
Sport Field Lighting	Henderson Field 1	Tucker Comprehensive Plan G4-3	\$	\$ 145,000				\$ 145,000
Sport Field Lighting	Henderson Field 4/5	Tucker Comprehensive Plan G4-3	\$	\$ 210,000				\$ 210,000
Sport Field Lighting	Henderson Field 2/3 upgrade to LED	Tucker Comprehensive Plan G4-3			\$ 125,000			\$ 125,000
Field Turf Henderson Field 2/3	artificial turf with football, soccer and lacrosse fields inlaid	P&R Master Plan/ Tucker Comprehensive Plan G4-3				\$ 1,400,000		\$ 1,400,000
JOHNS HOMESTEAD PARK (JHP)								
Playground at Johns Homestead	install a new playground with rubber base at Edinburgh Drive	P&R Master Plan/ Tucker Comprehensive Plan G4-3	\$	\$ 125,000				\$ 125,000
JHP Pavilion	JHP - Edinburgh entrance/greenspace	Tucker Comprehensive Plan G4-3	\$	\$ 100,000				\$ 100,000
JHP Playground	JHP - Edinburgh entrance/greenspace	Tucker Comprehensive Plan G4-3				\$ 125,000		\$ 125,000
JHP Parking	JHP - Edinburgh entrance/greenspace	Tucker Comprehensive Plan G4-10					\$ 350,000	\$ 350,000

Continued.

PROJECT NAME	DESCRIPTION	RELATED PLAN	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029	Total
KELLEY COFER PARK								
Cofer Lake dredging	dredge the existing lake at the park to remove 3 - 5 feet of sediment	Tucker Comprehensive Plan G4-5			\$ 2,000,000			\$ 2,000,000
Cofer Park bridges/boardwalks	improve access on Cofer Park trails by improving/adding new boardwalks/bridges	PSR Master Plan/Tucker Comprehensive Plan G4-3			\$ 15,000		\$ 15,000	\$ 30,000
Sport Field Lighting	Cofer Fields 1/2 upgrade to LED	Tucker Comprehensive Plan G4-3			\$ 125,000			
Renovate/New Pool House at Cofer Pool	renovate/build new pool facility at park to replace/upgrade 40+ year old building	Tucker Comprehensive Plan G4-3					\$ 2,500,000	\$ 5,000,000
LORD PARK								
Lord Park Entry/Parking	add entry/exit lane with necessary parking and stormwater improvements	PSR Master Plan/ Tucker Comprehensive Plan G4-4,5 and 6	\$ 750,000					\$ 750,000
MONTREAL PARK								
Parking Lot Montreal Park	install paved parking at Montreal off of Montreal Road/Alcan Way	PSR Master Plan/Tucker Comprehensive Plan G4-3				\$ 1,200,000		\$ 1,200,000
Restroom at Montreal Park	install restroom at Montreal Park	PSR Master Plan/Tucker Comprehensive Plan G4-3				\$ 350,000		\$ 350,000
ROSENFELD PARK								
Rosenfeld Park tennis courts	demo existing courts, correct erosion/stormwater issues, rebuild tennis courts, add off street parking	Tucker Comprehensive Plan G4-4	\$ 700,000					\$ 700,000
Renovate/New Pool House at Rosenfeld Pool	renovate/build new pool facility at park to replace/upgrade 40+ year old building	Tucker Comprehensive Plan G4-3					\$ 2,000,000	\$ 2,000,000
Splash Pad (Rosenfeld Park/Pool)	interactive splash pad	Tucker Comprehensive Plan G4-3			\$ 600,000			\$ 600,000
TUCKER NATURE PRESERVE (TNP)								
Playground at TNP	install a new playground with rubber base	PSR Master Plan/Tucker Comprehensive Plan G4-3		\$ 125,000				\$ 125,000
Paved parking lot at TNP	expand and pave the existing gravel parking lot for better access to the park	PSR Master Plan/Tucker Comprehensive Plan G4-3			\$ 1,200,000			\$ 1,200,000
Educational area (Center) at TNP	build a facility (indoor/outdoor) for nature classes/learning opportunities	PSR Master Plan/Tucker Comprehensive Plan G4-3			\$ 100,000			\$ 100,000
TUCKER RECREATION CENTER (TRC)								
TRC Parking/Pickleball Courts	install new parking and 12 p/b courts in TRC rear field with improved entrance	PSR Master Plan/ Tucker Comprehensive Plan G4-10	\$ 1,000,000					\$ 1,000,000
TRC Improvements	replace exterior doors	Tucker Comprehensive Plan G4-10	\$ 100,000					\$ 100,000
Realign main driveway at TRC	determine if realigning the main drive way into TRC is feasible and affordable	Tucker Comprehensive Plan G4-10		\$ 65,000	\$ 500,000			\$ 565,000
GENERAL IMPROVEMENTS								
LED (multi-use) Video Board	LED board for scoreboard on new stadium field, movies in the parks, event broadcasts	Tucker Comprehensive Plan G4-7	\$ 200,000					\$ 200,000
Robotic field paint machine	robot to paint field lines for youth sports	Tucker Comprehensive Plan G4-3	\$ 65,000					\$ 65,000
Winter Turf Blankets	turf blankets for sports field winter maintenance	Tucker Comprehensive Plan G4-3	\$ 45,000					\$ 45,000
P&R Vehicle	purchase vehicles (new, lifecycle)			\$ 100,000			\$ 100,000	\$ 200,000
Soccer Mini-Pitch	small (5v5, 7v7), artificial turf soccer fields (grants may be available) - park/location undetermined	Tucker Comprehensive Plan G4-3					\$ 1,200,000	\$ 1,200,000
TOTALS			\$3,410,000	\$1,945,000	\$4,890,000	\$2,990,000	\$8,265,000	\$23,395,000

Note: Opinion of costs listed are a rough order of magnitude and takes into consideration only general top-level estimates. This chart and opinions should be updated often with more detailed information.