Hollie Berry
Mayor

Martin Granum
City Manager

City of Red Bank

BOARD OF COMMISSIONERS WORK SESSION

Work Session Agenda
July 16, 2024
4:30 PM

The purpose(s) of the meeting shall be for the Commission to receive, consider, discuss, deliberate, and debate the matters listed herein below and such other public business as may lawfully be undertaken provided that no formal votes are to occur and no matters or issues will be formally decided upon at this meeting.

I. **Employee Recognition(s)**
Martin Granum - CMFO certification

II. **Parks & Rec Plan Presentation**

III. **Proclaim Parks & Rec Professionals Day Res No. 24-1704 (PWD Tate)**

IV. **Update to Wrecker Fees Res No. 24-1705 (PC Seymour)**

V. **Appoint Freddy Hanner to Non-Profit Board Res No. 24-1706 (CDD Johnson)**

VI. **Authorize contract addendum #1 with Barge Design Solutions for professional services to provide a public works facility building program study Res No. 24-1708 (CDD Johnson)**

VII. **Approve temporary use of Right of Way behind Red Bank Baptist Church Res No. 24-1709 (CDD Johnson)**

VIII. **Approve Purchase of Bike-Safe Storm Water Grates Resolution 24-1707 (PWD Tate)**

IX. **Beer Board Hearing**
Jared Most (The Meeting House) - Request to serve beer on premise at 3912 Dayton Blvd

X. **Citizen Comments on items on the Work Session Agenda**

5:45 Hard stop to allow citizen comments on items on this Work Session Agenda (CM Granum)

XI. **Any other business to discuss**

XII. **Adjournment**

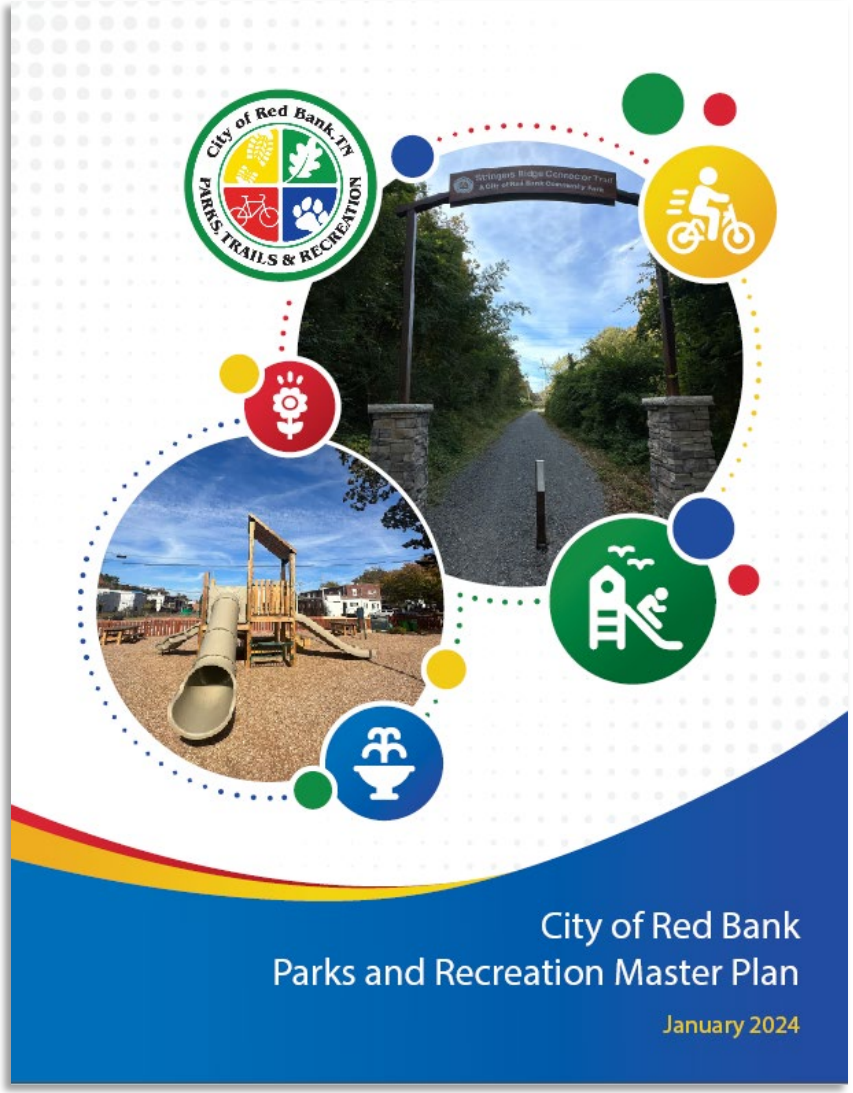
City of Red Bank, TN

Parks and Recreation

Master Plan

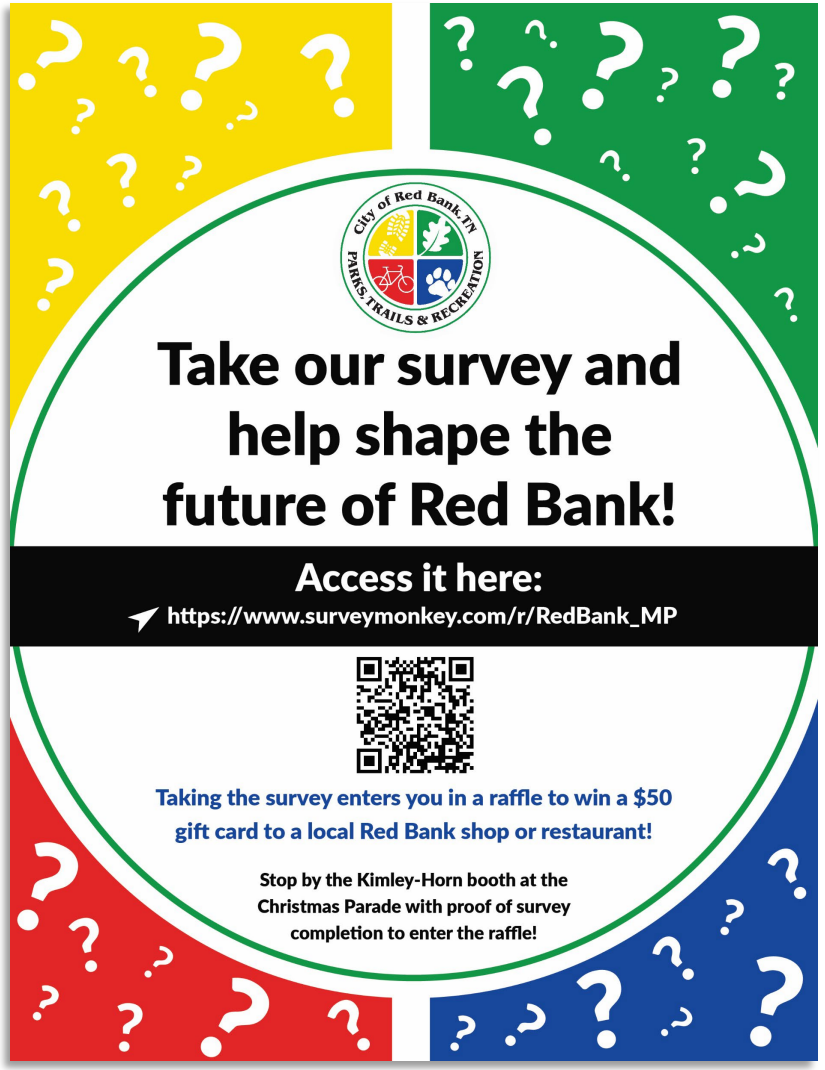
Plan Contents

1. Community Engagement
2. Demographics Analysis
3. Benchmark Analysis
4. Facility Inventory and Analysis
5. Program Assessment
6. Staffing Recommendations
7. Financial Analysis & Revenue Strategies
8. Implementation Plan



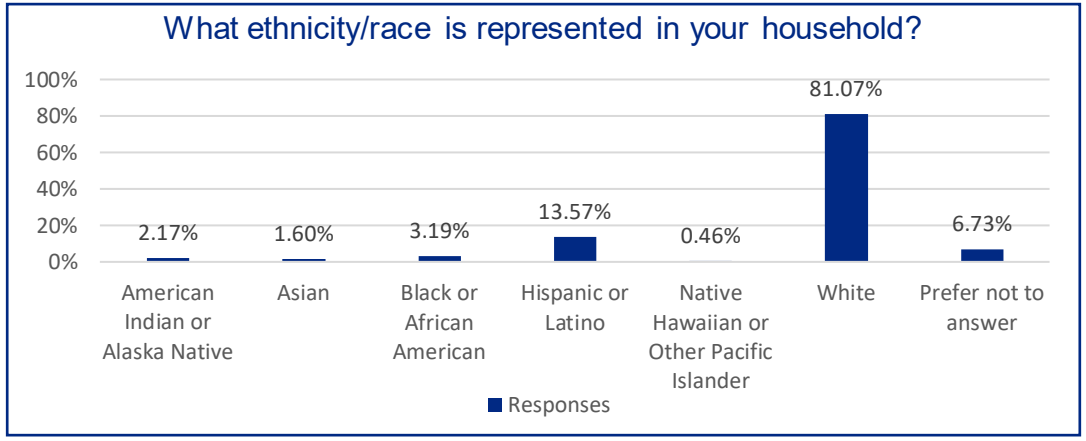
Community Engagement

- Public Survey
- SWOT Workshop
  - Conducted with stakeholder group on 1/23/2023
- Staff and Stakeholder Interviews
  - City staff
  - Boxing club
  - Red Bank Youth Association – Softball/Baseball
  - Parks Board members
  - Mayor and Vice Mayor
  - Commissioners
  - Seniors on the Go



Public Survey

- 883 survey respondents
- 17 survey questions
  - Demographic
  - facility and amenity usage
  - future facility
  - facility and amenity usage perception questions



- Top desired programs and events:
  - Concerts & music at the parks
  - Festivals
  - Food truck events
  - Soccer
  - Farmers Market

- Top desired facilities to add or expand upon:
  - Greenway
  - Bike infrastructure
  - Playground
  - Sidewalks
  - Soccer Fields

City of Red Bank, TN
Systemwide Recreation
MASTER PLAN

Kimley»Horn

SWOT Highlights

- Strengths
  - Strong engagement from a variety of community and city groups
  - Fresh start for department
  - Existing park and recreation assets
  - Growing community
- Weaknesses
  - Land constraints
  - Lack of resources dedicated solely to parks and recreation in the past
  - Lack of partnerships with local groups and surrounding municipalities
  - Lack of accessible pedestrian infrastructure
- Opportunities
  - Partnership opportunities
  - Pedestrian infrastructure and connectivity
  - Existing undeveloped City owned property
  - Grant funding for new opportunities
- Threats
  - Stringer's Branch
  - Lack of priority planning
  - Lack of risk management procedures
  - Lack of communication about parks and recreation

Benchmark Analysis

Acres of parkland per 1,000 residents

	National	Less than 20,000 Residents
Upper Quartile	18.4	21.1
Median	10.8	13
Lower Quartile	5.3	6
Red Bank	5.1	

Outdoor park and recreation facilities – population per facility

- Red Bank provides a **competitive number** of pickleball courts, tennis courts, playgrounds, dog parks, swimming pools, and softball and baseball fields as national average.

Full-time equivalent employees (FTEs) per 10,000 residents

	National	Less than 20,000 Residents
Upper Quartile	15.5	20.1
Median	8.9	11.5
Lower Quartile	4.8	6.5
Red Bank	1	

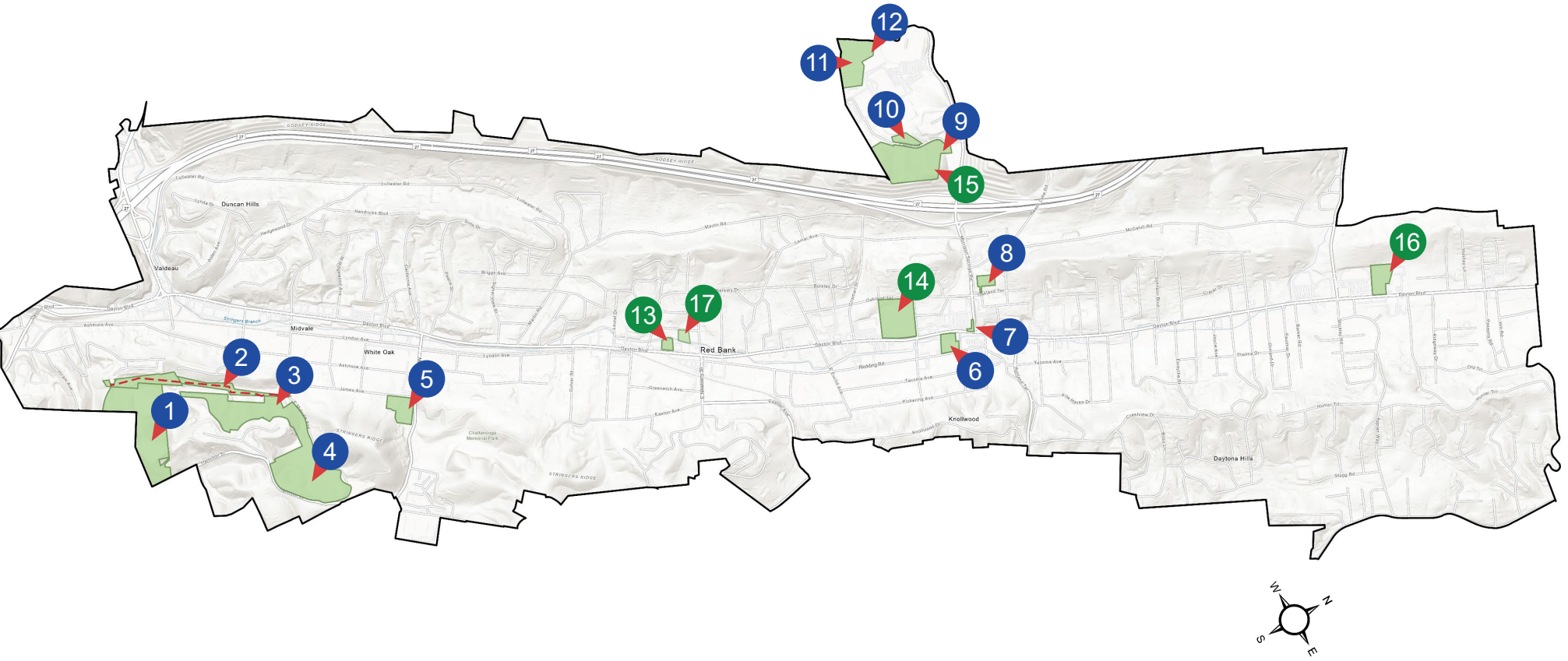
Key responsibilities of park and recreation agencies

- **Keeping pace** with **similar sized communities** with types of facilities and programming being offered.
- **Deficiencies in** community gardens, outdoor amphitheaters, golf courses, indoor swim facilities, farmers markets, indoor performing arts center, indoor sports complexes, and arena/racetracks.

Annual operating expenditures per capita

	National	Less than 20,000 Residents
Upper Quartile	$172.05	$229.61
Median	$94.77	$120.79
Lower Quartile	$53.23	$69.65
Red Bank	$23.08	

Facility Inventory and Analysis



1. Stringer's Ridge Preserve (the portion owned by Red Bank)
   1312 Spears Avenue
2. White Oak Connector
   Between 406 & 410 Midvale Avenue
3. The Field Cemetery
   Along White Oak Connector
4. White Oak Park
   798 Ben Miller Parkway
5. Norma Cagle Ballfields
   2226 James Avenue
6. City of Red Bank Park (Kids Corner Park, City Pickleball, & Tennis Courts)
   3817 Redding Road
7. Town Center Memorial
   3901 Dayton Boulevard
8. Red Bank Cemetery
   4005 Oakland Terrace
9. Red Bank Swimming Pool
   3620 Tom Weathers Drive
10. Joseph Glasscock Community Center
    3653 Tom Weathers Drive
11. Red Bank Boxing Building
    648 Morrison Springs Road
12. Morrison Springs Ballfields
    648 Morrison Springs Road
13. Undeveloped City Owned Property
    3113 Dayton Boulevard
14. Undeveloped City Owned Property
    3715 Dayton Boulevard
15. Undeveloped City Owned Property
    3620 Tom Weathers Drive
16. Undeveloped City Owned Property
    4838 Dayton Boulevard
17. Undeveloped City Owned Property
    3112 Elmore Avenue

Red Bank City Park

AMENITIES	CONDITION
Playground	Good
Restroom Building	Good
Tennis Courts	Poor
Pickleball Courts	Good
Greenspace with Stage	Fair
Gazebo at Kids Corner	Poor
Pedestrian Bridges	Poor
Stringers Branch (Portion Running Through the Park)	Poor

Recommendations

Short-Term

- Replace gazebo at Kids Corner
- Add shade at playground
- Expand and improve sandbox area
- Add more shade at the stage area for Food Truck Friday's and other events
- Explore more inclusive playground features
- Add drinking fountains
- Add bike parking and repair stations
- Explore collaboration with Public Art Advisory Board
- Add dog waste stations

Long-Term

- Explore additional parking options
- Repair the section of stream bank of Stringers Branch that runs through the park
- Get the end of life plan for the playground on the Capital Improvements Plan (CIP) (see Financial section for CIP definition)
- Enhance security monitoring system
- Add Wi-Fi for public and event use

Program Assessment

- Programs
  - Athletic leagues
  - Red Bank Active Older Adults Programming
- Special events
  - City currently offers three events
- Lifecycle analysis
  - 86% growing
  - 14% mature
  - 0% declining
- Age segment distribution
  - Lacking programming for toddlers (4 y/o & under)
- Gap analysis
  - Compares current offerings to the needs identified in the public survey and organizes them into two categories:
    - Programs to expand upon
    - Programs providing adequate service
- Duplication of services analysis
  - Compares to surrounding municipalities within a 20-minute drive to help eliminate unnecessary duplication of services

Maintenance and Operations

- Goal: identify opportunities for improved efficiencies within the Department
  - Staff interviews
  - Best practice in the field of parks and recreation
  - Data metrics from the National Recreation and Parks Association (NRPA)
- Current Staffing Operations
- Maintenance Operations and Equipment
- Technology

Public Works Department	
Position Title	**Number of Employees**
Director	1
Deputy Director	1
Office Manager	1
Building Official	1
Facilities Manager	1
Operations Supervisor	1
Planner	1
Parks, Trails, and Recreation Manager	1
Solid Waste Supervisor	9
Streets and Roads	10
Storm Water	3

Financial Analysis and Revenue Strategies

- Annual budget review
- User fees
- Pricing policies
- Revenue Generation
  - Current and potential opportunities
- Grant opportunities

FY 2024 Budget			
Category	**Operations**	**Capital**	**Total**
Red Bank Community Center	$30,500	$0	$30,500
Norma Cagle Field	$23,400	$0	$23,400
Redding Road Facilities	$17,750	$0	$17,750
Morrison Springs Facilities	$29,000	$0	$29,000
Swimming Pool	$10,100	$3,000	$13,100
White Oak Park	$45,500	$10,000	$55,500
Town Center Park	$750	-	$750
Parks Summary	$157,000	$13,000	$170,000

Financial Analysis and Revenue Strategies (Cont.)

Red Bank Parks, Trails, and Recreation		
Amenity	**Fee**	**Compared to Peers**
Current User Fees		
Red Bank Community Center	$140 - (four hour minimum rental) $25 - for each additional hour $150 - refundable deposit	Comparable
Red Bank Swimming Pool	**Daily Rates** Free - 3-under $4 - General Admission (4-60 years) $3 - Senior Citizens (over 60) **Season Passes** $160 - Families of up to 5 family members $15 for each additional person $75 - Individual pass	Comparable
Proposed User Fees		
Red Bank Community Center	$140 - (four hour rental) $300 - full day rental $25 for each additional hour $150 - refundable deposit	-
White Oak Park Pavilion Rental	$50 - four hour rental (residents) $100 - four hour rental (non-residents)	-
Pickleball Tournaments	$200/day	-
Special Use Permits (festivals, concerts, walk/run, wedding/ reception, fundraiser, rally/protest, other)	$75 - groups under 100 $100 - groups 101-250 $150 - groups 251-500 $300 - groups of 500+	-

Athletic Program Fee Rates Offered by Local Programs			
Organization	**Program**	**Fee**	**Compared to Peers**
Chattanooga Sports League	Adult Kickball	$720/team	Comparable
	Adult Softball	$780/team	Comparable
Red Bank Boxing Club	Boxing	Free	Below Average
Red Bank Gators	Swimming	$160/individual $90/second swimmer $80/third swimmer $70/fourth swimmer $450/families of 5 or more swimmers	Comparable
Red Bank Youth Football and Cheer*	Youth Cheer	$150/participant	Below Average
	Youth Football	$100/individual $200/family	Comparable
Red Bank Youth Association	Youth Softball	League $90/player Travel $550/ season ($1,000 annually)	Comparable
	Youth Baseball		Comparable

* Program not affiliated with City

Implementation Plan

- Recommendations strategies for:
  - Existing parks (individual parks & systemwide)
  - New facilities
  - Needs Assessment and Park Classification
  - Pedestrian Connectivity
  - Programming
  - Staffing, Maintenance and Operations
- Implementation matrix
  - Priority
  - Project scope
  - Potential budget impacts
  - Suggested funding sources

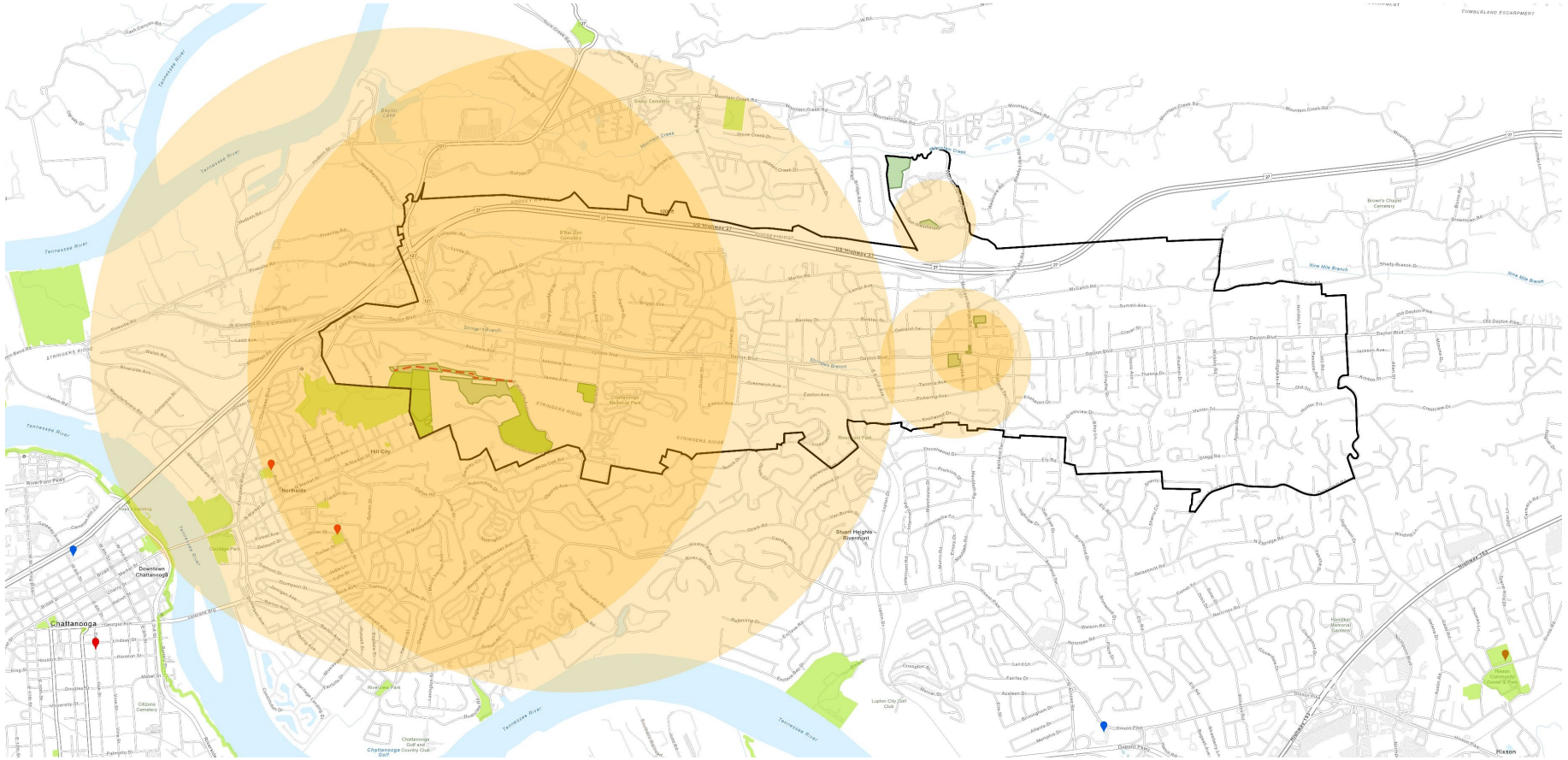
Existing Facilities Implementation Matrix

Facility	Priority	Scope	Potential Budget Impact	Potential Funding Source
Existing Facilities				
City of Red Bank Park	High	Replace gazebo at Kids Corner	Low	LPRF Grant, Dept. of Health Grant, Project Diabetes Grant, Stream and Wetland Restoration Grant, Sponsorships, Partnerships
		Add shade at playground	Low	
		Expand and improve sandbox area	Low	
		Add more shade at the stage area for larger events	Low	
		Inclusive play features	-	
		Add drinking fountains	-	
		Add bike parking and repair station	-	
		Add dog waste station	-	
	Low	Enhance security monitoring system	-	
		Add Wi-fi for public and event use	-	
		Explore additional parking options	Low	
		Repair the section of Stringer's Branch streambank that runs through park	High	
		Replace playground structure	High	
Joseph Glasscock Community Center	High	Restripe and repair parking lot	Low	LPRF Grant, Sponsorships, Partnerships
		Add storage	-	
		Expand playground	-	
		Update existing fridge and freezer	-	
	Low	Explore additional parking options	Low	
		Add poured-in-place surfacing at playground	Low	
Norma Cagle Fields	High	Update all facilities to meet ADA standards	-	LPRF Grant, Dept. of Health Grant, Project Diabetes Grant,
		Explore additional parking options	Low	
	Low	Conduct a feasibility study for highest and best use to support public feedback on recreational desires	-	
Morrison Springs Ballfields	High	Replace concrete bleachers with metal bleachers	Low	LPRF Grant, Sponsorships, Partnerships
		Update lighting to LED lighting	Medium	
		Fix water spigot and add water fountain	Low	
		Mitigate Mountain Creek erosion impact	-	
	Low	Update facilities to meet ADA standards	High	
		Add concrete sidewalks	Low	
		Repair scorers box	Low	
		Upgrade fields and facilities for highest and best use	-	
		Update concession stand and restroom building	High	

Facility	Priority	Scope	Potential Budget Impact	Potential Funding Source
Existing Facilities				
The Field Cemetery	High	Create a committee to determine how to best preserve and honor the site	-	Sponsorships, Partnerships
	Low	Implement master plan	-	
Red Bank Boxing Building	High	Rip up carpet and seal concrete flooring	-	Sponsorships, Partnerships
	Low	Update facility	High	
		Conduct a facility usage study	-	
Red Bank City Cemetery	High	Add historic signage	Low	LPRF Grant, Sponsorships, Partnerships
		Add wayfinding signage to site	Low	
		Add entrance signage	Low	
		Add new fence and gate	Low	
		Add benches	Low	
	Low	Explore additional parking options	Low	
		Create walking path to cemetery	Medium	
		Continue to collaborate with the Cemetery Advisory Board	-	
Red Bank Swimming Pool	High	Conduct feasibility study for pool renovations	-	LPRF Grant, Sponsorships, Partnerships
	Low	Renovate swimming pool	High	
Stringer's Ridge Preserve (Portion Managed by Red Bank)	High	Create a cohesive trail and tree maintenance committee	-	RTP Grant, LPRF Grant, Sponsorships, Partnerships
		Add wayfinding signage to park and trails	Low	
	Low	Enhance connection between Red Bank and Stringer's Ridge Preserve	-	
Town Center Memorial	High	Provide updated landscape beds	Low	Sponsorships, Partnerships
	Low	Relocate memorial to create additional memorial structures	-	
White Oak Connector	High	Plant more native plant species	-	LPRF Grant, Sponsorships, Partnerships
		Add more wayfinding signage	Low	
		Add educational signage along trail	Low	
		Change name over entry sign	-	
		Power line management plan	-	
		Add dog waste station	-	
	Low	Add plaza and seating area where gravel and dirt trail meets with seating, shade, and signage	Low	

Facility	Priority	Scope	Potential Budget Impact	Potential Funding Source
Existing Facilities				
White Oak Park	High	Add shade at dog park and playground	Low	LPRF Grant, Dept. of Health Grant, Project Diabetes Grant, RTP Grant, Sponsorships, Partnerships
		Add entrance signage to park	Low	
		Improve wayfinding signage throughout park	Low	
		Add educational signage throughout park	Low	
		Add storybook programming around walking track	Low	
		Add more seating at dog park	Low	
		Replace benches at dog park	Low	
		Remove the gates	-	
		Enhance security monitoring system	-	
		Add drinking fountains	-	
		Add bike parking and repair station	-	
		Explore collaboration with Public Art Advisory Board	-	
		Add dog waste station	-	
	Low	Explore additional parking options	Low	
		Terrace hill for seating and concert space	-	
		Add amphitheater or another large pavilion	High	
		Add soccer fields	Medium	
		Cut official trails to connect park to the White Oak ballfields	-	
		Make current walking path into full loop	Low	
		Add shade throughout park	Low	
		Add playground structure for older kids	Medium	
		Add bouldering and climbing features for kids	Medium	
		Add disc golf course	Low	
		Add more play features and water features at dog park	Low	
		Program detention ponds	-	
		Add trail around detention ponds	Low	
		Reroute paved trail entry to avoid crossing the dog park entrance	-	
		Add trails to wooded areas	Low	

Needs Assessment Map



Existing Facilities Implementation Matrix

City of Red Bank, TN
Systemwide Recreation
MASTER PLAN

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City of Red Bank, TN

Systemwide Recreation

Master Plan

City of Red Bank
Parks and Recreation Master Plan

July 2024

Special Thanks

Red Bank

Board of Commissioners

Hollie Berry, Mayor

Stefanie Dalton, Vice Mayor

Jamie Fairbanks-Harvey, Commissioner

Pete Phillips, Commissioner

Hayes Wilkinson, Commissioner

City Manager

Martin Granum, City Manager

Parks, Trails, & Recreation Department

Jeffrey Grabe, Parks, Trails & Recreation Manager

Public Works

Greg Tate, Director

Leslie Johnson, Deputy Director

Justin Headrick, Facilities Manager

Parks & Recreation Citizens' Advisory Board

Karissa Peyer, Chair

Robin Pipkin Parker, Vice-Chair

Jennifer Crum, Secretary/Recorder

Blake Pierce

Daniela Peterson

Don McKenzie

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Introduction

Section 1

Mission

The Mission of the Parks, Trails, & Recreation Department is to promote quality recreation opportunities for the health and well-being of all citizens of the City of Red Bank. Our goal is to create and maintain inclusive and engaging parks, trails, playgrounds, programs, and events for all to recreate.

Purpose

The purpose of this plan is to serve as a working document for the City and its Parks, Trails, and Recreation Department for the planning, enhancement, and development of parks, recreation facilities, and programs in Red Bank for the next 10 years. Red Bank is faced with unique constraints not many other cities are faced with; it is bordered on all sides by Chattanooga which makes it landlocked with no room to expand. It is exceptionally important to understand the existing assets in Red Bank due to the geographic restrictions.

The goal of this comprehensive parks and recreation master plan is to serve as a long-range strategy for decision making and financial investments for the creation, optimization, and maintenance of Red Bank's parks and recreation assets over the next 10 years. It is fundamental for the end goal to ensure the community, stakeholders, and the data align around a central vision as noted and outlined throughout this document.

Meaningful stakeholder engagement, a demographics study, and public feedback were vital steps of the planning process used to discover and preserve Red Bank's community identity while also meeting the needs of a growing and changing community. The demographic analysis was conducted to provide a comprehensive understanding of the residents within Red Bank's community. The data collected through the community engagement was supplemented with a thorough inventory of existing parks and recreation facilities to produce recommendations to build upon Red Bank's existing assets. This master plan provides recommendations for existing and new facilities, existing and new programming, financial and budget strategies, staffing, maintenance, and standard operations, and aims to set realistic goals and expectations for feasible implementation strategies.

CITY OF RED BANK
CITY HALL
3105

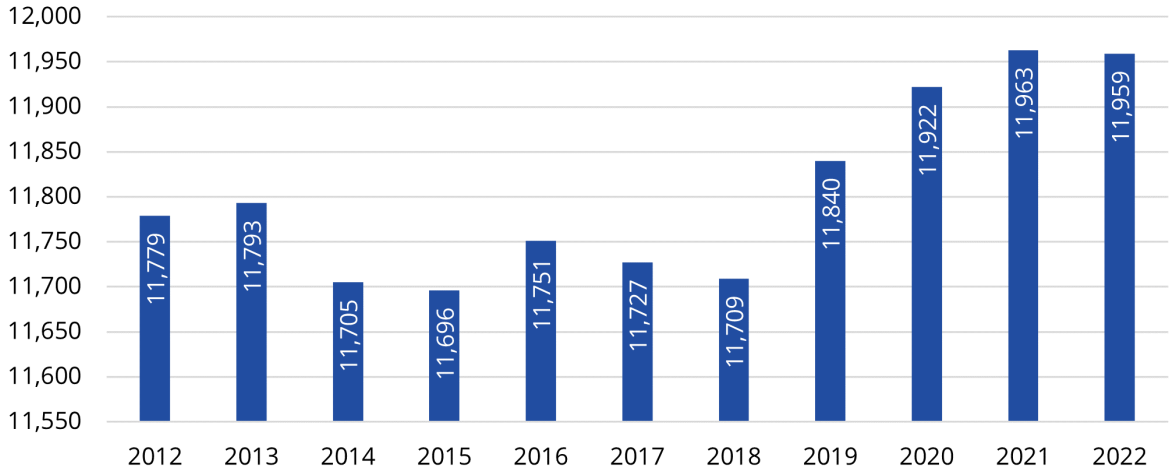
Demographics Analysis

Section 2

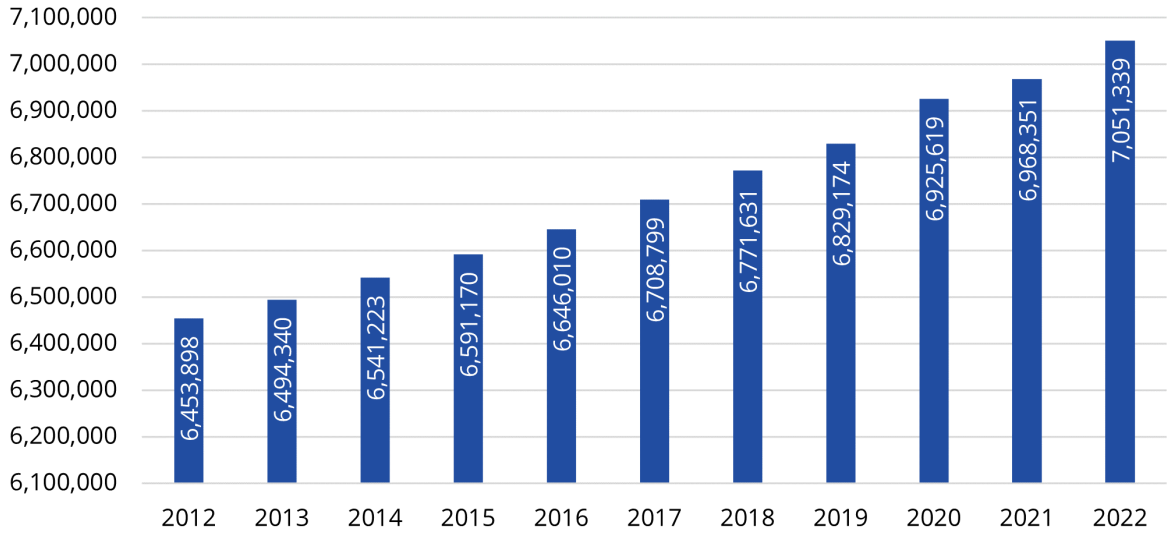
Population

According to the U.S. Census, the population of Red Bank in 2022 was 11,959 residents. Red Bank has seen a small amount of growth in population numbers since 2012, with an overall average increase of 0.19% annually. The graphs below illustrate the change in population between 2012 and 2022 in Red Bank and in the state of Tennessee. Although Red Bank has experienced slight fluctuation in their population annually, the trend is generally in a growing pattern which is in line with the state's trend of a steadily growing population.

Population Estimates for Red Bank, TN



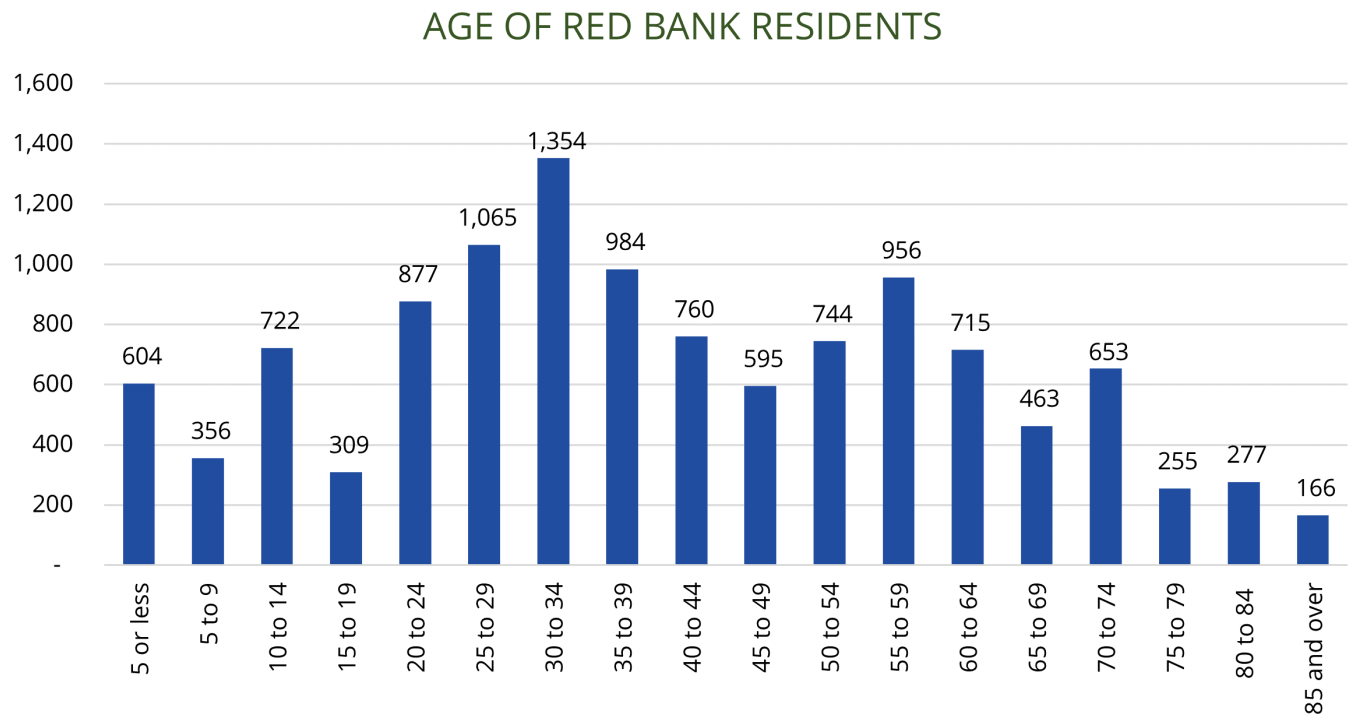
Population Estimates for the State of Tennessee



Source: U.S. Census Bureau (2023)

Age

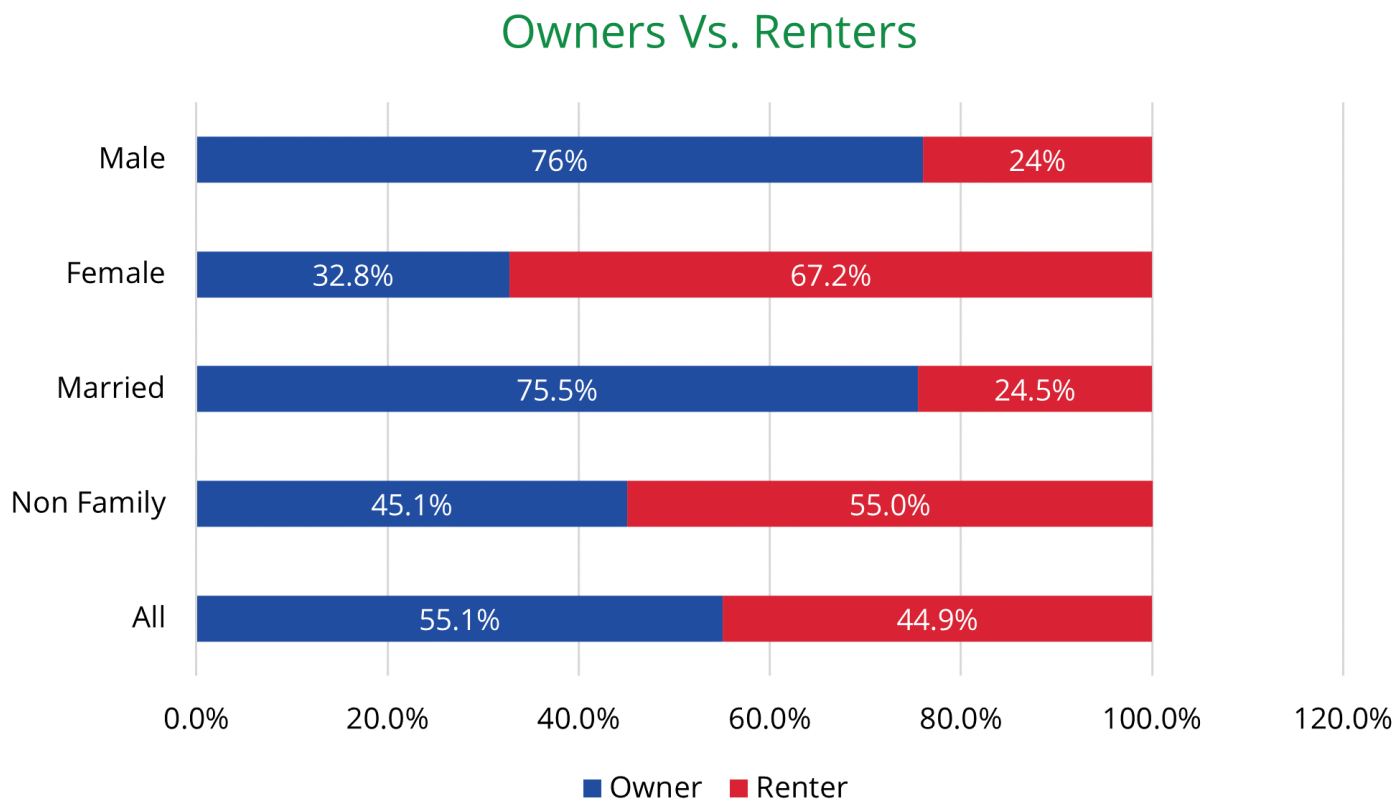
The median age of Red Bank's residents is 38 years old which is on par with the statewide average of 38.8 years old. Red Bank's largest age bracket includes 30 to 34 years old, comprising approximately 11% of the population. The second largest age bracket is 25 to 29 years old (9%). Approximately 17% of Red Bank's population is under the age of 19, 54% are 20-54 years old, and 29% of Red Bank's residents are 55+ years old.



Source: U.S. Census Bureau (2022). Age and Sex. American *Community Survey, ACS 5-Year Estimates Subject Tables, Table S0101*

Households

The total estimated number of households in Red Bank is 5,892 households with an average household size of 2.01 individuals. Red Bank is predominantly made up of non-family households. The second highest reported household type were married households. 55.1% of Red Bank's residents are homeowners and 44.9% are renters. Additionally, 43.3% of residents live alone.



Source: U.S. Census Bureau (2022). Selected Social Characteristics in the United States. *American Community Survey, ACS 5- Year Estimates Data Profiles, Table S1101*

Red Bank Household Breakdown	Total
Households	
Total Households	5,892
Average Family Size	2.01
Families	
Total Families	2,795
Average Family Size	2.71
Household Statistics	
Households with one or more people under 18 years	19.9%
Households with one or more people 60 years and over	31.1%
Households with one or more people 65 years and over	23.6%
Householders living alone	43.3%
65 years and over	11.9%

Source: U.S. Census Bureau (2022). Selected Social Characteristics in the United States. *American Community Survey, ACS 5- Year Estimates Data Profiles, Table S1101*

Photo by Brooke Bragger

Race and Ethnicity

The data below provides a breakdown of Red Bank's race and ethnicity statistics reported by the U.S. Census Bureau which is based on self-identification by participants of the U.S. Census. The U.S. Census Bureau defines their race and ethnicity data as follows, "The racial categories included in the census questionnaire generally reflect a social definition of race recognized in this country and not an attempt to define race biologically, anthropologically, or genetically. In addition, it is recognized that the categories of the race item include racial and national origin or sociocultural groups. People may choose to report more than one race to indicate their racial mixture, such as 'American Indian' and 'White.' People who identify their origin as Hispanic, Latino, or Spanish may be of any race."

Red Bank Race and Ethnicity	Percentage
Ethnicity	
Hispanic or Latino	7.74%
Race	
White	79.35%
Black or African American	6.63%
Two or More Races	4.60%
Asian	1.16%
Some Other Race (Alone)	0.35%
American Indian and Alaskan Native	0.15%
Native Hawaiian and other Pacific Islander	0.02%

Source: U.S. Census Bureau (2020). RACE. *Decennial Census, DEC Redistricting Data (PL 94-171), Table P1*

Photos by Brooke Bragger

Community Engagement

Section 3

Public Survey

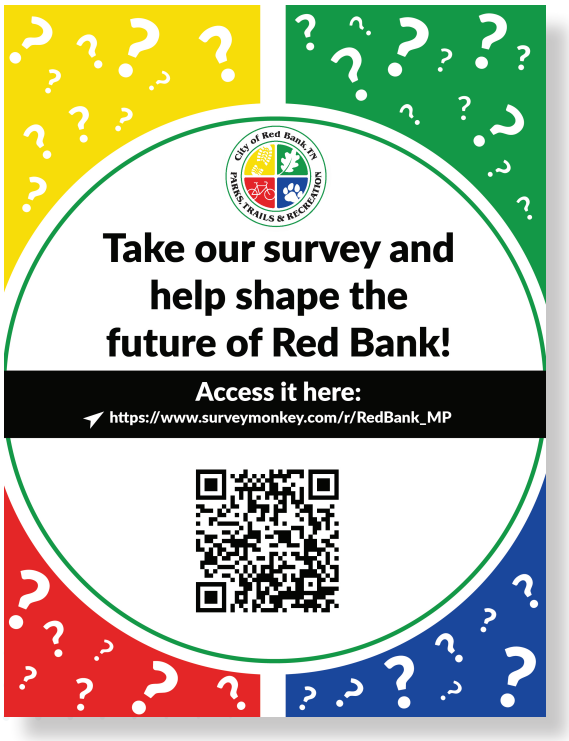
Approach

An online survey served as a key public engagement strategy to gathering feedback from the community. The 17 questions in the survey were developed to gather data regarding perceptions, programming, and user trends across the community's parks and recreation facilities. Red Bank promoted awareness and participation for the survey through social media, press release, email lists, flyers, splash page on the City website, door knocking campaigns in addition to a booth at the Christmas Parade. The survey was provided in both English and Spanish options. The survey received 883 responses and was opened early December 2023 and closed early January 2024.

The results summarized in the following exhibits reflect the feedback provided by the participants that completed the survey. The input they offered provided the master plan team with critical insights that will be utilized by the City to determine future focus areas, current shortcomings, and proposed improvements. Users were allowed to "skip" answers, resulting in some responses not totaling 100%.

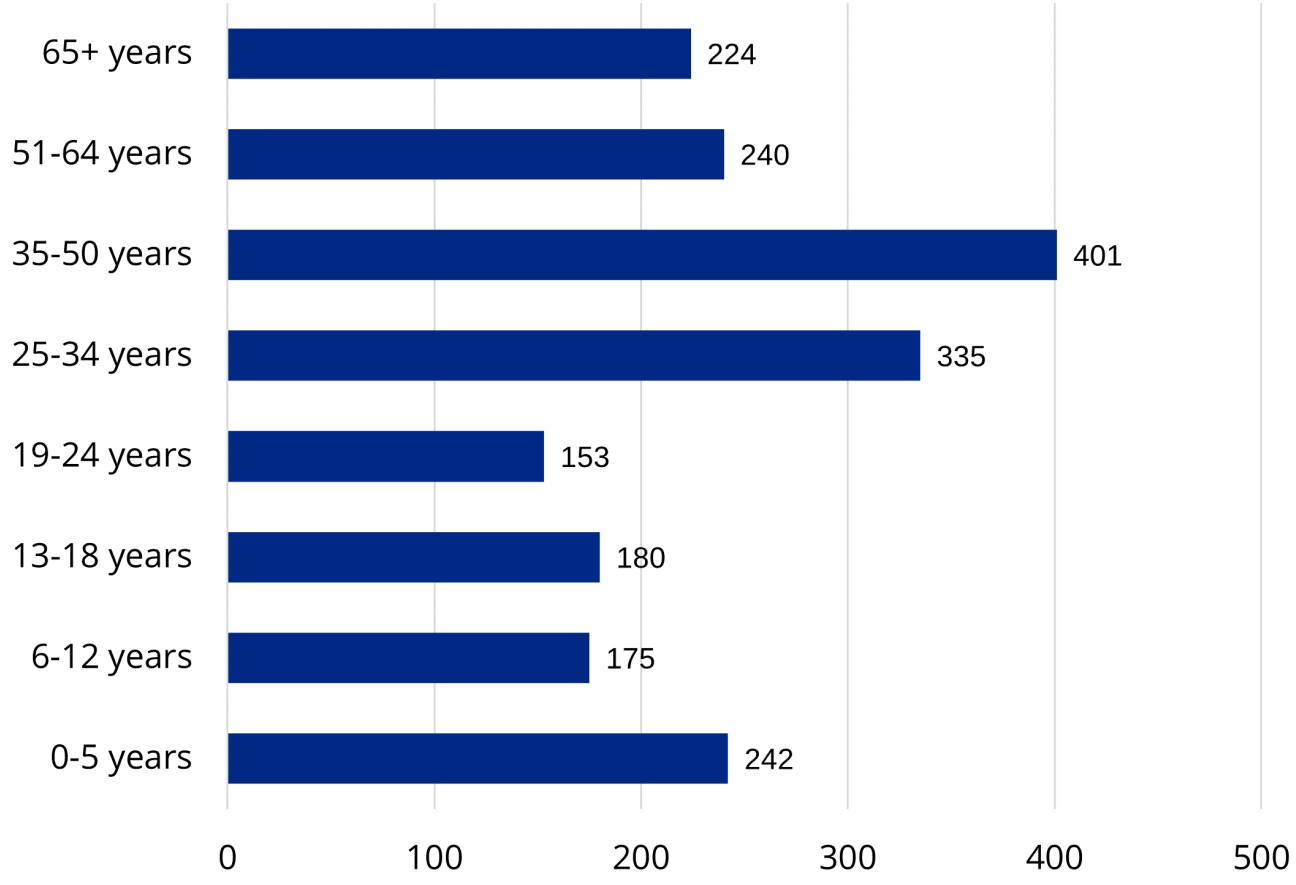
The public survey had a total of 17 questions that can be grouped into four categories:

1. **Demographics**
2. **Facility and Amenity Usage**
3. **Facility and Amenity Perception**
4. **Future Facility and Amenity Usage**



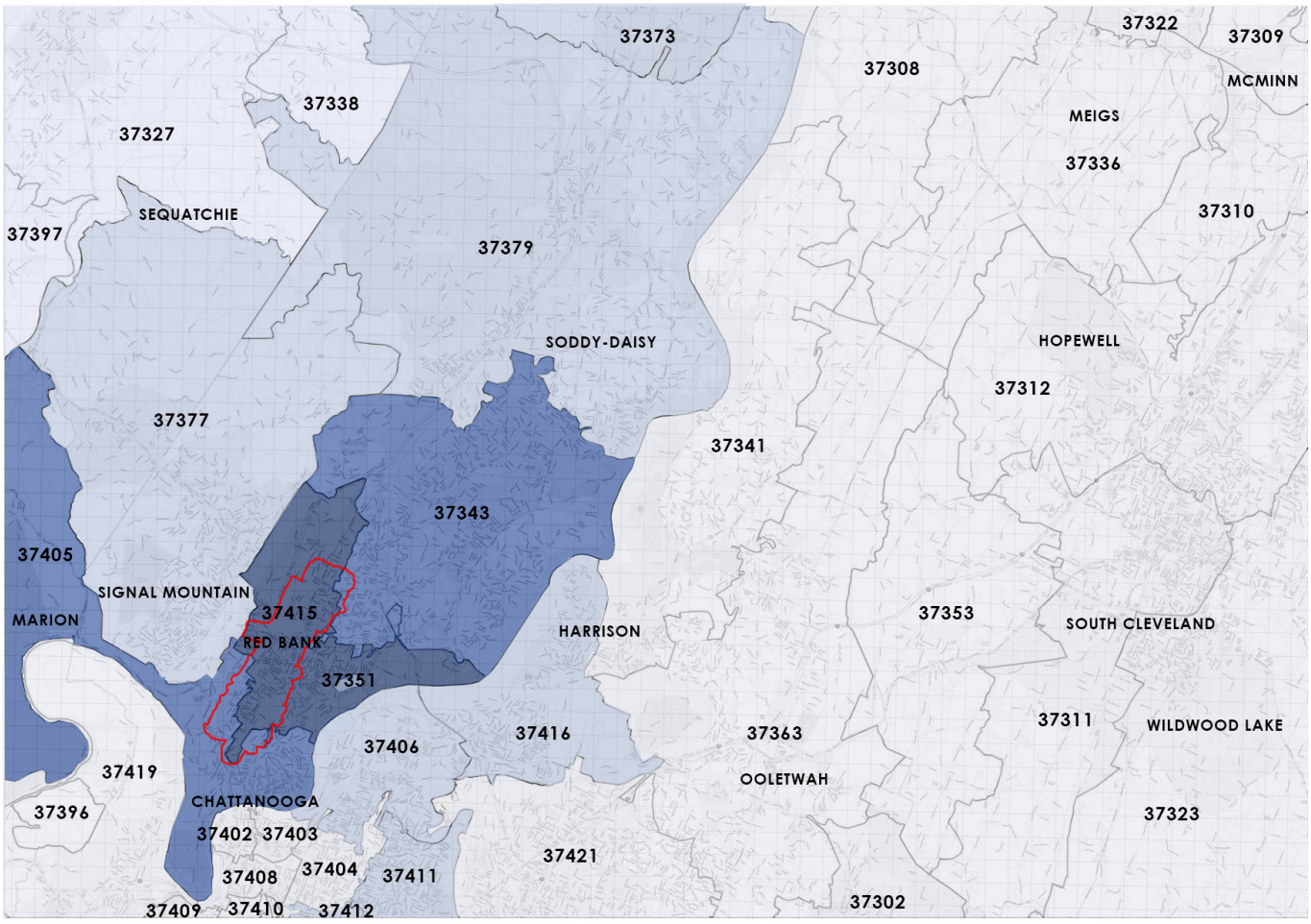
Provide the number of people in each age group present in your household:

Survey participants were asked about the age groups in their individual homes. Approximately 30% of the participants' households have individuals under the age of 18 years old. 58% have individuals who are between 19 and 64 years old, and 12% have individuals over the age of 65 years old.



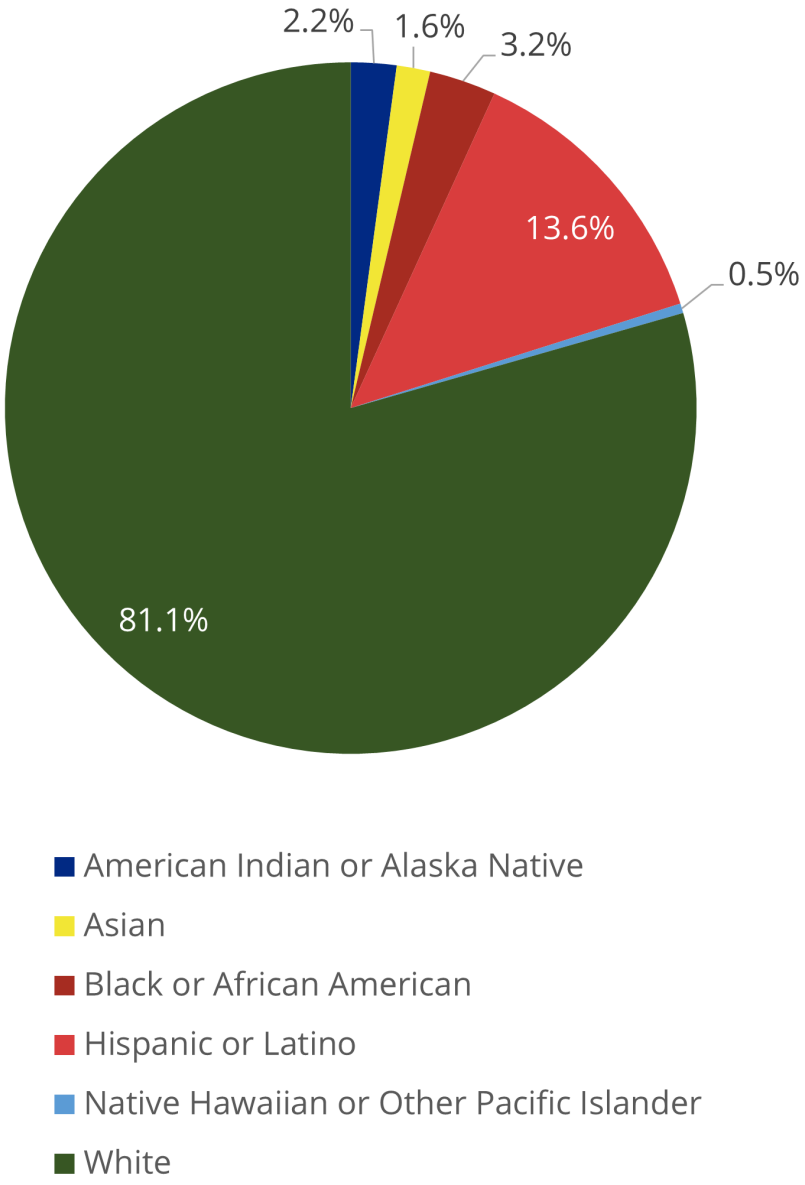
What is your zip code?

Survey participants were asked what zip code they live in to help the City get a better understanding of the broader region of users that utilizes the City's park and recreation facilities. The figure below is a density map color coded with the number of respondents for each zip code area in the region. The three largest zip code areas represented were 37415 (Red Bank and Chattanooga) with 750 respondents, 37405 (Chattanooga) with 56 respondents, and 37343 (Hixson) with 25 respondents.



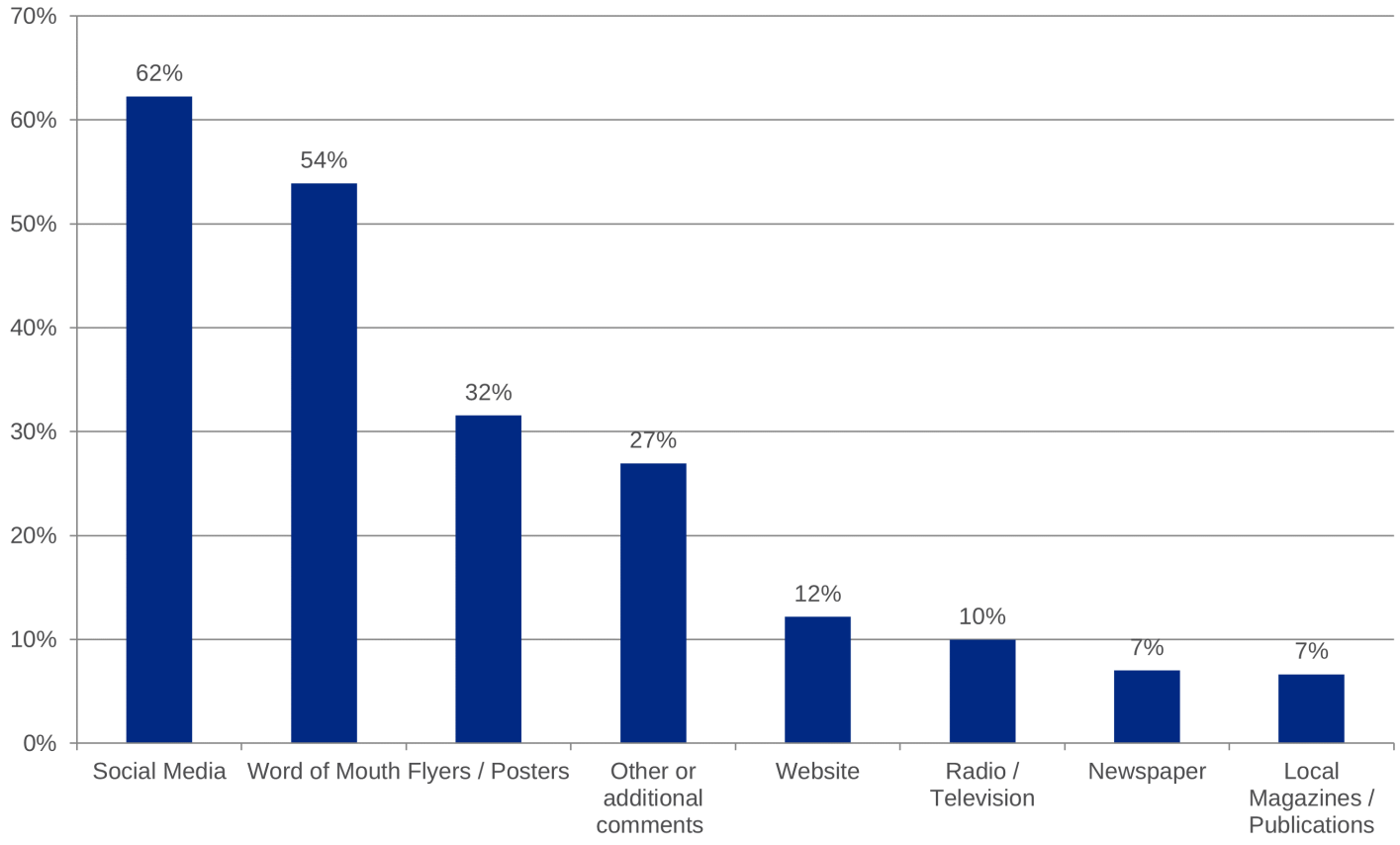
What ethnicity/race is represented in your household?

The ethnic distribution of survey participants' households matches closely with the ethnic and racial makeup of Red Bank. Survey respondents' household were 81.1% White,13.6% Hispanic or Latino, 3.2% Black or African American, 1.6% Asian, 2.2% American Indian or Alaska Native, and 0.5% were Native Hawaiian or Other Pacific Islander. 6.7% of respondents declined to share their ethnic identification. These results generally follow the reported U.S. Census data for Red Bank's race and ethnicity data, found on page 11 in the Demographics section of this master plan.



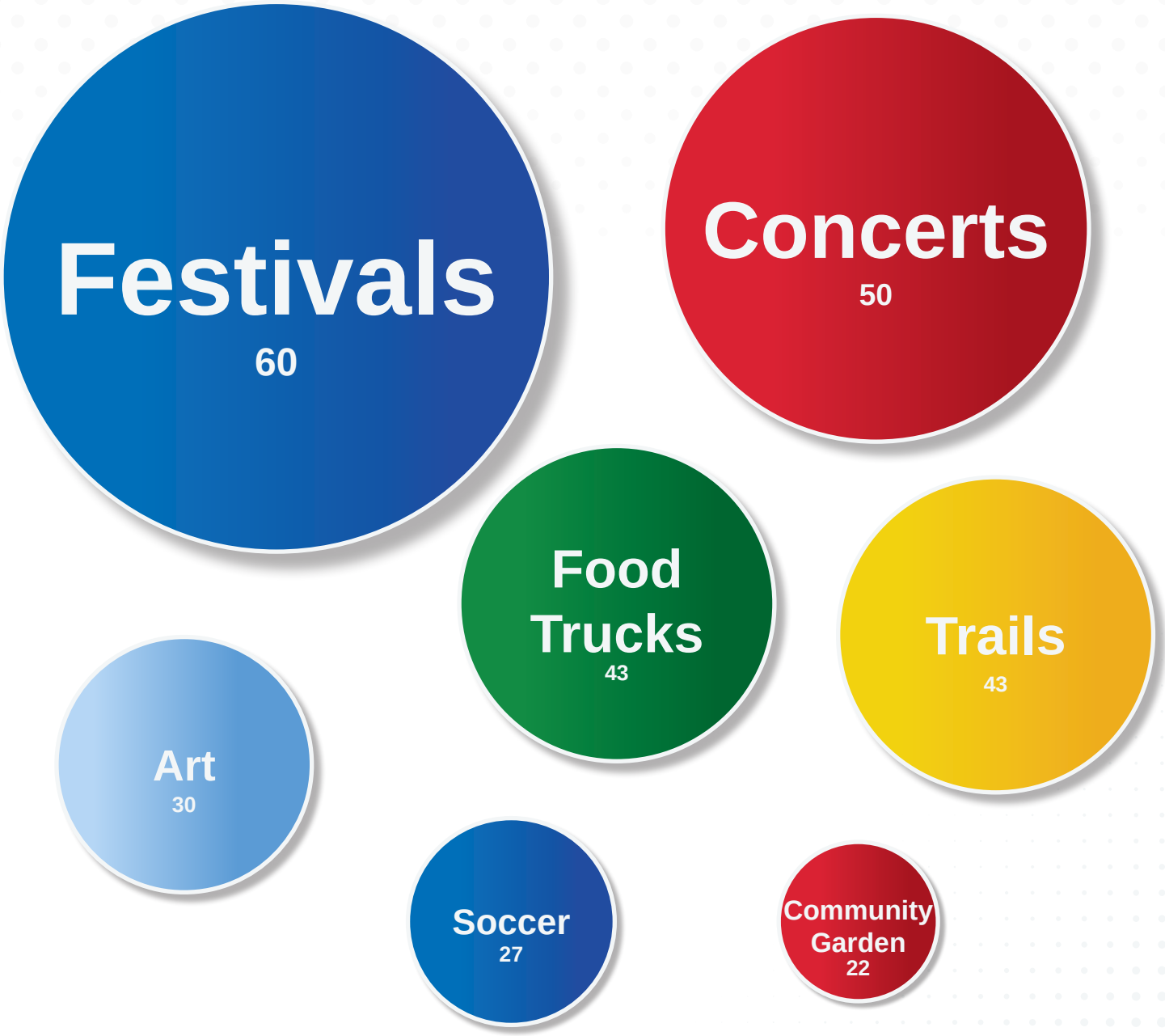
How do you learn about Red Bank community events?

Survey participants were asked to share how they learn about community events. They were encouraged to select each of the avenues of engagement they utilize to learn more about community events. The figure below shows social media and word of mouth as being the most popular responses. In the comments, many expanded upon their answers and wrote in Facebook and Instagram as a popular social media platforms for learning about community events. Many others wrote in email and the city newsletter as their primary source of information about community events.



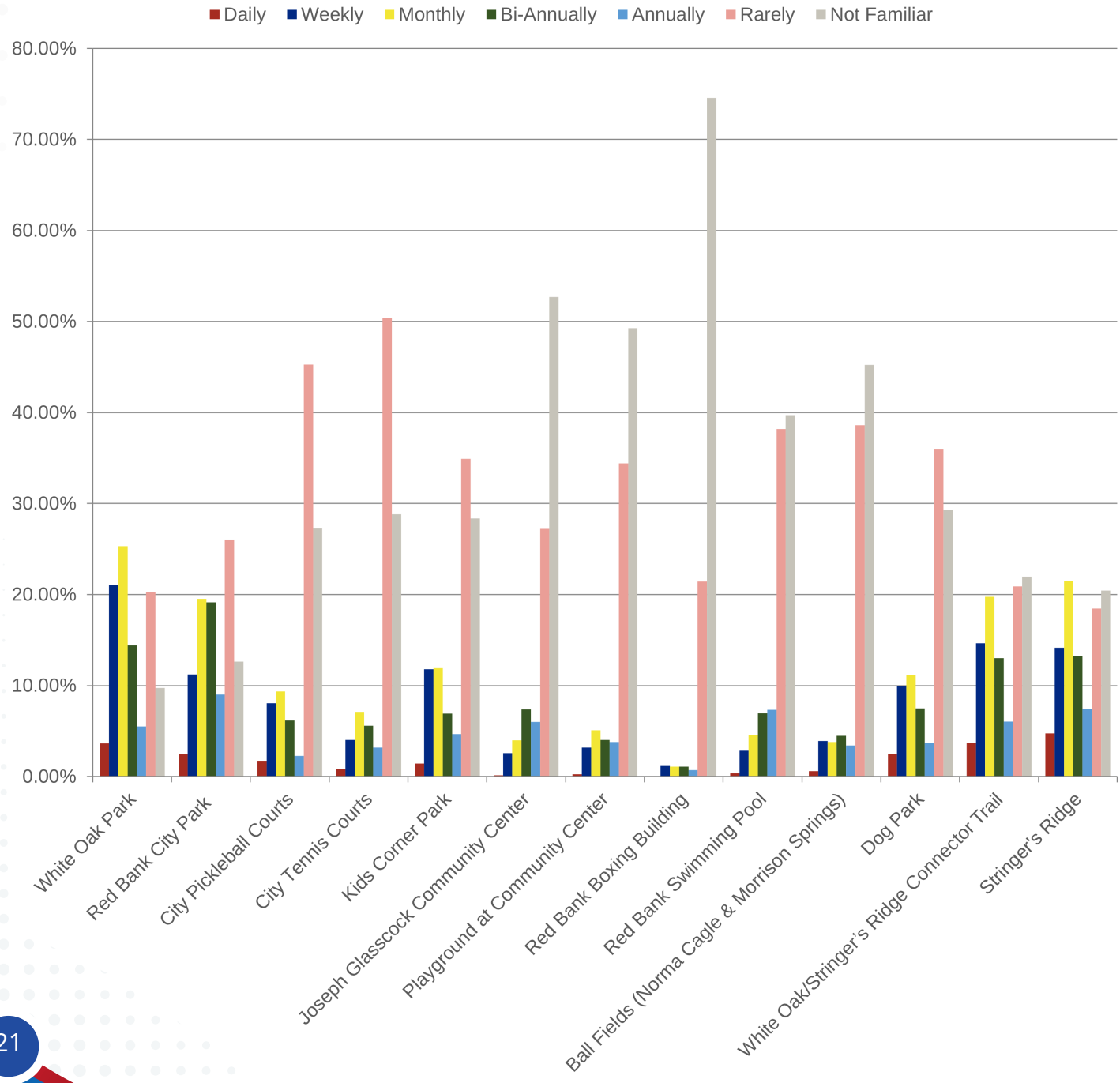
Which activities/programs/events would you like Red Bank to add?

When asked what activities, programs, or events residents would like Red Bank to add, many respondents selected festivals, concerts, trails, and food trucks. These results are shown in a word cloud, which highlights common responses.



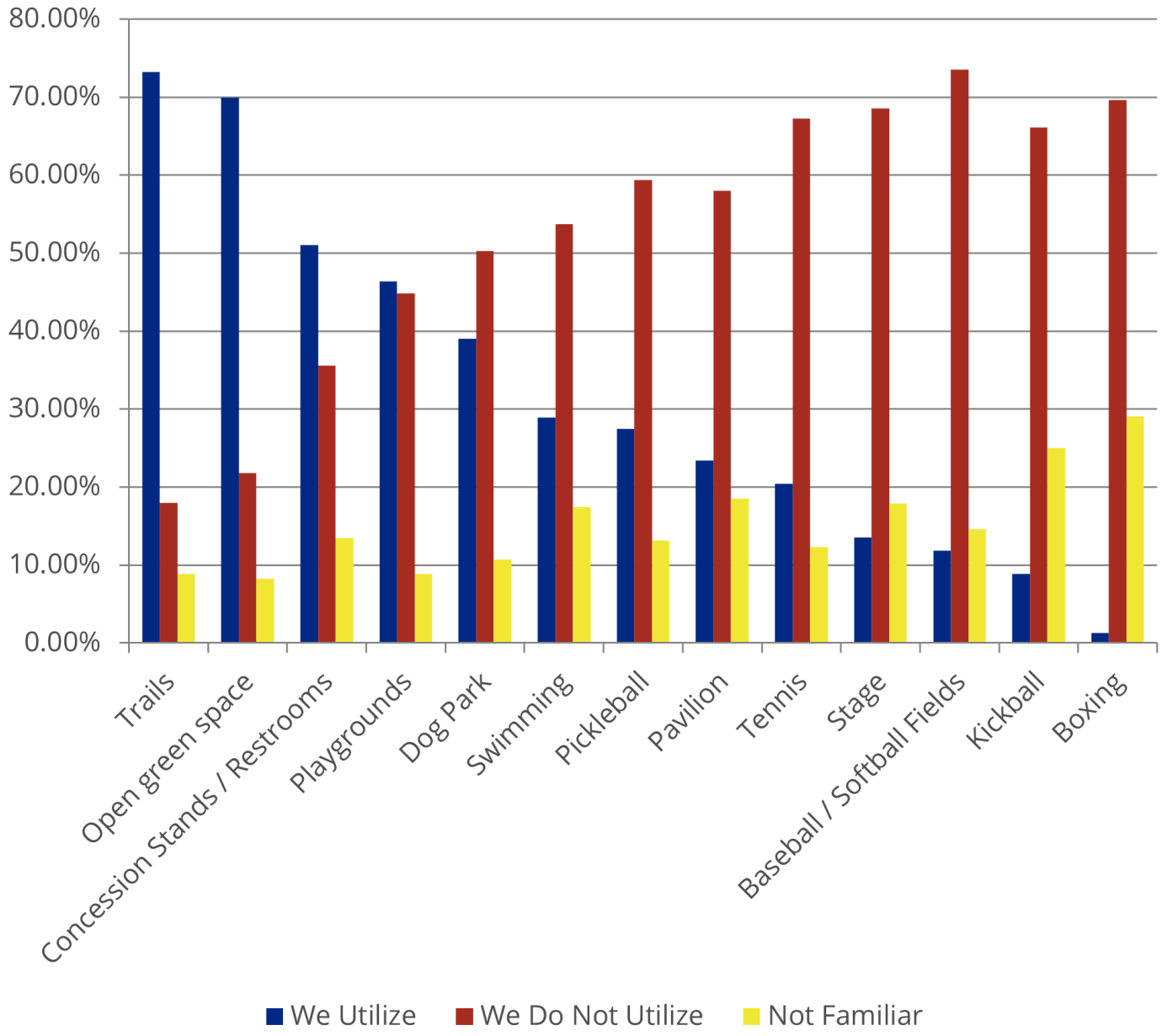
How often does your household visit the listed Red Bank facilities, parks, and greenways?

Survey respondents were asked how often they and their families visited certain parks within the community on a daily, weekly, monthly, bi-annually, annually, rarely, and not familiar. Based on the responses, Stringer's Ridge, White Oak Park, and the White Oak Park Connector Trail were the top visited facilities on a daily, weekly, and monthly basis. 75% of the respondents said they were most unaware of the Red Bank Boxing Facility.



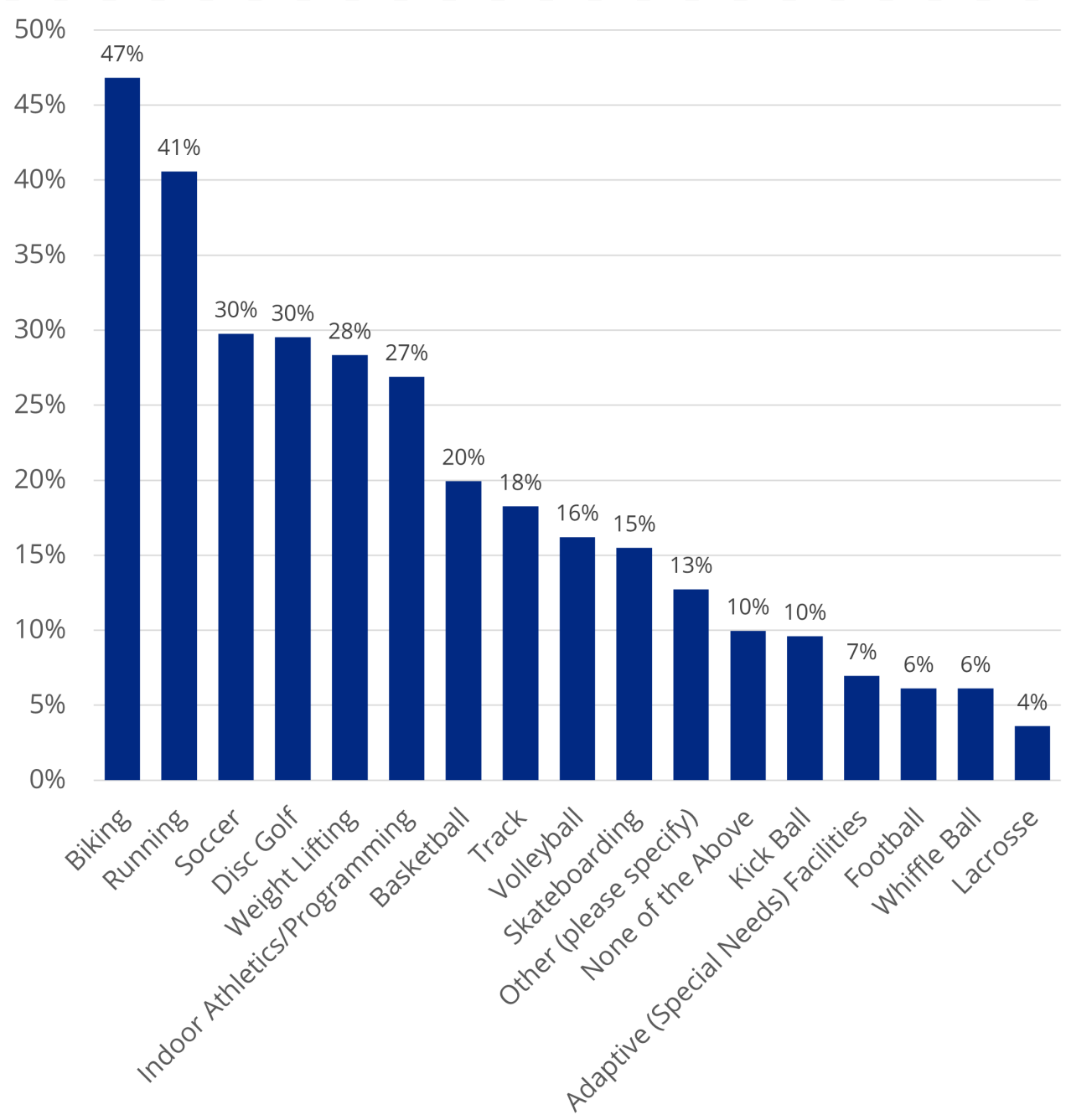
Which Red Bank facilities and amenities does your household utilize?

The most utilized facilities selected were trails (73%), open green space (70%), concession stands/restrooms (51%), and the playgrounds (46%). The least utilized facilities were baseball/ softball fields (74%), boxing (70%), stage (69%), and tennis (67%).



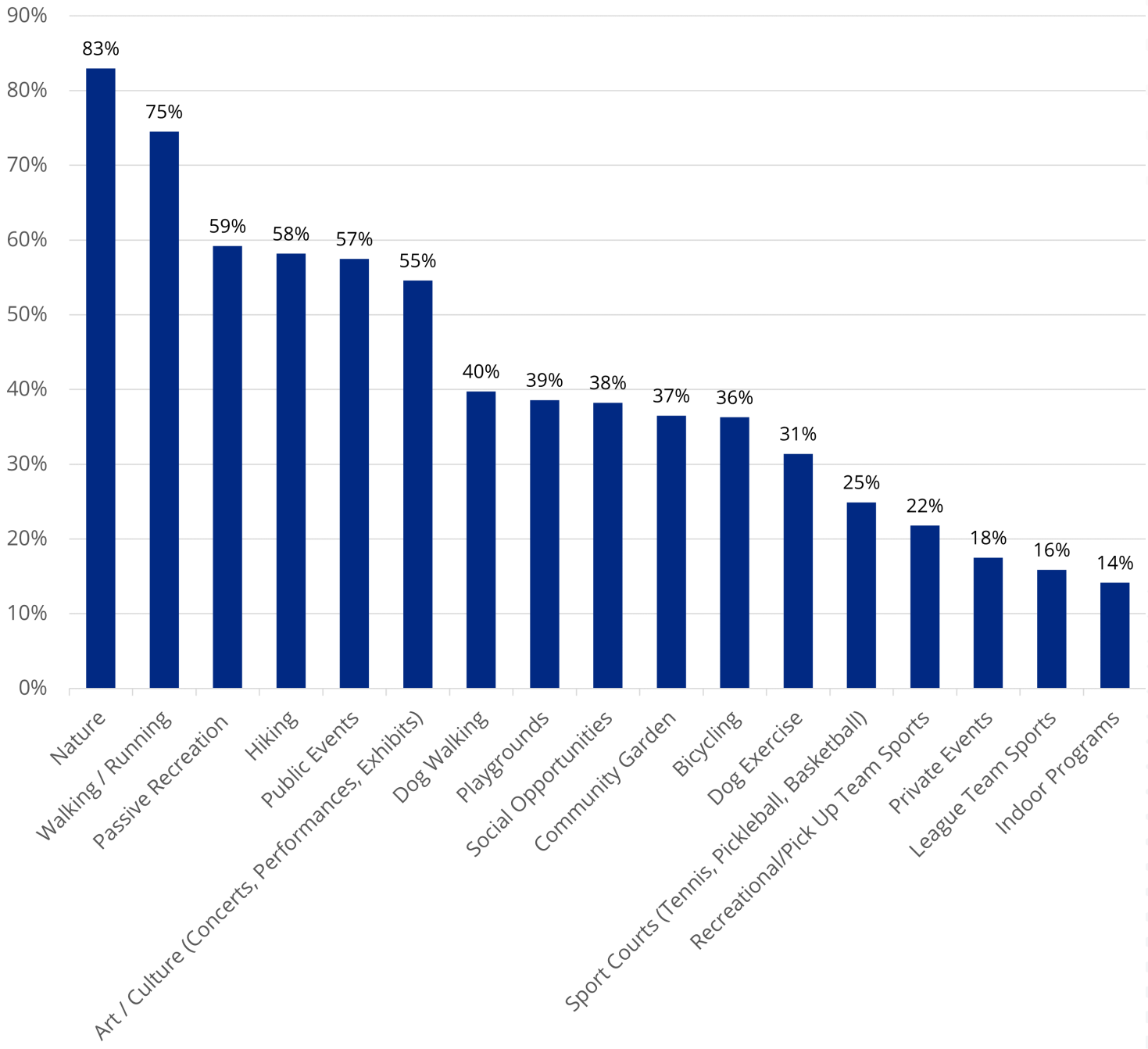
What type of athletic facilities/programming would your household utilize, if available?

Respondents were asked to select all the recreation facilities and programming their household would utilize if it were available. Biking (47%) was submitted highest, running (41%) was the second highest, and soccer and disc golf (30%) were marked as the third highest responses. The least desired facilities were lacrosse (4%), whiffle ball (6%), and football (6%). Walking, yoga, and climbing were top programs written in under "other."



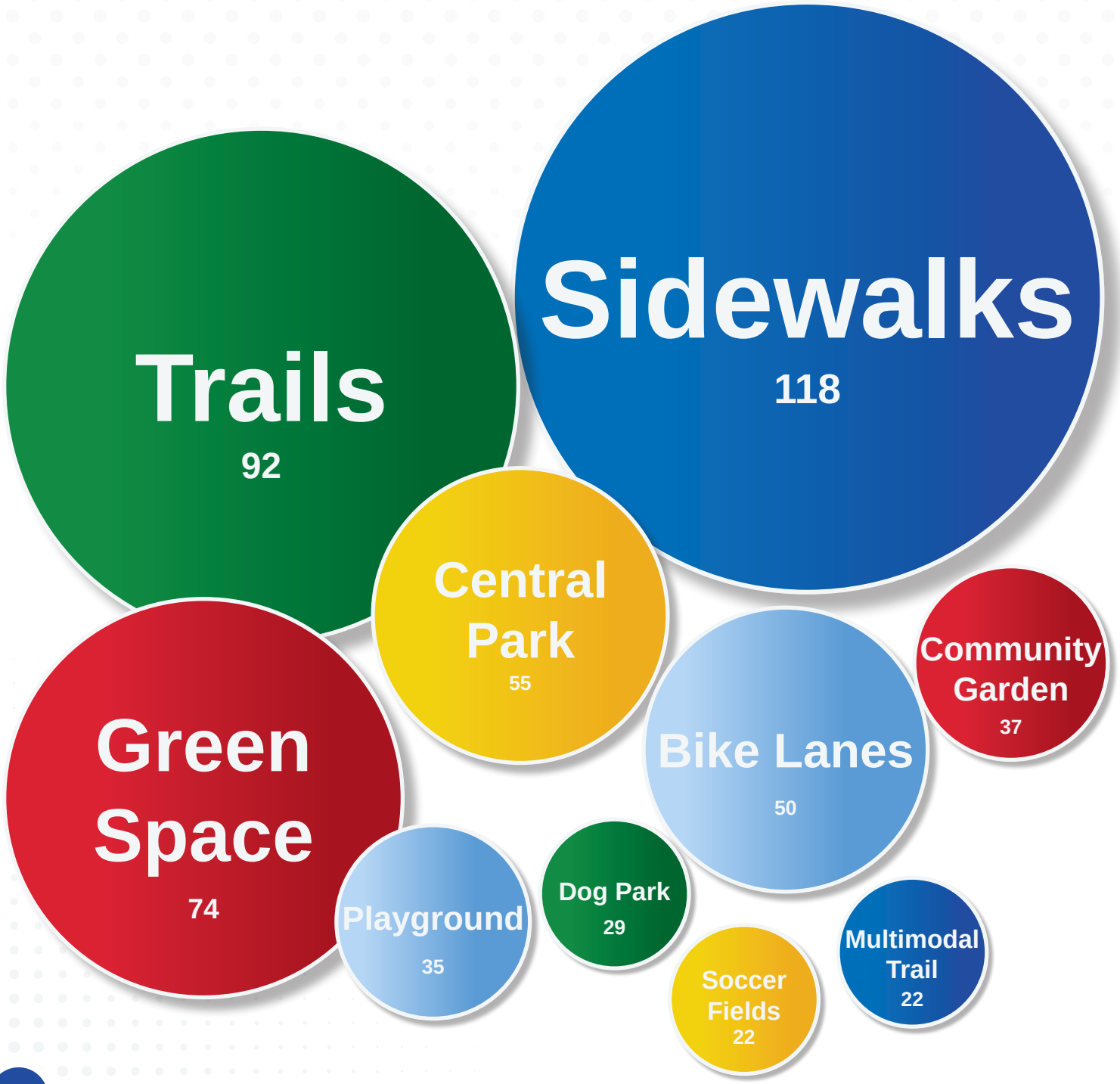
What attracts you to parks and/or recreational facilities?

Residents were asked what attracts them to their local park or facility, with nature being the favorite at 83%, and walking/running being a close second at 75%. The lowest attractions identified were indoor programs at 14% and league team sports at 16%. Events, hiking and soccer were amongst the top attractions that were written in under “other.”



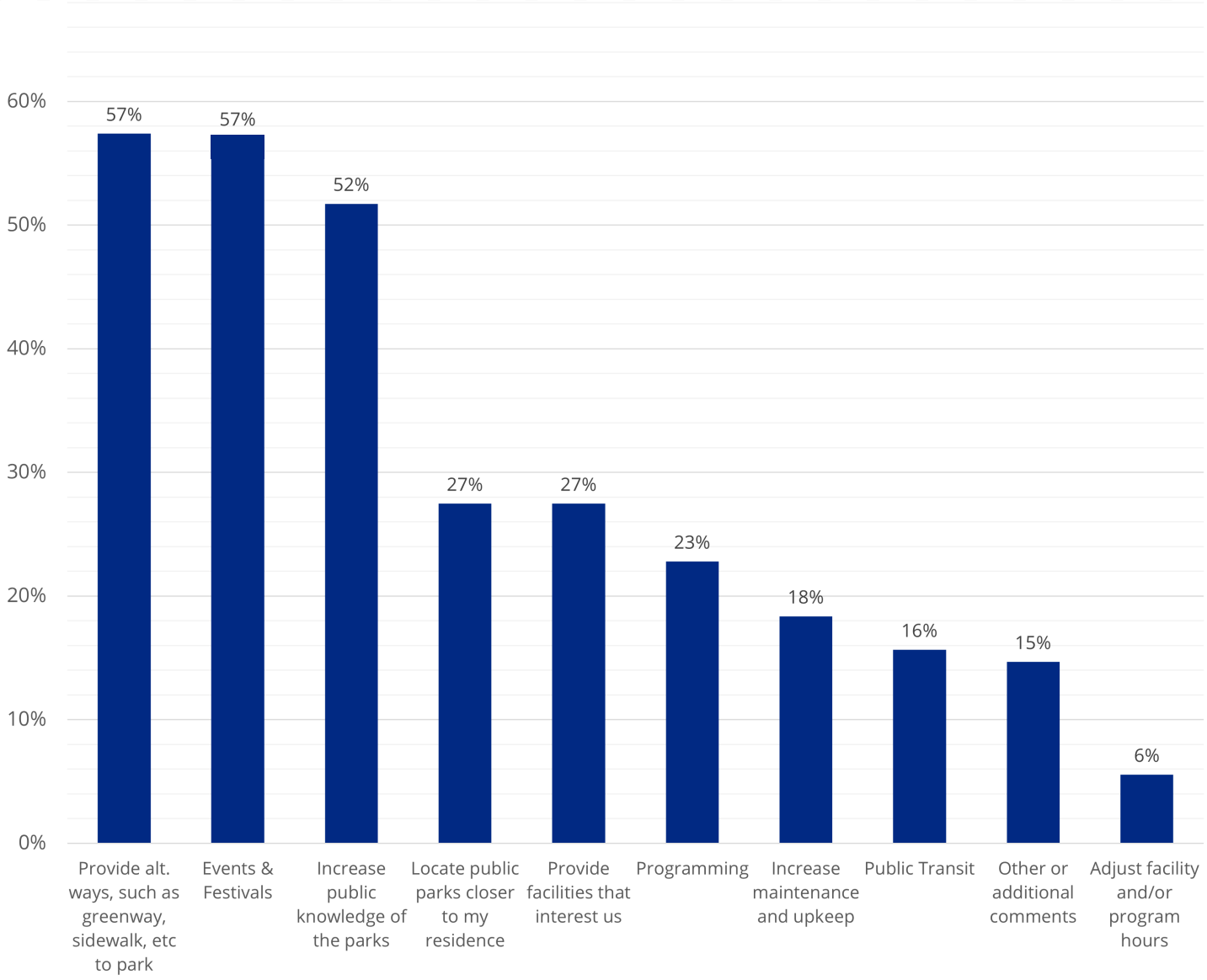
What type of parks, facilities, amenities, or features would you like Red Bank to add or expand?

Respondents identified the type of facilities they would like to see added or expanded upon in Red Bank, and the most common responses were overwhelmingly sidewalks. Other noteworthy responses include trails, green space, and the central park concept at the old middle school.



What could the City do to increase the number of times you visit a Red Bank park or facility?

Survey respondents cited a wide variety of ways that the City could increase the number of times they visit the parks and recreation facilities. The graph below shows the two most frequent answer at 57% were to provide alternative ways to access the park such as greenways and sidewalks as well as events and festivals. The next most common response was to increase the public knowledge of the parks (52%). Around 15% of respondents added an additional comment, and the most common comments were to improve parking, add bike lanes, and improve safety.



What are the strengths of the parks in Red Bank that we need to build on for this master plan?

Survey participants identified several strengths of the parks and recreation system in Red Bank, including cleanliness and maintenance being the most frequent responses. The word cloud lists several other comments about the strengths of the City parks.

What are the weaknesses of the parks in Red Bank that we need to suggest improving in this master plan?

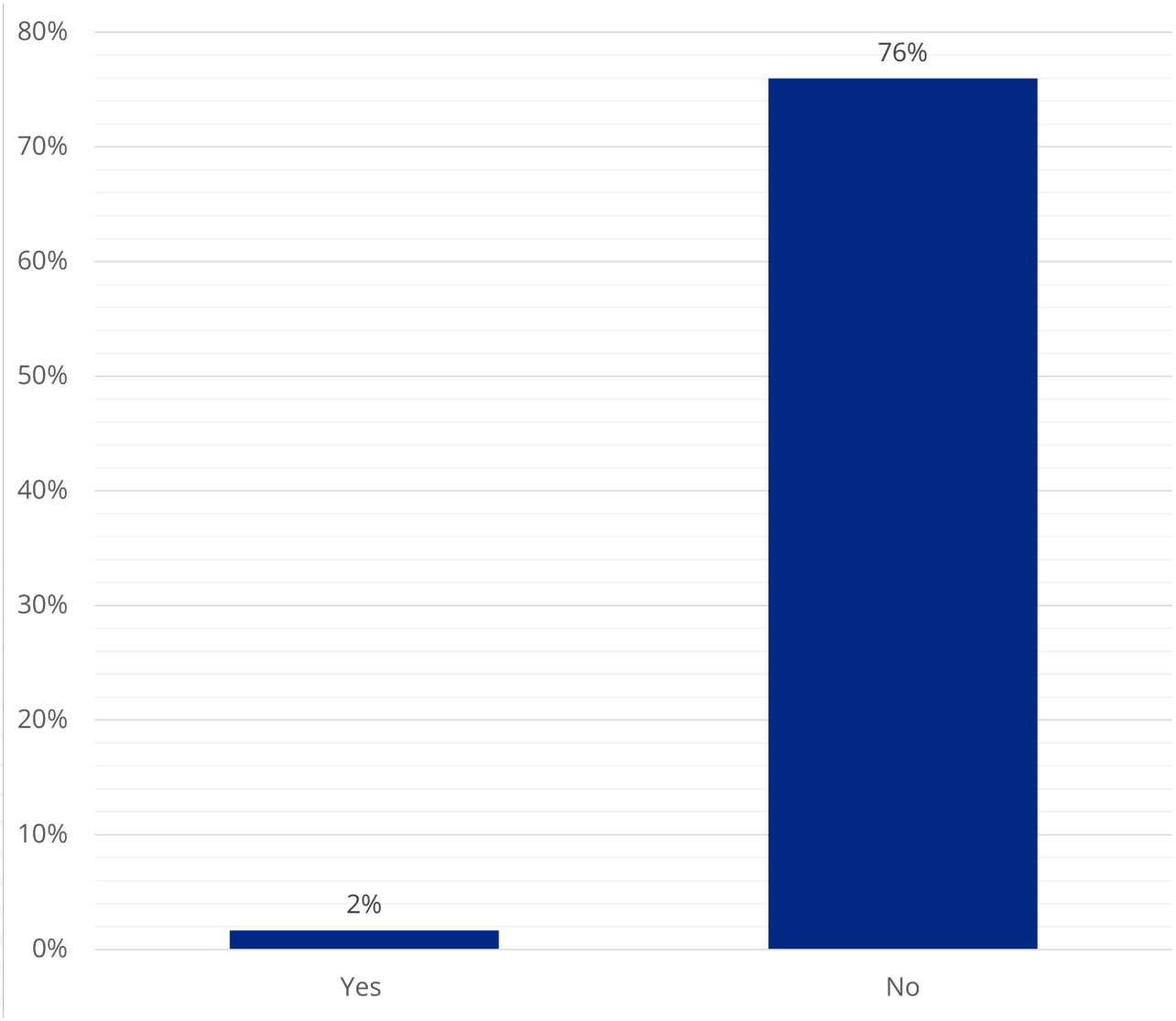
Respondents identified several weaknesses of the parks and recreation system in Red Bank, including lack of pedestrian accessibility, lack of parking, and lack of park locations across the City. Additional frequent responses included the lack of connectivity and need for signage. The word cloud illustrates some of the frequently mentioned weakness in the comments.

Have you encountered barriers that prevent you from accessing Red Bank parks?

When asked if there were any barriers preventing access to the City parks, three-fourths (76%) of respondents responded no, while just 2% responded yes. Respondents who answered yes were given the option to write a comment.

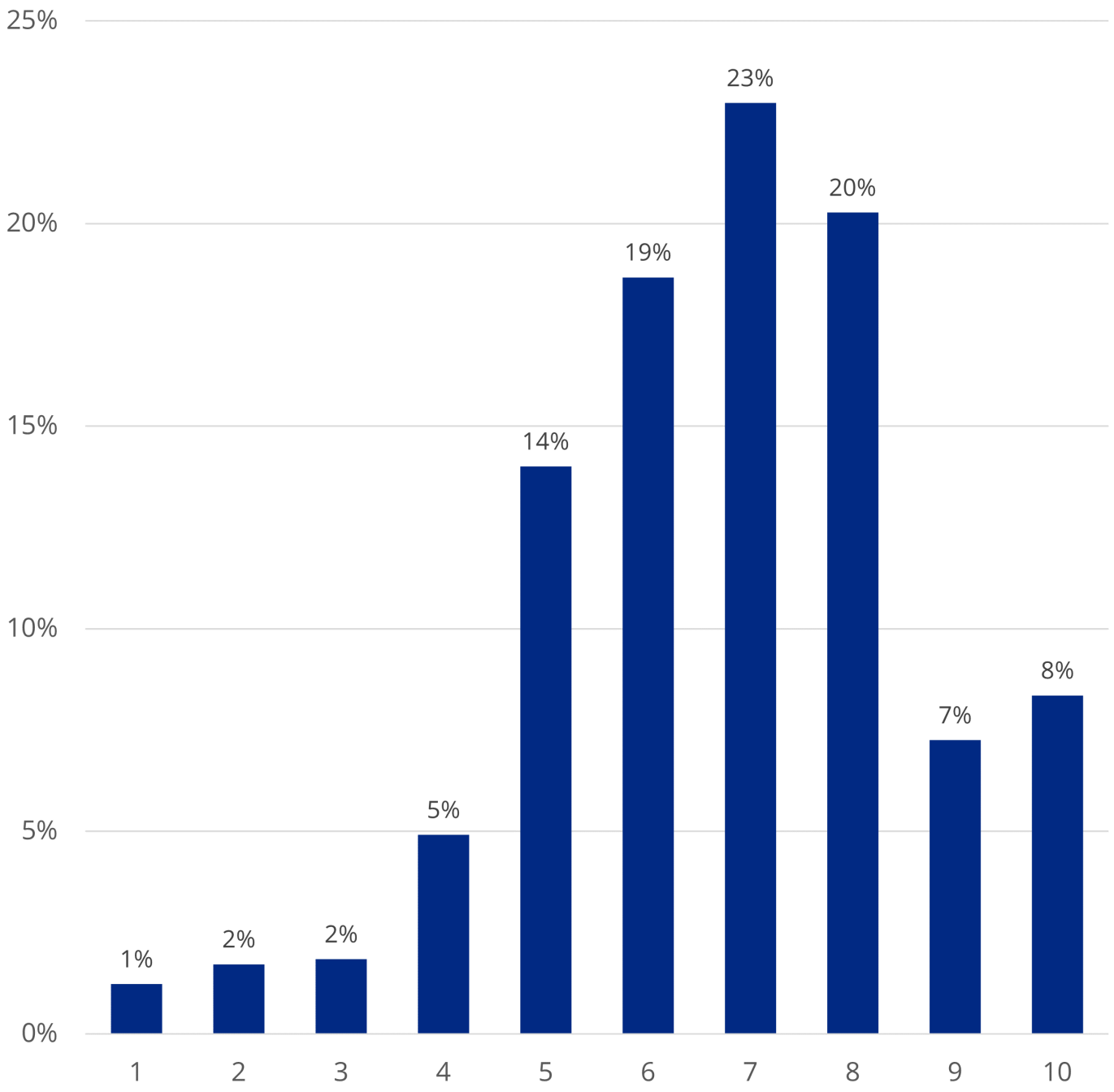
Frequent responses in the written-in responses include:

- ADA accessibility at park facilities
- Lack of pedestrian infrastructure in place to safely access the parks and facilities, specifically a lack of safe crosswalks to cross busy main roads
- Lack of communication and information about the parks and facilities



On a scale of 1 to 10 with 10 being superior, how would you rate the parks and recreation facilities citywide?

When asked to rate the City's park systems on a scale of 1 to 10, the most frequent rating was 7 out of 10, and the average rating was 6.7 out of 10. This suggests that the park and recreation facilities are above average.

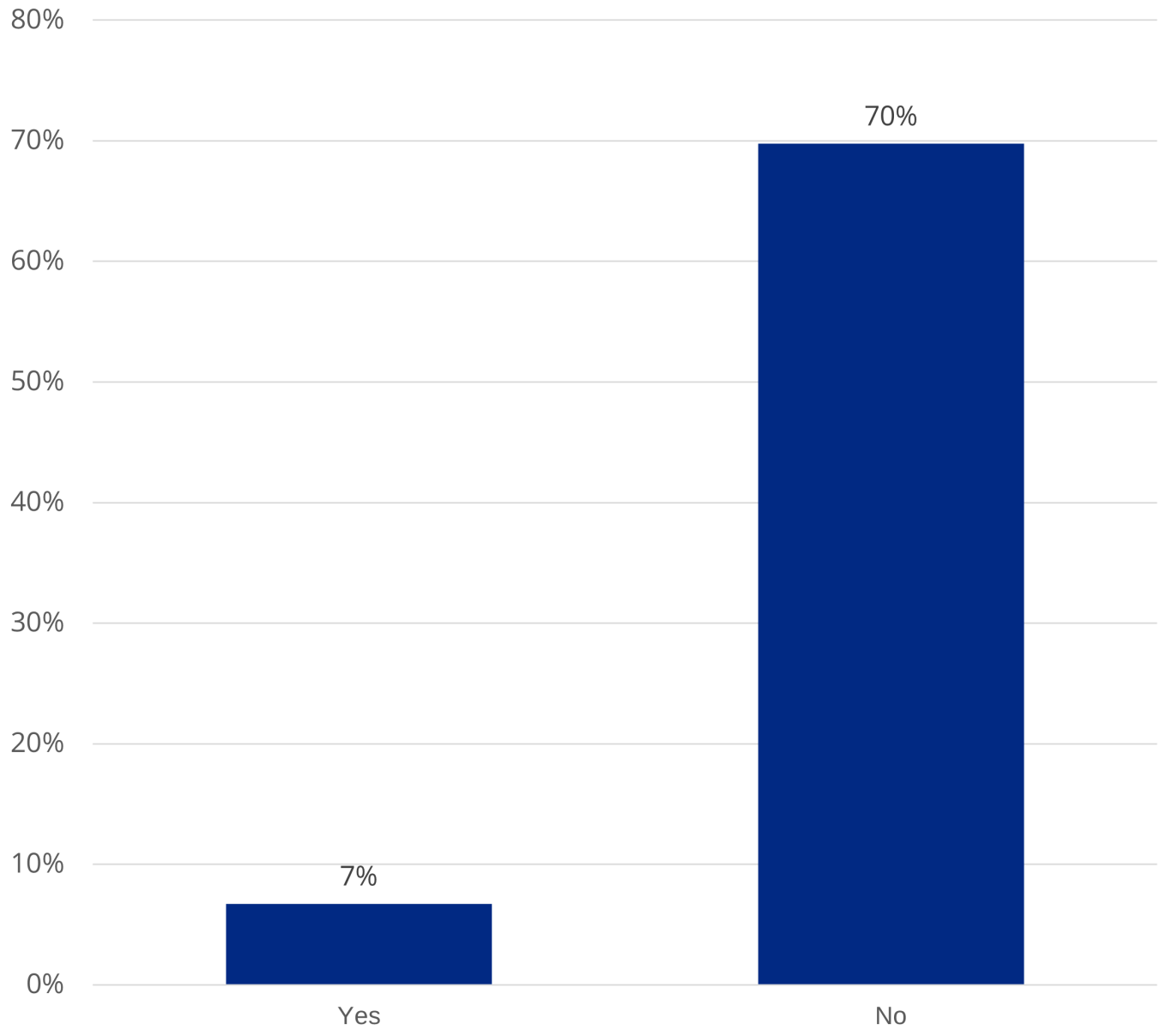


Where should the City focus its resources to improving the City's parks and facilities?

When asked where the City should focus its resources, respondents mentioned adding a park at the old middle school, increasing accessibility, expand sidewalks, add bike paths/bike lanes, and to expand the trail system. Respondents also listed that they would enjoy more green space and events.

Do the City's recreation facilities have operational or maintenance issues that need to be addressed and improved upon?

When asked if there were any operational or maintenance issues to be addressed, well over half (70%) of respondents responded no, while just over 7% responded yes. Respondents who answered yes were given the option to write a comment. Most of the comments pertained to the overall maintenance and cleanliness of the parks and to update the pool.



SWOT Analysis

The consultant team conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis on Monday, October 23, 2023 with City staff and key stakeholders. Additional SWOT data was gathered from other key stakeholders such as the Parks and Recreation Advisory Board, all five City Commissioners, Red Bank Partners, and the public comments from the May 13th public meeting. The input provided during the SWOT analysis is integral to the master planning process and is used in conjunction with staff interviews and the public survey to get a broad spectrum of public and stakeholder input. Several strengths, weaknesses, opportunities, and threats were identified by project stakeholders and are listed below in no particular order of priority or significance.

Strengths

- Have a lot of passionate people who want to get engaged and see the parks grow
- Inside metro Chattanooga, there are surrounding park space
- The land constraints provides a cap on population and development, allows for more focus on amenities
- Variety of amenities
- Connected to Stringer's Ridge
- Dedicated staff, increased capacity, growing
- Support from the City Commissioners
- Perception of safety
- Strong pickleball community
- People travel from outside of the city to use to dog park and it is open year-round
- Community Center
- History of being in the park business with park facilities
- Large parks advisory board
- New programming of existing park space
- Changing demographics
- Remaining City land for recreation
- Food Truck Fridays
- Engaged planning commission
- Variety of committees and groups that are engaged
- New City communication infrastructure that is thriving
- Moon Pie Moon - 5K at Jubilee
- Current fee structure of affordability
- Jubilee and Christmas Parade
- In-house CPSI (playground reviewer)
- Fresh start for department with no past issues to overcome
- Ability to be nimble and flexible with new challenges and opportunities
- Proximity to Walden's Ridge
- Transparency in Red Bank's Government

Weaknesses

- Conversion agreement
- Not a lot of flat walking areas for recreation
- Stringer's Ridge (no current trail maintenance plan in place, lack of wayfinding and signs)
- No trail maintenance plan
- Late to addressing the needs from the public
- Engagement from multiple demographics in the population
- Lack of accessible pedestrian infrastructure
- Lack of programming
- Little funding
- Lack of staffing
- No current planning in place
- Morrison ballfields are undersized for current baseball needs due to the older standards
- Existing programs are not serving residents
- Some existing amenities are underutilized
- Existing pool is beyond its lifecycle
- Existing facilities do not meet the needs and demands of their citizens
- Facility challenges such as no water fountains, lighting upgrades, lack of wifi
- Northern half of the City has no parks or amenities
- Stringer's Branch contamination issues
- Lack of standard operating procedures
- Incomplete portfolio of program offerings
- Lack of indoor facilities and programming
- Lack of wayfinding signage
- Lack of communication and information about City resources and contacts
- No restrooms at some parks
- Lack of partnerships with local entities
- Lack of shade in parks
- Lack of bike infrastructure and lack of alternative multimodal connectivity options to Chattanooga
- Lack of special needs opportunities
- Lack of economic development (i.e., shops and restaurants)
- Lack of cameras and safety infrastructure
- Don't identify Civil War history
- Lack of fee structure, currently low or lack of revenue opportunities
- A lot of mowing of flat spots at White Oak Park
- Condition of outdated infrastructure
- Most used playground is made out of wood
- Lack of neighborhood connectivity
- No online registration and other management tools for reservations, programming, tournaments, etc.
- Lack of staff to execute a trail management plan

Opportunities

- Lyndon Loop for recreational walking (~1 mile on existing train track)
- Creative stormwater management strategies
- Stringer's Branch
- Partnerships with entities (e.g., churches, businesses, schools, etc.)
- Abandoned White Oak Elementary School property
- Determining potential partnerships with surrounding entities' resources
- Connect to and build upon existing infrastructure at Walden's Ridge
- Pedestrian connectivity opportunities with existing and new infrastructure
- Bridge gaps between departments such as Parks and Recreation and City Planning
- Bike Boulevard Project - CMAQ Grant ~$1,000,000 connection from White Oak Park to the Norma Cagle Fields
- Field Cemetery and Red Bank Cemetery
- Grant funding for new opportunities
- Pedestrian infrastructure for people to walk and bike
- Climbing
- Godsey Ridge
- Mountain Creek Greenway and other regional trails
- On Ironman training super highway route
- Look into adult recreation
- ADA implementation at playgrounds and parks (e.g. poured in place)
- Big win projects, short-term projects that are easy to implement in a short amount of time
- Undeveloped City owned property
- Partnership and outreach with surrounding entity departments
- Chattanooga pursuing for a National Park City
- City Parks and Recreation Department branding
- Programming for White Oak Park at night due to dark sky status
- Surrounding State Parks
- Add historical Civil War informational markers
- Strong art community

Opportunities (Cont.)

- Connection to neighborhood associations
- Incentivization of programs and amenities
- Fee structure - more money through revenues and opportunities for lower costs for residents
- Partnership with hospital
- Partnership with Red Bank UMC food pantry
- Dedicated Senior Center
- Programming of flat spots at White Oak Park
- Locate original plans for White Oak Park
- Addition of native pollinators and plant areas
- Bird watching programing and amenities
- Community gardens
- TN American Water property
- Utility easements for multimodal connectivity
- Leagues and tournaments (e.g., pickleball, softball, kickball, corn hole)
- Flush out a thriving Parks and Recreation Department
- Co-Department of Health program - job placement for seniors in high school
- More programmed events at the parks
- Navigating community special interests
- Abundance of large White Oak trees
- Trust for Public Land's 10-Minute Walk Plan
- North Shore and Mountain Creek Studies
- Boxing Building (or other location) as possible office location for expanding Parks, Trails, and Recreation Division

Threats

- Off-leashed dogs in parks
- Stringer's Branch
- Lack of risk management procedures such as no defined sign-up sheet for volunteers or non-city incident reports
- NIMBY-ism
- If prioritization of wants and plan does not take place, it will become a threat
- Inconsistency when commission priorities change with each new election
- Land conversion (LWCF)
- Lack of transparency and poor communication will lose the trust of the community
- User safety and potential injuries
- Lack of safety infrastructure
- Vandalism
- Loss of affordability
- Increased usage
- Higher cost of ownership
- Loss of institutional knowledge due to lack of digital/written record keeping
- Invasive species
- Contracts have been left unreviewed with civic groups over time
- Most used playground is made out of wood
- Staff burnout

Photo by Brooke Bragger

Benchmark Analysis

Section 4

NRPA Benchmark Approach

The National Recreation and Park Association (NRPA) collects data and performance measures from agencies and park departments across the United States. This benchmarking analysis section uses the 2023 NRPA Performance review data, the most recent figures available. The information provided to the NRPA is self-reported, and thus may have some variations and discrepancies due to tracking methods. Annual tourist stays are not factored into the NRPA data and should be considered when evaluating overall park use.

To create a useful comparison for Red Bank's Parks and Recreation Department, five primary metrics were used to identify relevant NRPA data for the benchmarking analysis:

- Acres of parkland per 1,000 residents
- Outdoor park and recreation facilities – population per facility
- Full-time equivalent employees (FTEs) per 10,000 residents
- Key responsibilities of park and recreation agencies
- Annual operating expenditures per capita

The 2022 population estimate from the U.S. Census Bureau reported Red Bank had a population of 11,959 residents. As a result, this benchmarking section compares Red Bank to other jurisdictions with populations less than 20,000 residents.

Photo by Brooke Bragger

Acres of Parkland per 1,000 Residents

This metric analyzes the 2022 population of Red Bank and the most recent park acreage quantity against similarly sized communities. Red Bank currently has 60.88 acres of parkland (see Appendix) and a 2022 population count of 11,959 residents. This equates to an overall ratio of 5.1 acres of parkland per 1,000 residents, which means Red Bank is below the lower quartile both nationally for cities of all sizes and similar sized communities.

This is an overall number and does not reflect the dispersion of parkland throughout Red Bank as there are areas that have a high volume of parkland and other areas that are lacking accessible parkland. The map of existing facilities in the facility inventory and analysis section provides an overall map of Red Bank's parks and recreation facilities to note areas of the City with lower levels of service.

It is important to note that surrounding the city, there are multiple other similar providers and agencies who also offer parks and recreational opportunities not reflected in this study, but are displayed in the map in the programming assessment section.

	National	Less than 20,000 Residents
Upper Quartile	18.4	21.1
Median	10.8	13
Lower Quartile	5.3	6
Red Bank	5.1	

Outdoor Park and Recreation Facilities – Population per Facility

This benchmark analysis measures the number of residents served by each outdoor facility offered in Red Bank and compares Red Bank's numbers to similar sized communities as well as the national averages. This metric is calculated by dividing the total population by number of facilities. Red Bank provides a competitive number of pickleball courts as similar sized communities and a comparable number of tennis courts, playgrounds, dog parks, swimming pools, and softball and baseball fields as the national average. Red Bank currently lacks soccer fields, a skate park, football fields, multi-use courts, multi-purpose fields, and disc golf options. Chattanooga, Soddy Daisy, East Ridge, and Hamilton County all provide at least one of the amenities within a 20-minute drive.

	National Averages	Less than 20,000 Residents Averages	Red Bank
Playground	3,759	2,014	2,990
Basketball Courts	7,404	3,792	N/A
Tennis Courts	5,860	2,805	3,986
Dog Park	43,532	11,100	11,959
Swimming Pool	38,635	9,745	11,959
Soccer Field - Youth	7,228	3,600	N/A
Soccer Field - Adult	13,692	6,955	N/A
Softball/Baseball Field - Youth	11,384	5,079	5,980
Softball/Baseball Field - Adult	15,345	5,800	1,993
Skate Park	53,144	10,726	N/A
Football Field	26,780	8,637	N/A
Multi-Use Courts - Basketball, Volleyball	17,475	5,093	N/A
Multi-Purpose Field	9,177	3,859	N/A
Pickleball Court	13,922	3,252	1,993
Disc Golf - 18-Hole Course	94,109	9,587	N/A

Full-Time Equivalent Employees (FTEs) per 10,000 Residents

The next metric is the number of parks and recreation full-time equivalent employees (FTEs) per 10,000 residents. This metric is calculated by dividing the total number of FTEs by Red Bank's population, then multiplying that number by 10,000. This metric analyzes the quantity of staff to resident ratio against the national average and similar sized communities. Red Bank has 11,959 residents and one full-time parks and recreation equivalent employee and seven employees who dedicate part of their time to the Parks, Trails, and Recreation Department (counted as part-time employee in this metric). Per 10,000 residents, Red Bank has one FTE. This is lower than the lower quartile for both communities of similar size and the national averages.

It is important to note that Red Bank recently formed the Parks, Trails, and Recreation Department as a new division of the Public Works Department. The Public Works Department maintained the parks before the official Parks, Trails, and Recreation Department was formed and continues to conduct the maintenance operations at the parks.

	National	Less than 20,000 Residents
Upper Quartile	15.5	20.1
Median	8.9	11.5
Lower Quartile	4.8	6.5
Red Bank	1	

Key Responsibilities of Park and Recreation Agencies

Although at its core, a parks and recreation department is responsible for just that, parks and recreation, it is important to understand that park and recreation professionals oversee a myriad of services and facilities in their communities beyond the "traditional" roles. Having a well-rounded understanding of what operations national and similar sized communities park and recreation departments are responsible for will help Red Bank navigate what responsibilities the newly formed Parks, Trails, and Recreation Department will cover and what additional staff is needed to fill these roles.

Currently, Red Bank is generally keeping pace with similar sized communities with the types of facilities and programs with their deficiencies being community gardens, outdoor amphitheaters, golf courses, indoor swim facilities, farmer's markets, indoor performing arts, center, indoor sports complexes, and arena/racetrack.

	National	Less than 20,000 Residents	Red Bank Currently Covers (Y/N)
Park Sites	98%	97%	Y
Indoor Facilities	91%	82%	Y
Jurisdiction Wide Special Events	80%	72%	Y
Racquet Sports Activities/Courts/Facilities	69%	64%	Y
Non-Park Sites	68%	61%	Y
Outdoor Swim Facilities/Water Parks	66%	48%	Y
Tournament/Event Quality Outdoor Sports Complexes	57%	39%	N
Community Gardens	47%	33%	N
Tourism Attractions	38%	29%	Y
Outdoor Amphitheater	37%	20%	N
Golf Courses	35%	13%	N
Indoor Swim Facilities/Water Parks	31%	13%	N

Farmer's Markets	22%	19%	N
Indoor Performing Arts Center	20%	11%	N
Tournament/Event Quality Indoor Sports Complexes	20%	12%	N
Professional or College Type Stadium/ Arena/Racetrack	10%	3%	N

Annual Operating Expenditures per Capita

Measuring operating expenditure data by population served provides a more accurate way of understanding and comparing funding for parks and recreation. This metric is calculated by dividing Red Bank's total budget expenditure of $276,000 (all expenses accrued by the department) for the 2024 fiscal year by the total population. By this measure, Red Bank has an annual operating expense of $23.08 on a per capita (or per person) basis. Red Bank's annual operating expenditures per capita is below the lower quartile for both the national and similar sized communities' averages. As Red Bank hires more staff and invests in more land, the annual operating expenditure per capita will grow. Investing more in operating expenses will be important for Red Bank to grow its Parks, Trails, and Recreation Department and maintain the current high-quality maintenance and operations.

	National	**Less than 20,000 Residents**
Upper Quartile	$172.05	$229.61
Median	$94.77	$120.79
Lower Quartile	$53.23	$69.65
Red Bank	$23.08	

Summary

The benchmark analysis using NRPA metrics provides a peer comparison of Red Bank's Parks, Trails, and Recreation Department's performance relative to other park and recreation systems across the United States with similar sized jurisdictional populations. The benchmarking metrics highlighted in this chapter provide insight on how Red Bank compares in important areas such as quantity of parkspace, available outdoor amenities, staffing, and budget expenditures.

Red Bank is in a unique situation of being completely surrounded by Chattanooga's city limits, therefore restricting any outward growth of Red Bank's boundaries. The constrained city boundary requires Red Bank's Parks, Trails, and Recreation Department to be intentional with how, when, and what they decide involving programming, land acquisition, and park improvements.

Key takeaways from this benchmark analysis show that Red Bank is performing below average relative to peer communities, but generally has room for improvements. Areas of improvement identified in this analysis include park acreage, staff size, programs and facilities offered to the community, and budget allocated to the Parks, Trails, and Recreation Department. The City currently manages a small amount of park acreage in comparison to similar sized communities, however the City has recently purchased additional parkland to build upon their existing assets. Currently, Red Bank has a lower number of staff to help maintain their existing facilities compared to its peer communities, so it is recommended that the City focus on increasing staff size first and then provide additional amenities to the community.

An opportunity exists for the community to increase investment in its parks and recreation system, as the current department budget is significantly lower than similar sized communities. It will be important to increase budget size to hire more staff as Red Bank continues to build upon its existing assets. Additional funding could come from various sources, such as grants, user fees, impact fees on new development, or dedicated tax sources. Generating more revenue through earned income (non-tax revenue) sources should also be a goal for the Department, which will provide additional resources to invest back into the system.

Additional parkland that allows for hosting larger events and tournaments would be beneficial to Red Bank. The current facilities do not accommodate for hosting large events and tournaments that typically draw in sources of revenue. If additional parkland is purchased, the existing facilities could be reprogrammed to help fill the deficiencies in the amenities that are not currently being offered, but highly sought after to better meet the needs of Red Bank's community.

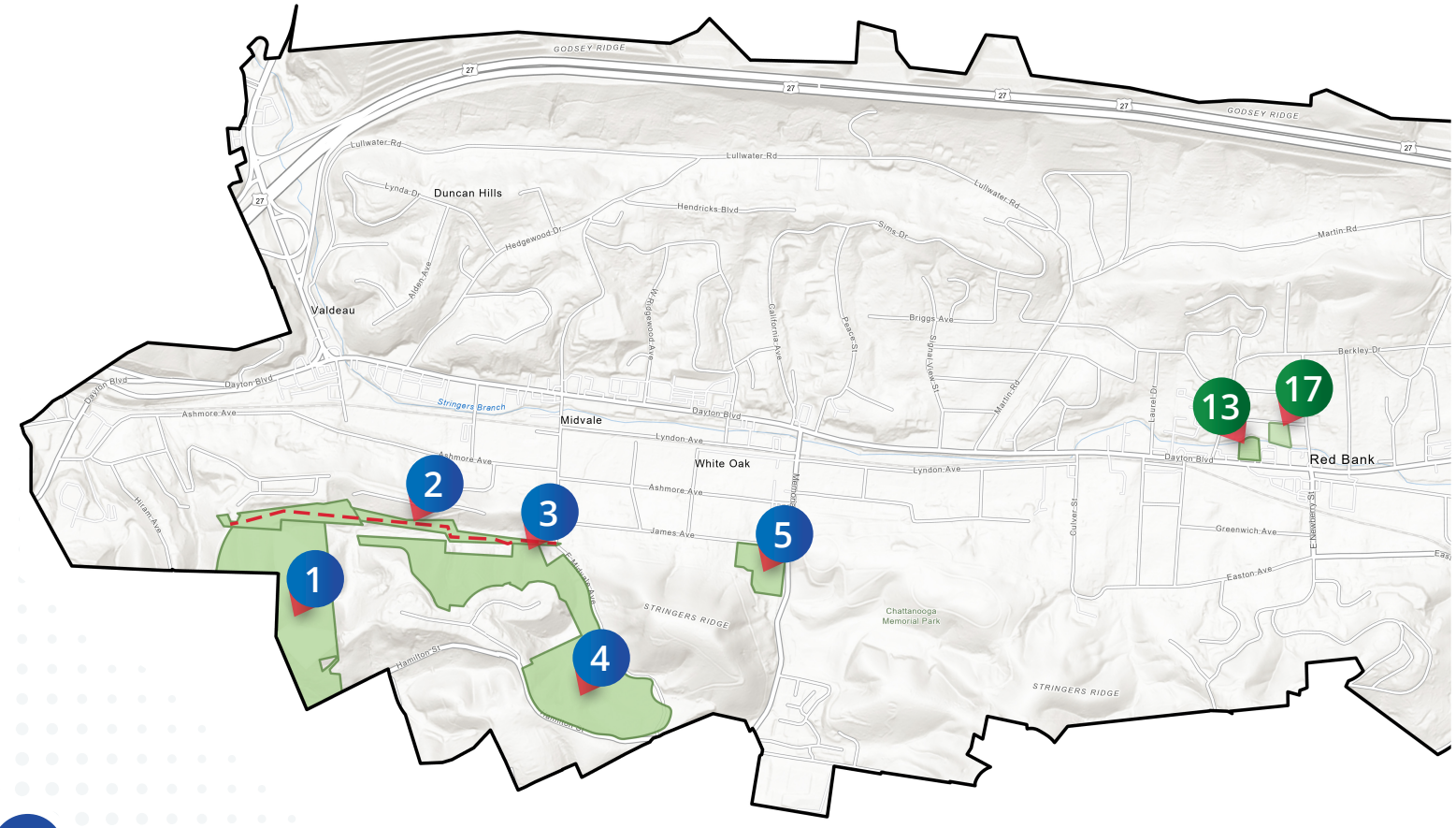
Facility Inventory & Analysis

Section 5

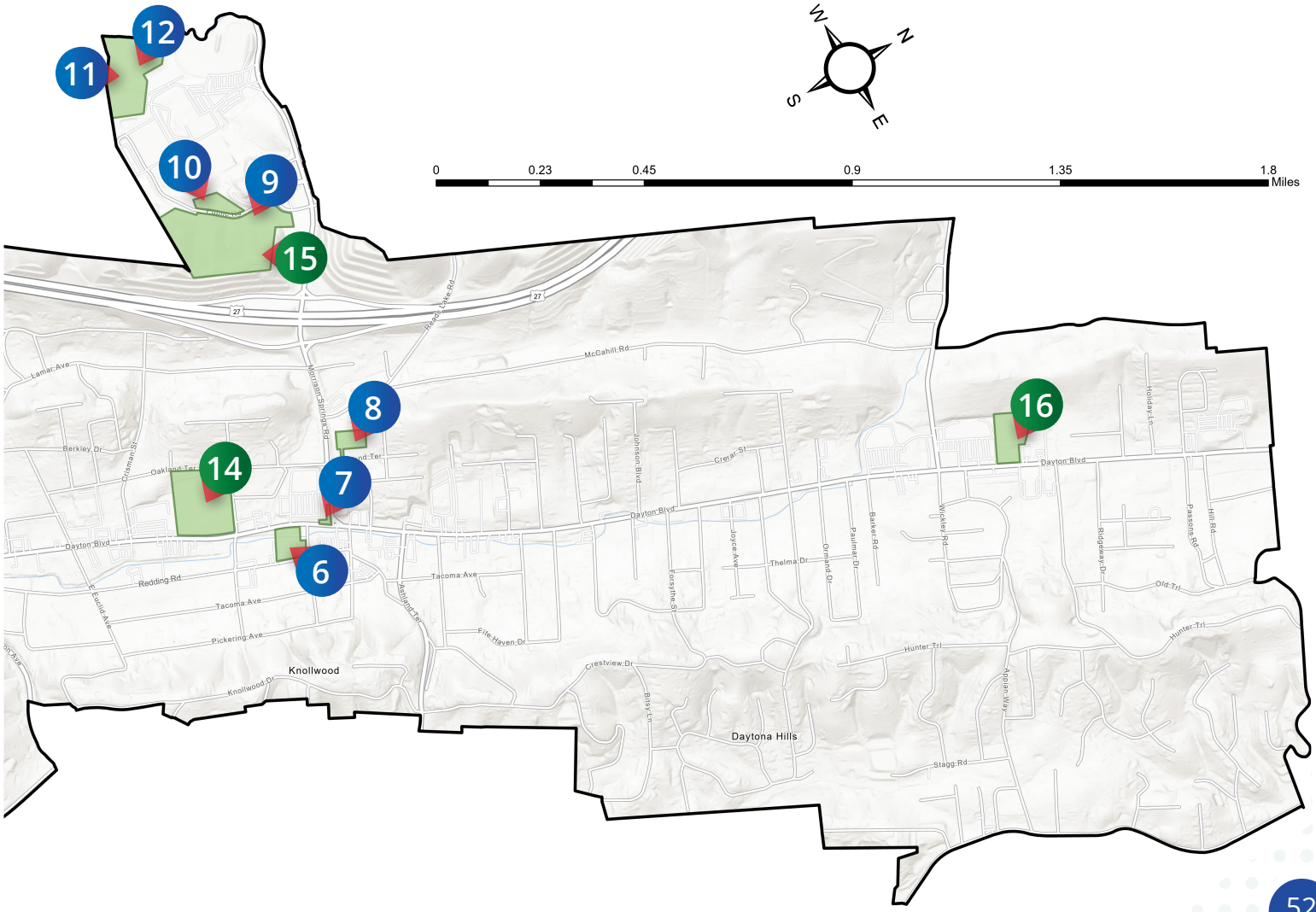
Overview & Evaluation Components

For a better understanding of the existing assets Red Bank is providing, the consultant team and Department staff visited each park location to document existing conditions and identify amenities. Each amenity was given the rating good, fair, or poor. A "good" amenity or facility is in new or like-new condition and will not require any major foreseeable maintenance updates within the next 10 years. A "fair" amenity or facility is showing signs of normal wear and tear, but is still in usable condition at the time of the inventory and will likely need updates after five years. A "poor" amenity or facility is in a condition unsuitable for use and should be replaced or upgraded within the next five years. The consultant team performed an existing facility evaluation of the following facilities:

1. Stringer's Ridge Preserve (the portion owned by Red Bank)
   1312 Spears Avenue
2. White Oak Connector
   Between 406 & 410 Midvale Avenue
3. The Field Cemetery
   Along White Oak Connector



4. White Oak Park
   798 Ben Miller Parkway
5. Norma Cagle Ballfields
   2226 James Avenue
6. City of Red Bank Park (Kids Corner Park, City Pickleball, & Tennis Courts)
   3817 Redding Road
7. Town Center Memorial
   3901 Dayton Boulevard
8. Red Bank Cemetery
   4005 Oakland Terrace
9. Red Bank Swimming Pool
   3620 Tom Weathers Drive
10. Joseph Glasscock Community Center
    3653 Tom Weathers Drive
11. Red Bank Boxing Building
    648 Morrison Springs Road
12. Morrison Springs Ballfields
    648 Morrison Springs Road
13. Undeveloped City Owned Property
    3113 Dayton Boulevard
14. Undeveloped City Owned Property
    3715 Dayton Boulevard
15. Undeveloped City Owned Property
    3620 Tom Weathers Drive
16. Undeveloped City Owned Property
    4838 Dayton Boulevard
17. Undeveloped City Owned Property
    3112 Elmore Avenue



City of Red Bank Park

3817 Redding Road | 2.7 Acres

Centrally located in Red Bank, the City of Red Bank park is home to the Kids Corner Park, pickleball and tennis courts, and is the site for most major City events.

AMENITIES	CONDITION
Playground	Good
Restroom Building	Good
Tennis Courts	Poor
Pickleball Courts	Good
Greenspace with Stage	Fair
Gazebo at Kids Corner	Poor
Pedestrian Bridges	Poor
Stringers Branch (Portion Running Through the Park)	Poor

Recommendations

Short-Term

- Replace gazebo at Kids Corner
- Add shade at playground
- Expand and improve sandbox area
- Add more shade at the stage area for Food Truck Friday's and other events
- Explore more inclusive playground features
- Add drinking fountains
- Add bike parking and repair stations
- Explore collaboration with Public Art Advisory Board
- Add dog waste stations

Long-Term

- Explore additional parking options
- Repair the section of stream bank of Stringers Branch that runs through the park
- Get the end of life plan for the playground on the Capital Improvements Plan (CIP) (see Financial section for CIP definition)
- Enhance security monitoring system
- Add Wi-Fi for public and event use

Joseph Glasscock Community Center

3653 Tom Weathers Drive | ±3,500 SF Facility & 1.80 Acre Parcel

Named after the late former mayor Joseph Glasscock, the community center and playground provide a space for Red Bank's citizens to gather for social and recreational events with a direct view of Signal Mountain.

AMENITIES	CONDITION
Playground	Good
Main Event Room	Good
Kitchen	Good
Storage Room	Fair
Restrooms	Good
Small Pavilion at Playground	Good
Pergola	Good

Recommendations

Short-Term

- Restripe and repair parking lot
- Add storage
- Expand playground to include more age ranges
- Update existing fridge and freezer
- Collaborate with the Public Arts Committee to incorporate art

Long-Term

- Explore additional parking options
- Add poured-in-place surfacing at playground

Morrison Springs Ballfields

648 Morrison Springs Road | 10.54 Acres

The Morrison Springs ballfields consist of five fields and host youth softball, youth baseball, and adult kickball. The fields are utilized by both the Red Bank Girls Youth Association and an adult recreational kickball league.

AMENITIES	CONDITION
Softball Fields	Fair
Dugouts	Fair/Poor
Concession Stand	Fair
Restrooms	Poor
Scorer's Box	Fair
Batting Cages	Fair
Storage Building	Fair
Concrete Bleachers	Poor

Recommendations

Short-Term

- Replace concrete bleachers with metal bleachers
- Update lighting to LED lighting
- Fix water spigot and add water fountain
- Mitigate Mountain Creek erosion impact
- Add walking paths

Long-Term

- Update facilities to meet ADA standards
- Add concrete sidewalks
- Repair scorers box
- Update concession stand and restroom building
- Upgrade fields and facilities for highest and best use

Norma Cagle Ballfields

2226 James Avenue | 4.76 Acres

The Norma Cagle Fields consist of three fields and host youth softball, youth baseball, and adult kickball. The Red Bank Girls Youth Association run the fields and concession stand, hosting league and tournament games.

AMENITIES	CONDITION
Softball Fields	Fair
Concessions Stand	Fair
Restroom Building	Fair
Storage Shed	Fair
Storage Building and Old Referees Building	Poor
Batting Cage	Fair
Water Fountain	Good
Scorer's Stand	Fair/Poor
Dugouts	Fair
Former Basketball Court	Poor

Recommendations

Short-Term

- Update all facilities to meet ADA standards
- Explore additional parking options

Long-Term

- Conduct a feasibility study for highest and best use to support public feedback on recreational desires

Red Bank Boxing Building

648 Morrison Springs Road | 0.14 Acres

The Red Bank Boxing Building is home to the Red Bank Boxing Club, established in 1949. The building was built around 2005 and acquired through a land donation. The building is located behind the middle and high schools and adjacent to the Red Bank ballfields.

AMENITIES	CONDITION
Metal Building	Fair
Boxing Ring	Good
Training Equipment	Ranges from Poor to Good
Concession Stand	Poor
Locker Room	Poor
Storage Room	Poor
Office	Poor

Recommendations

Short-Term

- Rip up carpet and seal concrete flooring

Long-Term

- Update facility
- Conduct a facility usage study

Red Bank Cemetery

4005 Oakland Terrace | 1.53 Acres

Around since the 1800's, this cemetery is located off of Morrison Springs Road at Oakland Terrace on the West side of the road. The common drive is between two residences, with the cemetery extending behind them, enclosed by a chain link fence.

AMENITIES	CONDITION
Cemetery	Fair

Recommendations

Short-Term

- Add historic signage
- Add wayfinding signage to site
- Add entrance signage
- Add new fence and gate
- Add benches

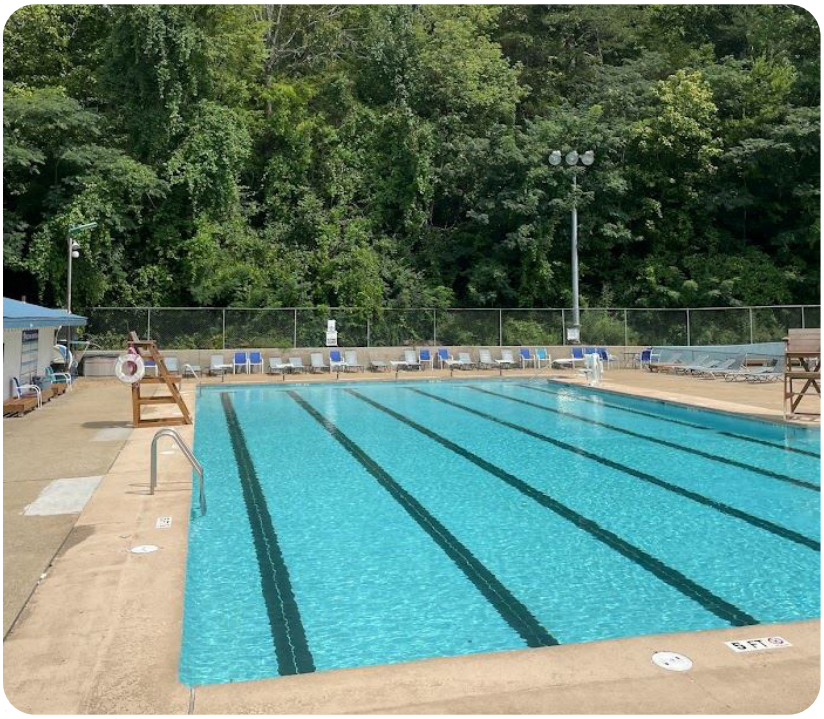
Long-Term

- Explore additional parking options
- Create walking path to cemetery
- Continue to collaborate with the Cemetery Advisory Board

Red Bank Swimming Pool

3620 Tom Weathers Drive | 0.9 Acres

Built in 1962, the pool celebrated its 50th anniversary in 2012. The Red Bank Swimming Pool is the home for the Red Bank Gators Swim Club. The swim club in conjunction with the Pool Advisory Committee are in charge of running the pool during the summer. The pool has reached its life expectancy and is in need of revitalization.



AMENITIES	CONDITION
Swimming Pool	Poor
Baby Pool	Poor
Parking Lot	Fair
Covered Wooden Pavilion	Good
Concession Stand	Poor
Storage Room	Poor
Office	Fair
Restrooms and Showers	Poor
Diving Boards	Fair
Outdoor storage	Poor
Pumphouse	Poor

Recommendations

Short-Term

- Conduct a feasibility study for pool renovations that better serve the community with current aquatic trends and to determine if the topography supports rebuilding new facility in the same location or find a new location
- Expand hours of public swim and add adult swim hours

Long-Term

- Maintain a public pool presence

Stringer's Ridge Preserve (Portion Managed by Red Bank)

1312 Spears Ave | 28.88 Acres

Red Bank owns approximately 28.88 acres of the total 92 acres that make up the entirety of Stringer's Ridge Park. Stringer's Ridge Park bridges Chattanooga and Red Bank, providing pedestrian access to both cities.

AMENITIES	CONDITION
Forested Greenspace	Good
Nature Trails	Good

Recommendations

Short-Term

- Create a cohesive trail and tree maintenance plan through a partnership with a qualified group
- Create cohesive trail and wayfinding signage throughout park and along trails
- Create a long-term trail maintenance plan that includes invasive species management plan

Long-Term

- Enhance connection between Red Bank and Stringer's Ridge Preserve

The Field Cemetery

Along White Oak Connector | 0.29 Acres

Located off of White Oak Connector, this cemetery was once a potter's field that was abandoned in the early 1900's. Efforts by the City to give the buried a proper resting place and correct the wrongs made here in history have been started, with the first step being assembling a Cemetery Citizens Advisory Board. This board is made up of 10 residents with the focus on maintaining and improving the cemeteries owned and protected by Red Bank.

Photo by Megan Ledbetter

AMENITIES	CONDITION
Historic Field Cemetery	N/A

Recommendations

Short-Term

- Create a committee to determine how to best preserve and honor the site

Long-Term

- Implement master plan
- Continue to collaborate with the Cemetery Advisory Board

Town Center Memorial

3901 Dayton Boulevard | 0.10 Acres

The Town Center Memorial is located on the southwest corner of the intersection of Dayton Boulevard and Morrison Springs Road. It was erected in 2007 and is dedicated to the veterans who served in the Armed Forces.

AMENITIES	CONDITION
Iconic Town Clock	Fair
Memorial Statues	Good
Benches	Good

Recommendations

Short-Term

- Provide updated landscape beds

Long-Term

- Consider relocation of the memorial to create additional memorial structures and increase access

White Oak Connector

Between 406 & 410 Midvale Ave E |0.5 Miles

Officially opened in fall 2022, the White Oak Connector trail was created in partnership between the Trust for Public Land and the City of Red Bank. The trail connects Stringer's Ridge Park to White Oak Park along a previously existing service road used to access a TVA transmission line corridor.

AMENITIES	CONDITION
.5-Mile Trail	Fair

Recommendations

Short-Term

- Plant more native plant species
- Change name of sign over entrance to "White Oak Connector"
- Consider a power line management plan
- Add more wayfinding signage
- Add educational signage along trail
- Add dog waste stations
- Provide restrooms and water stations near the trailhead
- Add map and arrow indicating how to navigate to Stringer's Ridge
- Create a long-term invasive species management plan

Long-Term

- Add plaza and seating area where gravel and dirt trail meets with seating, shade, and signage

White Oak Park

798 Ben Miller Parkway | 44.15 Acres (*13 Acres Developed, 31.15 Acres Undeveloped*)

Officially opened as a park in 2003, this former landfill turned park in the southern end of Red Bank provides the community with a multitude of social and recreational activities. The defined topography of the park vertically splits the park into two tiers, an upper tier which includes the pavilions, playground, multi-purpose grass field, and open greenspace. The lower tier houses the dog park, walking track, detention ponds, and additional open greenspace. Based on limited park space and future needs, the following recommendations are potential uses to be added to White Oak Park.

AMENITIES	CONDITION
Dog Park	Poor
Playground	Good
Restroom Building	Good
Large Pavilions (2)	Good
Small Pavilion	Poor
Large Open Field	Good
Paved Walking Path	Fair

Recommendations

Short-Term

- Add shade at dog park and playground
- Add entrance signage to White Oak Park
- Improve wayfinding signage to park
- Add educational signage throughout park
- Add storybook programming around walking track
- Add more seating at dog park
- Replace benches at dog park
- Remove the gates
- Enhance security monitoring system
- Add Wi-Fi for public or event use
- Add drinking fountains
- Add bike parking and repair stations
- Explore collaboration with Public Art Advisory Board
- Add dog waste stations

Long-Term

- Develop a strategic plan that determines the highest and best use of the space that includes a needs assessment study and is in harmony with the Public Works facility
- Explore additional parking options
- Cut official trails to connect park to the Norma Cagle Ballfields
- Make current walking path into full loop
- Add shade throughout park
- Add playground structure for older kids
- Add more play features and water features at dog park
- Update picnic pavilion outside of dog park
- Program detention ponds
- Add trail around detention ponds
- Reroute entrance to paved trail to avoid crossing the dog park entrance
- Add trails to wooded areas
- Reseed and improve grade of upper terrace
- Provide restrooms and water stations near southern end of park for Dog Park and White Oak Connector trailhead

Undeveloped City Owned Property

3113 Dayton Boulevard | 1.1 Acres

The open greenspace lot between City Hall and the Police Department is currently unprogrammed.

AMENITIES	CONDITION
Open Greenspace	Fair

Recommendations

Short-Term

- Create master plan

Long-Term

- Evaluate site for the highest and best use

Undeveloped City Owned Property

3715 Dayton Boulevard | 11.97 Acres

Previously occupied by the Red Bank High School and then the Middle School, this site contains both open greenspace and forested greenspace.

AMENITIES	CONDITION
Large Open Lawn Space	Good
Forested Green Space	Good
Old Stone Stairs	Poor

Recommendations

Short-Term

- N/A

Long-Term

- Evaluate site for the highest and best use

Undeveloped City Owned Property

3620 Tom Weathers Drive | 18.1 Acres

The ridge above the swimming pool has potential for nature and hiking trails and comprised of three main knolls that connect to a utility corridor. The land is currently undeveloped, but the City would like to start construction on new trails in partnership with the Trust for Public Land.

AMENITIES	CONDITION
Forested Greenspace	Good

Recommendations

Short-Term

- Cut trails along ridge to program the space
- Add wayfinding signage and trail entrance signage
- Expand parking at the Community Center to provide trailhead parking

Long-Term

- Create a trail maintenance plan
- Evaluate site for the highest and best use

Undeveloped City Owned Property

4838 Dayton Boulevard | 4.5 Acres

Purchased by the City in 2023, this property consists of forested, topography rich greenspace that the City may potentially develop into a public park.

AMENITIES	CONDITION
Forested Greenspace	Good

Recommendations

Short-Term

- Develop master plan for site

Long-Term

- Evaluate site for the highest and best use

Undeveloped City Owned Property

3112 Elmore Ave | 0.84 Acres

The empty lot behind the police station is currently being used as overflow parking.

AMENITIES	CONDITION
Greenspace	Good
Gravel Parking Lot	Poor

Recommendations

Short-Term

- N/A

Long-Term

- Evaluate site for the highest and best use

Photo provided by City of Red Bank

Program Assessment

Section 6

Approach

Programs offered through a parks and recreation department are generally defined as resources and services provided for purposes of leisure, entertainment, and recreational pursuits. Examples include recreation activity programs, athletic leagues, special events, arts programs, and environmental education programs. Oftentimes communities produce a significant portion of operating revenues generated from fees and charges associated with these programs, in addition to significant indirect revenues to local and regional economies from sports tournaments and special events such as arts, music, and holiday festivals. Parks and recreation programs also provide social, physical, and environmental benefits for residents.

Due to Red Bank's unique geographic position as a land locked city and the Parks, Trails, and Recreation Department's infancy as an official department in Red Bank, it was important to begin with a clear understanding of what services were already being provided by surrounding entities and local groups to prevent any duplication of services in the recommendations. To do this, the consulting team mapped out parks and recreation facilities within a 20-minute drive from Red Bank and compared what needs were being outlined by residents in the public survey results. For this analysis, we evaluated the target audience, lifecycle, gap analysis, and duplication of service analysis as outlined in the text below.

Photo by Brooke Bragger

Athletic Leagues

While the City of Red Bank does not directly provide any athletic leagues, there are numerous local organizations that the City partners with to provide this service. Having the local leagues and organizations facilitate the majority of the athletic leagues limits the amount of effort required by the City, which reduces the number of staffing and costs. The City provides the athletic fields and addresses maintenance issues, while the leagues run the rest of the operations. Currently, the City does not charge the local leagues and organizations money to operate out of the City's facilities. The community identified indoor athletics, running, and soccer as highly desired athletic programming which Red Bank currently does not offer. It is recommended that the City either conduct a feasibility study or engage partnerships with surrounding municipalities to provide the aforementioned athletic programming to meet the needs of the community.

Athletic Leagues		
Program/Event	**Target Age**	**Growing/Mature/ Declining**
Adult Kickball	Adult (18-49)	Growing
Adult Softball	Adult (18-49)	Growing
Boxing	Youth-Teens (5-17)	Growing
Swimming	Youth-Teens (5-17)	Mature
Youth Baseball and Softball	Youth-Teens (5-17)	Growing
*Youth Basketball	Youth (5-12)	Growing
*Youth Cheer	Youth (5-12)	Growing
*Youth Football	Youth (5-12)	Growing
Youth Softball	Youth-Teens (5-17)	Growing

* Not affiliated with the City

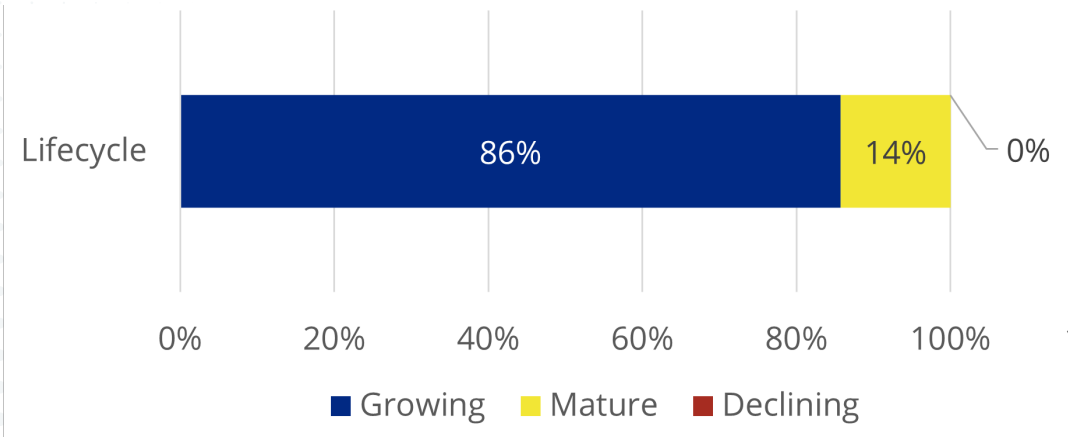
Program & Events

The table below shows a combination of programs and events offered by the City of Red Bank in addition to the Red Bank Active Older Adults program. The City of Red Bank currently offers three different programs and annual events to their residents throughout the year. The Red Bank Active Older Adults program provides a wide variety of recreational, educational, and social programs and events to the seniors in the Red Bank community.

Programs & Events		
Program/Event	**Target Age**	**Growing/Mature/ Declining**
Red Bank Christmas Festival & Parade	All Ages	Mature
Red Bank Jubilee	All Ages	Mature
Food Truck Fridays	All Ages	Growing
Arts & Crafts	Senior (50+)	Growing
Exercise Classes	Senior (50+)	Growing

Lifecycle Analysis

All programs offered in Red Bank, including by the City as well as local organizations, were evaluated based on their current participation trends. The lifecycle analysis is positive, showing a majority of programs that are growing (86%) or mature (14%) and none that are declining. The high number of growing and mature programs is an indicator that the City has provided successful programs to the community. Based on the public survey results, residents would like the Department to expand the program offerings. The City and its partners need to be cognizant of this and provide sufficient staff to support these growing programs into maturity. The graphic below show the relationship between current programs and their lifecycle stages.



Age Segment Distribution

An age segment distribution analysis was conducted based on the target audience for each existing program. This analysis helps to better understand how the current program system serves each age group in the community. Red Bank is successfully providing programs to youth ages and has built a strong foundation of programs for adults and seniors. There is a lack of programming designed specifically for toddlers. Department staff should review age segment distribution annually to better understand level of service for each age group and check for a good balance of programs.

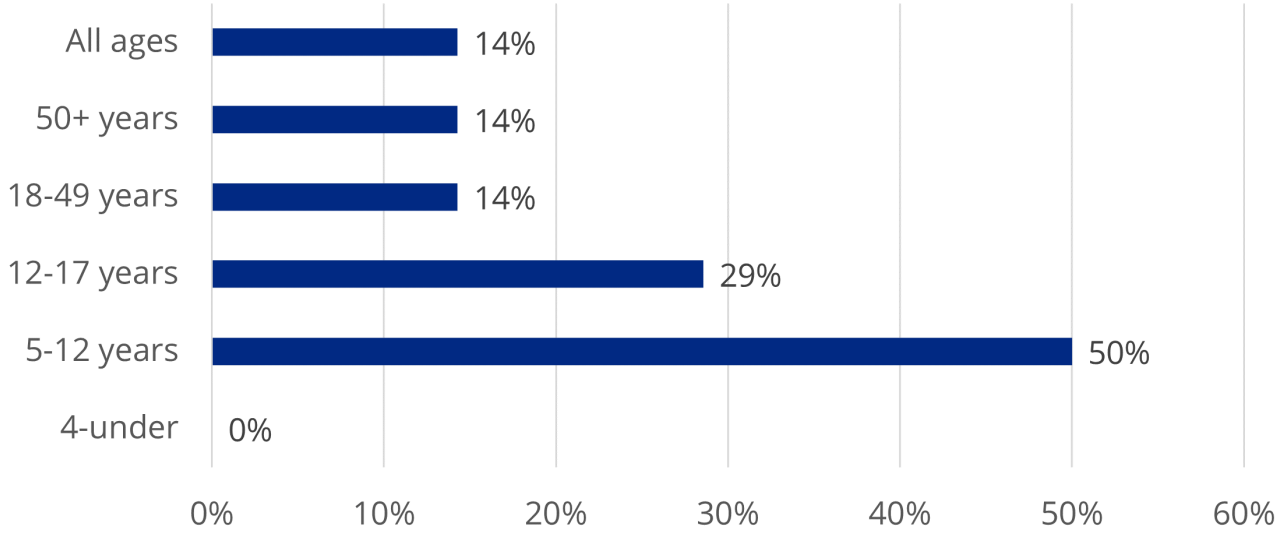


Photo by Brooke Bragger

Program Gap Analysis

This program gap analysis compares what parks and recreational programs and events are being offered in Red Bank to the desired programs and events noted by the community in the public survey responses (see pages 21, 23, 33-37 in the Community Engagement section). This analysis is meant to help identify any gaps or shortcomings in recreational programs and events that the Department can work to best meet the needs of the community. Due to the Department's infancy in addition to the projected population growth, it is recommend that the Department start by conducting annual feasibility studies to determine if the programs being offered are meeting the communities needs.

Programs currently being offered by Red Bank are organized into two categories:

- Programs to expand upon
- Programs providing adequate service

Programs providing adequate service are defined in this master plan as programs that are meeting the current community's needs and demands.

Programs Currently Offered in Red Bank		
Programs to Expand Upon	Identified as a need in the public survey (20% or more)	*Basketball
Programs Providing Adequate Service	Not identified as a need in the public survey (20% or less)	Baseball Boxing *Cheer *Flag Football *Football Softball

* Not affiliated with the City

Photo by Brooke Bragger

Programs not currently being offered by Red Bank, but were noted in public survey results by the community are organized into high and low priority, with high priority being programs identified as highly desired by the community based on public survey results. As the demands of Red Bank's community changes the prioritization of the programs in this list are subject to change as well.

Programs Not Currently Offered by Red Bank		
High Priority	Identified as a need in the public survey (20% or more)	Biking Running Soccer Disc Golf Weight Lifting Indoor Athletics/Programming Basketball
Low Priority	Not identified as a high priority need in the public survey (20% or less)	Concerts Skateboarding Track Volleyball Kickball Adaptive (Special Needs) Facilities Whiffle Ball Lacrosse Pickleball Gardening Art Yoga Movie Nights Crafts Farmers Markets Hiking Tennis Aquatics Golf Target programming for children Walking Tai Chi

Duplication of Services Analysis

Interlocal partnership is an effective way for Red Bank to respond to the community's recreational needs. Partnerships and cooperative programs with surrounding cities and local organizations can eliminate unnecessary duplication of services, reduce overall park and recreation costs, reduce the overall workload on the Department, and more effectively meet the needs of the community.

This analysis compared Red Bank's current athletic programming and offerings against athletic and programming gaps identified in both the public survey and this programming analysis section. The current listings and identified gaps were then compared to a list of programs offered by surrounding jurisdictions accessible within a 20-minute drive from Red Bank which include Soddy-Daisy, Chattanooga, East Ridge, and the Hamilton County parks and recreation facilities that fall within the 20-minute driving radius.

The tables below and on the following page list all current athletic and special event programming offered by Red Bank and cities within a 20-minute drive from Red Bank. Both city and non-city athletic programs are listed for all entities.

Athletic Programs Duplication of Services Chart					
Program Offering	**Red Bank**	**Soddy-Daisy**	**Chattanooga**	**Hamilton County**	**East Ridge**
Basketball	Y	Y	Y/A		Y
Baseball	Y	Y	Y	Y	Y
Bowling			A		
Boxing	Y				
Cheer	Y	Y	Y		Y
Cornhole			A		
Dodgeball					
Flag Football	Y		Y/A		Y
Football	A	Y	Y	Y	
Kickball			A		
Pickleball	Y/A		A		
Soccer (Outdoor)			Y/A		Y
Soccer (Indoor)			Y/A		Y/A
Softball	Y	Y/A	Y/A	Y	Y/A
Swimming	Y		Y		
Tennis			Y/A		
Volleyball (Indoor)			Y/A		
Volleyball (Sand)			A		

Y = youth only, A = adult only, Y/A = both youth and adult leagues

Recreational Programs and Events Duplication of Services Chart					
Programs/Events	**Red Bank**	**Soddy-Daisy**	**Chattanooga**	**Hamilton County**	**East Ridge**
Themed Special Events	X	X	X	X	X
Social Recreational events	X		X	X	X
Fitness, Health, and Wellness Classes			X		X
Aquatics			X		
Arts/Crafts Classes			X		
Martial Arts			X		
Running/Cycling Races	X		X	X	X
Summer Camps			X	X	
Programs for Those with Disabilities			X		
Programs Specifically for Seniors	X	X	X	X	X
Programs Specifically for Teens			X		

X = offered by municipality

Photo provided by City of Red Bank

Summary

The purpose of this program analysis is to identify the strengths and shortfalls of the types of recreational, social, and educational programs and events offered by the department. It is important to measure the current status of existing programs against the results from the public survey.

Based on the lifecycle analysis showing most of the programs and athletic leagues are growing or mature, it is recommended that the Department continue providing the current programming. In addition, the Department should collect annual reviews to determine if any programs are declining and consider removing and replacing them with a new program that better meets the needs of the community at the time.

The gap analysis identified programs that were important to the community and helps provide a temperature check on the level of service the current programs are providing and where the City should focus efforts on new programming that would best serve the community. Based on the results, it is recommended that the City provide a wider variety of outdoor recreational activities, starting with biking, climbing, disc golf, skateboarding, soccer, and basketball. In addition to expanding the outdoor recreational activities, nearly a quarter of the survey respondents identified indoor athletics and programming as a high priority for the community.

The age segment distribution identified a lack of programming and events tailored specifically for toddlers (4-under). While the graphs show that overall the City is providing adequate service to youth-senior, it should be noted that there are only small range of programs being offered to those age ranges, therefore it is recommended that the City broaden its program offerings and offer programming to a wider age range. Additionally, the City should conduct an annual review to identify any potential gaps as the communities' needs change over time.

The duplication of services analysis provided a snapshot of what programs are being offered by municipalities within a 20-minute drive from Red Bank. This analysis helps the Department discover potential partnership opportunities by determining which surrounding municipalities have the facilities and capacity for athletic programming that Red Bank does not currently offer. Additionally, it helps the City to determine on which athletic programs are being under served in both Red Bank and the surrounding communities. Of the programs not offered by Red Bank, soccer was identified as being high priority for the community. It is recommended that the City form partnerships with Chattanooga or East Ridge for soccer programming.

The program assessment metrics used in this Master Plan coupled with community input help the City prioritize which programs to focus their efforts on within the short- and long-term ranges. It is recommended that the City compile an annual comprehensive inventory and analysis of the programs and events offered that includes community feedback. Additional staff, funding, and facilities will be required to meet the outlined recommendations in this section.

Photo by Brooke Bragger

Photo by Brooke Bragger

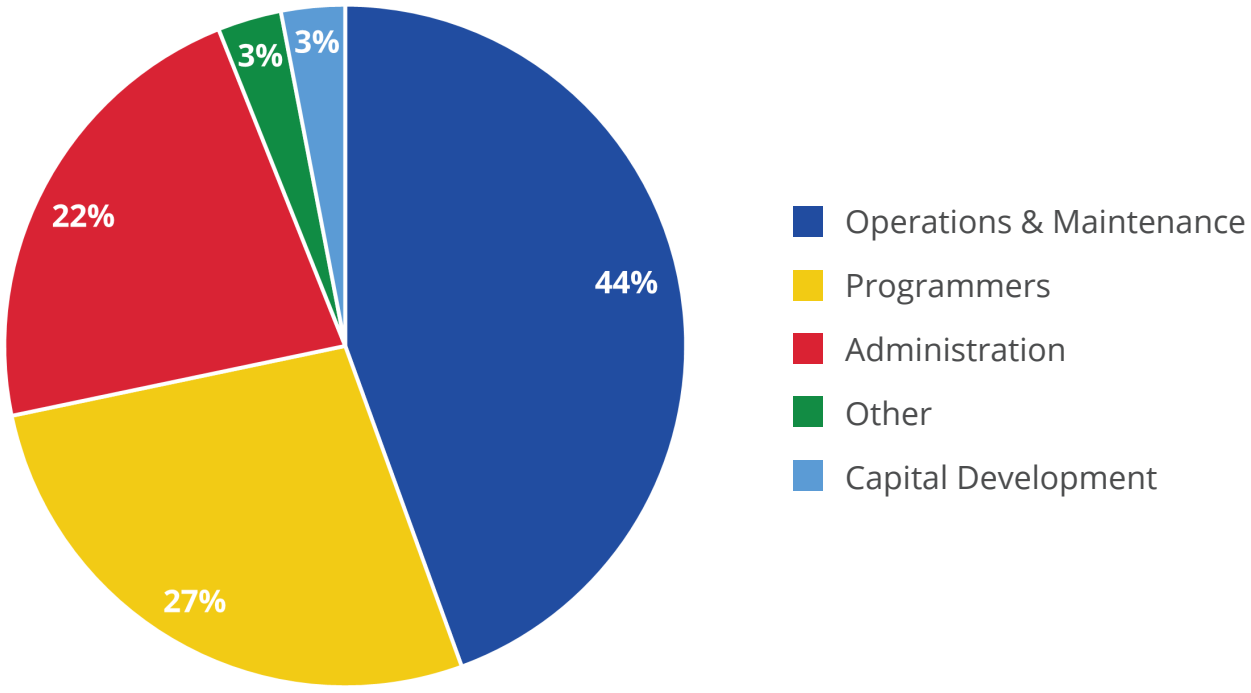
Staffing Recommendations

Section 7

Approach

This section analyzes staffing and maintenance operations, identifies key issues, and provides prioritized recommendations. The goal from this analysis is to identify opportunities for improved efficiencies within the Department. This assessment utilized information from staff interviews, best practices in the field of parks and recreation, and data metrics from the National Recreation and Parks Association (NRPA).

Recreation departments nationwide are tasked with a variety of responsibilities in their communities, and it is not uncommon for these professionals to take on various roles to operate effectively. The NRPA organizes these responsibilities into several key focus areas, which include operations and maintenance, programming, administration, capital development, and others as a catch all for miscellaneous responsibilities. The chart below outlines the average breakdown of staff time spent on various responsibility types for jurisdictions with a population less than 20,000.



Source: 2023 NRPA Agency Performance Review

Current Staffing Operations

As a newly formed department, operations and administrative structures, standards, plans, policies, and procedures are not yet in place, as compared to communities with established parks and recreation departments. The City of Red Bank is experiencing a comprehensive update to their system, with pushes to update infrastructure and create cohesive plans across multiple departments and areas across the board. While this may present additional challenges, it also creates the opportunity to establish a system based on best practices customized to meet the needs and demands of Red Bank's growing community. This Parks and Recreation Master Plan serves as the first formal Parks and Recreation Master Plan for the City.

Red Bank's Parks, Trails, and Recreation Department is currently a newly formed department within the greater umbrella of the Public Works Department and is comprised of one full-time employee, the Parks and Recreation Manager. The table below provides a high-level summary of the Public Works Department. Currently, maintenance tasks at Red Bank's parks and recreation facilities such as tasks requiring heavy equipment, mowing, facility repairs, and trail maintenance are handled by Public Works employees. According to the NRPA's 2023 Field Report, the median park and recreation agency in communities with populations less than 20,000 has an average of 11.3 FTEs. Based on Red Bank's metrics of one FTE, the Department would need 10.3 additional FTEs to achieve the NRPA's median average.

Public Works Department	
Position Title	**Number of Employees**
Director	1
Deputy Director	1
Office Manager	1
Building Official	1
Facilities Manager	1
Operations Supervisor	1
Planner	1
Parks, Trails, and Recreation Manager	1
Solid Waste Supervisor	9
Streets and Roads	10
Storm Water	3

In addition to the full-time City staff, community volunteers also play a role in the decision-making process for the Parks, Trails, and Recreation Department. The Parks and Recreation Citizens' Advisory Board is comprised of ten community members whose roles include but are not limited to providing leadership, direction, and advise on priorities and planning in relation to Red Bank's parks, trails, and open space. The Parks and Recreation Advisory Board members represent the citizens of Red Bank and as such, serve as community ambassadors.

Maintenance Operations & Equipment

The Parks, Trails, and Recreation Department is responsible for the operation and maintenance of eight parks comprising a total of 60.88 acres, two indoor facilities, and two cemeteries. The City has partnership agreements with three local athletic organizations to run Norma Cagle ballfields, Morrison Springs ballfields, the Red Bank swimming pool, and the Red Bank boxing building where the organizations run day-to-day operations and tournaments and the City conducts large maintenance repairs at the facilities.

Since Red Bank has a lower than average number of FTEs, it is important to analyze the utilization and efficiency of staff, in addition to revisiting existing programs and maintenance operations to determine where additional staff is necessary to keep up with population growth and increasing needs. Interviews with both City staff members and the local athletic organizations who operate out of Red Bank's parks and recreation facilities were conducted to get a greater understanding of the balance between current operations and the demands.

Based on staff interviews, it is evident that the work needed to maintain the City parks and recreation spaces is outgrowing available personnel, therefore it is recommended that the Department employ a larger staff, starting with two to three additional staff within the next year to fill maintenance roles. Recurring maintenance issues the Department faces include:

- Vandalism
- Trash collection
- Mowing/landscaping
- Storm water maintenance
- Leaf removal
- Janitorial tasks
- Signage and sign maintenance
- Opening and closing the pool (seasonal)
- Ball field lighting
- Cleaning pickleball and tennis courts
- Playground maintenance

Based on the inventory and analysis of Red Bank's existing parks and recreation facilities, a majority of the facilities were at the end of their lifespan, in fair or poor condition. Due to this, there are a number of repairs and updates need to be addressed to get the parks into fair and good condition for both public safety and ADA compliance standards. The current ratio of park updates and maintenance responsibilities outweighs the number of staff available to meet

those demands. It is recommended that the Department create a hiring plan in conjunction with a maintenance strategy and standards plan. New Parks, Trails, and Recreation Department employees will benefit from job training opportunities to efficiently navigate job related tasks.

Hiring staff specializing in trail management and trail maintenance was identified as a desire from the Department during staff interviews. In addition to looking at hiring new staff with a background in trail management, the City can seek out partnerships with established organizations and local groups such as the Trust for Public Land.

The Parks, Trails, and Recreation Department currently has to rely on borrowing both staff and equipment from Public Works for maintenance related operations. Reliance on the borrowing system currently proves to be a hindrance as the Public Works needs will take precedent over parks needs, causing parks maintenance to be put on hold. As the needs change in a growing population and maintenance demands on the Department increase, it will be important for the City to purchase equipment dedicated to the Parks, Trails, and Recreation Department's use. In addition to the need for new equipment for the Parks, Trails, and Recreation Department, the Department will also need to hire trained staff who can operate the maintenance equipment. It is recommended that the City create an inventory of necessary equipment required to meet the reoccurring maintenance demands the Department faces in addition to a five- to 10-year equipment replacement schedule.

Technology

The complexity of the work performed by the Parks, Trails, and Recreation Department requires a digital maintenance management system. The City utilizes IWorQ, a cloud-based software designed to streamline and manage various aspects of the City's daily operations. It is a goal of the City to convert all maintenance tracking and work orders to the IWorQ system to streamline the work order process. The City plans to utilize the IWorQ system for all future assessments across multiple departments. It is recommended that the City continue to utilize IWorQ or a similar cloud-based software system that allows for a centralized location to track, measure, and report performance.

The Department is currently implementing the use of the online recreation software RecDesk to allow the community to reserve the Community Center through the City's website instead of having to call the Department. As the Department expands, it is recommended that the Department explore utilizing both RecDesk's administrative capabilities and public-facing features for the community.

It is a long-term goal of Red Bank to provide Wi-Fi access at the parks and recreation facilities. Providing Wi-Fi at Red Bank's parks and recreation facilities encourages community engagement as people can use the internet for social, recreational, and educational purposes. It also allows park users freedom to work at the parks while in an outdoor setting. Additionally, Wi-Fi in the parks allows the City to implement additional security measures at parks such as installing cameras. It is recommended that the City create a budget and implementation plan to provide Wi-Fi access at Red Bank's parks and recreation facilities.

Summary

As a newly formed Department in a growing community, hiring, training, and cultivating a high-quality staff should be a high priority for the City. It will be important for the Department to develop a maintenance and operations plan that incorporates both existing and future needs in addition to how many and what type of staff are needed to fill those gaps. The maintenance and operations plan should focus on identifying high priority areas that will have the most immediate impact on meeting the needs of the demands of a growing community. Based on interviews with the current staff, high priority positions include two to three new maintenance positions. These positions will need to be created and filled within the next few years to meet the existing daily operational needs of the Department.

It is recommended that the Department conduct annual assessments of its current maintenance operations plan to ensure the changing maintenance and operations demands are properly being met. Annual assessments allow the Department to identify any shortcomings or imbalances in the ratio between staffing and maintenance that could potentially lead to staff burnout. Providing necessary updated equipment items and increase in training opportunities for new staff are additional steps the Department can take to help maintain the high standard of Red Bank's facilities.

Tri-State
Bluebird Society

Financial Analysis & Revenue Strategies

Section 8

Financial Analysis

The Department's current budget process begins with identifying park-specific needs, Commission goals, and general maintenance items that will be included in the park budget. The park budget is presented to the Commission each May and historically, the elected officials representing Red Bank have been generally supportive of park funding. The majority of funding for parks and recreation has been focused on everyday maintenance and upgrades to aging park infrastructure. The City has not added additional park space in decades, however the population and subsequent parkland utilization has continued to grow. Funding for Red Bank's parks and recreation system is funded through property taxes under the general fund and grant funding opportunities. Additionally, due to the City's current "non-compliant" status with National Park System (NPS), the City must submit a new application and conversion package to the NPS before they can be eligible for future grant funding. For more information about the Land Conversion, see "Conversion Quick Sheet" located in the Appendix.

The City and Department have maintained the philosophy that the City's parks and recreation system should be equally accessible and available to all members of the community regardless of income level and want any future pricing policy to reflect this as well. Red Bank's growing population has increased the demand for new facilities and more diversity in the programs and facilities. The increased demand coupled with pricing increases of construction, the uncertainty of available Capital Improvements Plan (CIP) funds set aside for parks, and maintaining the philosophy of equitable park access increases the demand for alternative sources of funding and revenue strategies. A capital improvement plan (CIP) is a planning and fiscal management tool used to coordinate the location, timing and financing of capital improvements over a multi-year period — usually 2-5 years. Capital improvements refer to major, non-recurring physical expenditures such as roadways, land, buildings, public infrastructure and equipment. The CIP includes a description of proposed capital improvement projects ranked by priority, a year-by-year schedule of expected project funding, and an estimate of project costs and financing sources. The CIP is a working document and should be reviewed and updated annually to reflect changing community needs, priorities, and funding opportunities. This financial analysis looks at the current budget, pricing policies, and user fees, then explores potential alternative future funding sources.

Annual Budget

The budget for the Parks, Trails, and Recreation Department is categorized under the Public Works Department budget. The Public Works budget makes up just under 24% of the overall City budget, and the Parks, Trails, and Recreation Department's budget comprises just over 7% of the Public Works budget and 1.7% of the City's overall budget. Red Bank's 2024 Fiscal Year Public Works budget is organized by department and the Parks portion is further categorized by administrative and individual parks, providing a summary of the capital and operations budget totals, shown in the table on the following page.

FY 2024 Budget			
Category	**Operations**	**Capital**	**Total**
Red Bank Community Center	$30,500	$0	$30,500
Norma Cagle Field	$23,400	$0	$23,400
Redding Road Facilities	$17,750	$0	$17,750
Morrison Springs Facilities	$29,000	$0	$29,000
Swimming Pool	$10,100	$3,000	$13,100
White Oak Park	$45,500	$10,000	$55,500
Town Center Park	$750	-	$750
Parks Summary	$157,000	$13,000	$170,000

User Fees

Red Bank has deliberately taken a mindful approach to user fees to prevent financial hurdles for the community when accessing the park facilities and City events. At present, user fees serve as a tool for the Department to recover costs associated with daily maintenance and operational tasks.

The Red Bank's park facilities that are managed by local organizations are responsible for determining user and participant fees such as the Red Bank Swimming Pool. Currently, the only facility with an associated rental fee determined by the Department is the Joseph Glasscock Community Center. As the Department begins to expand the parks and recreation facilities to accommodate the increased demands of a growing population, user fees will need to be adjusted and added to existing facilities, see the table on the following page for a list of suggested user fees based on current rates charged by peer communities. Additionally, it is recommended that the City look into charging separate fees for residents and non-residents since the facilities are currently being utilized by members of the surrounding municipalities, increasing the maintenance and upkeep requirements.

To preserve the City's philosophy of providing equitable access to the parks and recreation facilities, it is recommended that the City review user fees annually in conjunction with user feedback to determine if the fees are enhancing or detracting from the Department's ability to meet the needs of the community and be able to sustain the maintenance of the facilities. The table on the following page lists the current user fees.

Red Bank Parks, Trails, and Recreation		
Amenity	**Fee**	**Compared to Peers**
Current User Fees		
Red Bank Community Center	$140 - (four hour minimum rental) $25 - for each additional hour $150 - refundable deposit	Comparable
Red Bank Swimming Pool	**Daily Rates** Free - 3-under $4 - General Admission (4-60 years) $3 - Senior Citizens (over 60) **Season Passes** $160 - Families of up to 5 family members $15 for each additional person $75 - Individual pass	Comparable
Proposed User Fees		
Red Bank Community Center	$140 - (four hour rental) $300 - full day rental $25 for each additional hour $150 - refundable deposit	-
White Oak Park Pavilion Rental	$50 - four hour rental (residents) $100 - four hour rental (non-residents)	-
Pickleball Tournaments	$200/day	-
Special Use Permits (festivals, concerts, walk/run, wedding/ reception, fundraiser, rally/protest, other)	$75 - groups under 100 $100 - groups 101-250 $150 - groups 251-500 $300 - groups of 500+	-

Program Fees

Athletic programs are currently operated by local organizations and therefore the registration fees are set by the individual organizations, as there are no City athletic leagues. The Department does however provide special events and senior citizen programming. At present, all special events provided by the Department are free. The table on the following page shows each organization, the fees charged, and whether the fees are above average, comparable with peer agencies, or below average.

Athletic Program Fee Rates Offered by Local Programs			
Organization	**Program**	**Fee**	**Compared to Peers**
Chattanooga Sports League	Adult Kickball	$720/team	Comparable
	Adult Softball	$780/team	Comparable
Red Bank Boxing Club	Boxing	Free	Below Average
Red Bank Gators	Swimming	$160/individual $90/second swimmer $80/third swimmer $70/fourth swimmer $450/families of 5 or more swimmers	Comparable
Red Bank Youth Football and Cheer*	Youth Cheer	$150/participant	Below Average
	Youth Football	$100/individual $200/family	Comparable
Red Bank Youth Association	Youth Softball	League $90/player Travel $550/ season ($1,000 annually)	Comparable
	Youth Baseball		Comparable

* Program not affiliated with City

Revenue Generation

Any revenue generated by the Parks, Trails, and Recreation Department and funds from the CIP budget fund's daily operational costs, park maintenance and upkeep, and administrative expenditures is not enough to fund new initiatives or purchase new facilities. Any revenue generated by the local organizations that utilize the parks goes back to the individual organizations to help fund their programs.

Program Fees

As the City continues to grow and demands increase, reliance on CIP funding alone will not be enough to sustain the need for increased facilities, maintenance, programming, and staffing. It will be important for the Department to develop and utilize a mix of revenue-building strategies.

The budget allotment per user will be an important metric to help the Department visualize how many users are utilizing the parks versus how much budget is being allotted for the maintenance and daily operations of the parks and recreation system. Based on the public survey results, many users from the surrounding municipalities also utilize Red Bank's facilities

and should be included in the Department's budget planning. Currently, Red Bank's Parks, Trails, and Recreation Department's budget in the City's overall budget is $170,000 and the population in 2022 was 11,959 residents, meaning slightly over $14 per resident is being budgeted in the CIP for the upkeep of Red Bank's parks and recreation system. According to the National Recreation and Park Association, Red Bank would need to increase their budget by $80.77 per person to meet the median quartile of similar-sized communities.

By investing in this Parks and Recreation Master Plan, in addition to the formation of the Parks, Trails, and Recreation Department, the City has shown the community that they are ready to start investing in Red Bank's parks and recreation system. Investment in parks and facility expansion will be necessary to improve the level of service provided by Red Bank's Parks, Trails, and Recreation Department. Additionally, both new projects and upgrades to existing facilities become more feasible when multiple funding sources are considered. The following revenue generation strategies are not listed in any particular order of priority or necessity for implementation as they are meant to serve as a reference for the Department for potential funding strategies.

Bond Funding and Tax Strategies

Bond funding has been used by Red Bank to finance investments in park and recreational infrastructure and has been a particularly cost-effective strategy for capital improvements. The capital improvements for parks and recreation in Red Bank are partially repaid from the dedicated funding source, the park tax, but can also be funded through other avenues such as a tax for short-term vacation rentals or a portion of local property taxes. Projects utilizing bond funding can also be funded through the creation of special taxing authorities, or TIFs, which leverage the value created for adjacent properties by assessing a tax on the increase in value of those properties after the park and recreation improvements are built.

Corporate Sponsorships

Local businesses in the community can also play a role in supporting community park facilities. These businesses are often interested in giving back to the community in the form of funding or in-kind donations (labor, materials, land) and may be interested in positive media attention generated by these partnerships. Additionally, some businesses may be willing to pay for naming rights or can open additional avenues for funding.

Developer Contributions

Encouraging developers to donate land or easements for parks or greenways can also be a successful strategy, particularly if the new recreational infrastructure will be located near or adjacent to the new development, enhancing the value of the development. Some communities

have found this to be a successful approach for a variety of public improvements, such as trails, parks, or schools.

Due to Red Bank's restrictions that come with being landlocked by Chattanooga, parkland is a vital resource for the community. It is recommended the City consider an Open Space Ordinance that will require new developments to have a certain amount of open space based on a number of lots and units going on site to alleviate the imbalance between developed land and open parkland that can occur with rapid development and population growth. The open space in the ordinance can be defined as land on a developed site that is set aside, dedicated, designated, or reserved for active or passive recreation for the use and enjoyment of owners, occupants, and visitors.

Developer contribution requirements for new developments would be a beneficial planning tool for Red Bank to implement and ensure there will be an adequate amount of green open space to accommodate the anticipated increase in population and development in Red Bank.

Grant Funding

There are a variety of state and federal grant programs that can be used to fund recreational infrastructure. Sometimes, pairing recreational enhancements as a component of other project types can also open additional avenues for funding. Some examples of grants may include STP (Surface Transportation Program), Land and Water Conservation Funds (LWCF), Local Parks and Recreational Fund (LPRF), or Built Environment Grants. Red Bank has shown interest in utilizing grant funding for future park improvement projects.

Fundraising/Community Activism

A successful fundraising strategy in many communities around the country is the implementation of adopt-a-trail or adopt-a-park programs, where community groups or corporate entities can commit to donations of time or money to maintain specific pieces of park and recreation infrastructure. Other options for fundraising can include community events to raise funds, or the ability to pay for names to be included on park equipment, benches, bricks, or other items.

The National Recreation and Parks Association provides a comprehensive Park and Recreation Professionals' Guide to Fundraising. The guide will walk you through establishing a fundraising team, developing your case for support, identifying, and cultivating new donors, and pursuing innovative development strategies.

Implementation Plan

Section 9

Approach

This 10-year systemwide parks and recreation master plan will serve as Red Bank's first formal parks and recreation master plan and will act as a living document the City can refer to when making strategic long- and short-term decisions for the parks and recreational facilities in the coming years. The purpose of this master plan is to examine Red Bank's existing assets and determine their ability to meet the community needs. Once the areas of improvement in the system are identified, the plan outlines steps for closing the gap between the current level of service and where the City should be compared to both national and local standards, in addition to planning for the growing population. The implementation plan lays out strategies to improve the City's Parks and Recreation System by organizing recommendations based on priority, scope, and potential budget impacts. These recommendations will serve as a guide to help the Department approach the implementation plan methodically and create realistic goals while also preserving Red Bank's identity and character.

Implementation of this plan will require more than recommendations and funding strategies; it will also require buy-in from the community and decision-makers. Responses from both the SWOT Assessment, stakeholder interviews, and the public survey indicated that there is a desire for more investments and expansion of Red Bank's existing parks and recreation facilities. This can be achieved through investing in a few short-term projects or "quick wins" with a 6- to 12-month implementation to build momentum for continued investment. Key stakeholders and the general public should be engaged at every step in the planning of these new facilities to ensure they reflect the needs of the public and to increase future buy-in and ownership from the greater community. Additionally, the adoption and implementation of this plan makes the City eligible for grant funding for parks and recreation-related grants from the state.

The recommendations in this section are intended to address existing shortfalls within the City's Parks and Recreation System based on current population levels. The overarching goal is to form a solid foundation for the City by addressing the current deficiencies within the system, then moving onto growing amenities, staff, and programming.

Existing Parks

Red Bank's current parks offer a variety of both active and passive recreational opportunities to the community. These parks and recreational facilities have a relatively long life expectancy and will require preventive maintenance investments by the City to continue to maintain the existing assets while meeting the changing demands of a growing population. After analyzing the parks and facilities, the following improvements and updates are short-term overarching goals for the on which the City should focus.

Systemwide Priority Recommendations

- Develop a comprehensive signage and wayfinding standard for the parks and trails
- Implement facilities that are capable of facilitating a wider range of programming and activities at the parks
- Increase shaded seating options at all parks
- Improve ADA accessibilities at all Red Bank parks and recreational facilities
- Conduct a feasibility study for pool renovations that better serve the community with current aquatic trends and determine if the topography supports rebuilding a new facility in the same location or finding a new location
- Add bathrooms, water fountains, bike parking and repair stations to all park facilities
- Add dog waste stations to all trails and park facilities
- Seek out collaborations with the Public Art Advisory Board
- Implement more green infrastructure in the parks (e.g. solar lighting) to help reduce the heat island effect
- Identify new locations for City events if the streambank restoration at Stringers Branch does not allocate for enough space
- Add amphitheater or another large pavilion
- Add bouldering and climbing features for kids

Existing Facilities Implementation Matrix

The table on the following page summarizes the short- and long-term recommendations for each existing park and recreational facility listed in the Facility and Inventory and Analysis section and categorizes them into high- and low-priority. The implementation matrix serves as a comprehensive budget planning tool for the City to refer to when prioritizing future improvements. The high-level budgetary projections were calculated using cost trends from the year this document was published and are subject to future inflation rates. In addition

to a high-level cost estimate, potential funding sources are listed that the City can explore to help alleviate the cost of implementing each recommendation. The table below categorizes the potential budget impacts into low (up to $150,000), medium ($150,000-$300,000), and high ($300,000 and higher).

Facility	Priority	Scope	Potential Budget Impact	Potential Funding Source
Existing Facilities				
City of Red Bank Park	High	Replace gazebo at Kids Corner	Low	LPRF Grant, Dept. of Health Grant, Project Diabetes Grant, Stream and Wetland Restoration Grant, Sponsorships, Partnerships
		Add shade at playground	Low	
		Expand and improve sandbox area	Low	
		Add more shade at the stage area for larger events	Low	
		Inclusive play features	-	
		Add drinking fountains	-	
		Add bike parking and repair station	-	
		Add dog waste station	-	
	Low	Enhance security monitoring system	-	
		Add Wi-fi for public and event use	-	
		Explore additional parking options	Low	
		Repair the section of Stringer's Branch streambank that runs through park	High	
		Replace playground structure	High	
Joseph Glasscock Community Center	High	Restripe and repair parking lot	Low	LPRF Grant, Sponsorships, Partnerships
		Add storage	-	
		Expand playground	-	
		Update existing fridge and freezer	-	
	Low	Explore additional parking options	Low	
		Add poured-in-place surfacing at playground	Low	
Norma Cagle Fields	High	Update all facilities to meet ADA standards	-	LPRF Grant, Dept. of Health Grant, Project Diabetes Grant,
		Explore additional parking options	Low	
	Low	Conduct a feasibility study for highest and best use to support public feedback on recreational desires	-	
Morrison Springs Ballfields	High	Replace concrete bleachers with metal bleachers	Low	LPRF Grant, Sponsorships, Partnerships
		Update lighting to LED lighting	Medium	
		Fix water spigot and add water fountain	Low	
		Mitigate Mountain Creek erosion impact	-	
	Low	Update facilities to meet ADA standards	High	
		Add concrete sidewalks	Low	
		Repair scorers box	Low	
		Upgrade fields and facilities for highest and best use	-	
		Update concession stand and restroom building	High	

Facility	Priority	Scope	Potential Budget Impact	Potential Funding Source
Existing Facilities				
The Field Cemetery	High	Create a committee to determine how to best preserve and honor the site	-	Sponsorships, Partnerships
	Low	Implement master plan	-	
Red Bank Boxing Building	High	Rip up carpet and seal concrete flooring	-	Sponsorships, Partnerships
	Low	Update facility	High	
		Conduct a facility usage study	-	
Red Bank City Cemetery	High	Add historic signage	Low	LPRF Grant, Sponsorships, Partnerships
		Add wayfinding signage to site	Low	
		Add entrance signage	Low	
		Add new fence and gate	Low	
		Add benches	Low	
	Low	Explore additional parking options	Low	
		Create walking path to cemetery	Medium	
		Continue to collaborate with the Cemetery Advisory Board	-	
Red Bank Swimming Pool	High	Conduct feasibility study for pool renovations	-	LPRF Grant, Sponsorships, Partnerships
	Low	Renovate swimming pool	High	
Stringer's Ridge Preserve (Portion Managed by Red Bank)	High	Create a cohesive trail and tree maintenance committee	-	RTP Grant, LPRF Grant, Sponsorships, Partnerships
		Add wayfinding signage to park and trails	Low	
	Low	Enhance connection between Red Bank and Stringer's Ridge Preserve	-	
Town Center Memorial	High	Provide updated landscape beds	Low	Sponsorships, Partnerships
	Low	Relocate memorial to create additional memorial structures	-	
White Oak Connector	High	Plant more native plant species	-	LPRF Grant, Sponsorships, Partnerships
		Add more wayfinding signage	Low	
		Add educational signage along trail	Low	
		Change name over entry sign	-	
		Power line management plan	-	
		Add dog waste station	-	
	Low	Add plaza and seating area where gravel and dirt trail meets with seating, shade, and signage	Low	

Facility	Priority	Scope	Potential Budget Impact	Potential Funding Source
Existing Facilities				
White Oak Park	High	Add shade at dog park and playground	Low	LPRF Grant, Dept. of Health Grant, Project Diabetes Grant, RTP Grant, Sponsorships, Partnerships
		Add entrance signage to park	Low	
		Improve wayfinding signage throughout park	Low	
		Add educational signage throughout park	Low	
		Add storybook programming around walking track	Low	
		Add more seating at dog park	Low	
		Replace benches at dog park	Low	
		Remove the gates	-	
		Enhance security monitoring system	-	
		Add drinking fountains	-	
		Add bike parking and repair station	-	
		Explore collaboration with Public Art Advisory Board	-	
		Add dog waste station	-	
	Low	Explore additional parking options	Low	
		Terrace hill for seating and concert space	-	
		Add amphitheater or another large pavilion	High	
		Add soccer fields	Medium	
		Cut official trails to connect park to the White Oak ballfields	-	
		Make current walking path into full loop	Low	
		Add shade throughout park	Low	
		Add playground structure for older kids	Medium	
		Add bouldering and climbing features for kids	Medium	
		Add disc golf course	Low	
		Add more play features and water features at dog park	Low	
		Program detention ponds	-	
		Add trail around detention ponds	Low	
		Reroute paved trail entry to avoid crossing the dog park entrance	-	
		Add trails to wooded areas	Low	

Needs Assessment and Park Classification

To determine the distribution of Red Bank's parks and recreation facilities, the consulting team used the following park classifications to assess the types of parks found in Red Bank and their level of service: mini, neighborhood, community, and special use. The park type classification utilized in the map on the following page are listed below.

Mini Park

Service Area: 1/4 mile radius

Park size: 2,500 sf to two acres

Mini Parks in Red Bank: Joseph Glasscock Community Center, Town Center Memorial

Neighborhood

Service area: 1/4 to 1/2 mile radius

Park size: two to 10 acres

Neighborhood Parks in Red Bank: City of Red Bank Park

Community

Service area: 1/2 to three-mile radius

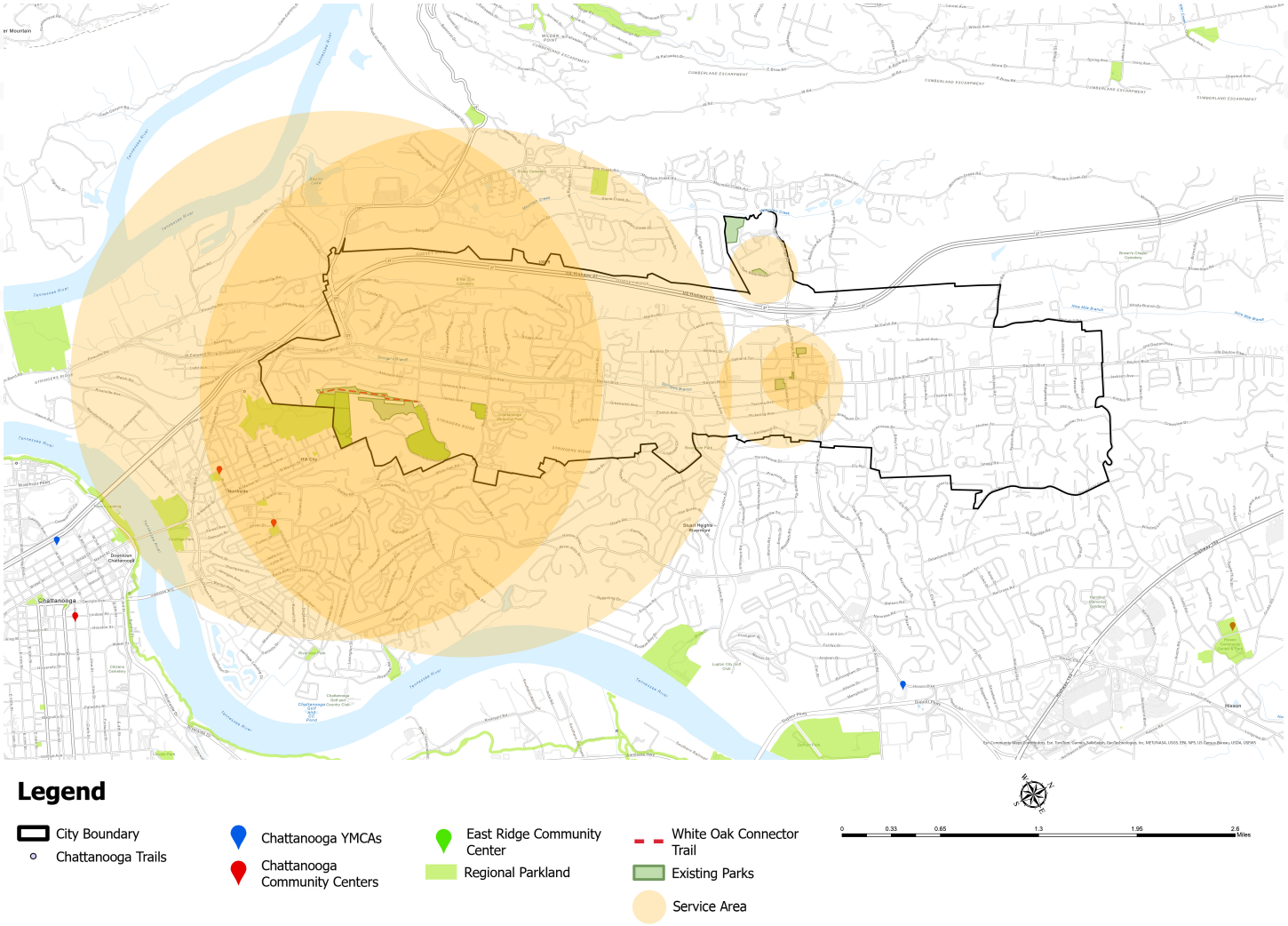
Park size: 25+ acres

Community Parks in Red Bank: Stringer's Ridge Preserve (Portion Managed by Red Bank), White Oak Park

Special Use

Service area and park size vary with special use parks depending on the uses (e.g., marinas, golf courses, disc golf course, baseball, softball, etc.)

Special Use Parks in Red Bank: James Avenue Ballfields, Morrison Springs Ballfields, White Oak Connector



Red Bank does not have a traditional urban growth boundary like most municipalities as they are landlocked by Chattanooga's city limits, therefore forcing the City to be strategic when thinking about new parkland and facilities. Based on the level of service coverage map above, the northern side of Red Bank is underserved by a lack of accessibility to parkland, as a majority of parks being located on the central and southern sides of the City.

Although, most of Red Bank's park and recreational facilities are located in the southern and central portions of Red Bank, residents living in those areas could be considered underserved because most facilities are not safely accessible to pedestrians or cyclists due to a lack of pedestrian infrastructure, further contributing to the lack of accessibility to the parks system for residents. Pockets of the community without access to a park are considered underserved, and identifying these areas is vital to understanding where new parks and pedestrian infrastructure should be created. To help understand these gaps and underserved areas Red Bank has committed to the Trust for Public Land's 10-minute walk to a park initiative and should continue to use this to identify these areas. It is recommended that the City determine feasible parkland space to purchase on the northern side of the City to improve access to parkland for residents living in the northern portion Red Bank.

Proposed Pedestrian Connectivity

Red Bank currently lacks safe pedestrian and cyclist access to the parks and recreational facilities. Having a safe, connected park multimodal system was identified as a high priority in the public survey results and the staff and stakeholder interviews and aligns with the Trust for Public Land's 10-minute walk plan for Red Bank. The map on the following page highlights key connection points identified during staff and stakeholder interviews. The identified connections would connect the existing park and recreation facilities to existing pedestrian infrastructure and the provide pedestrian access into the facilities.

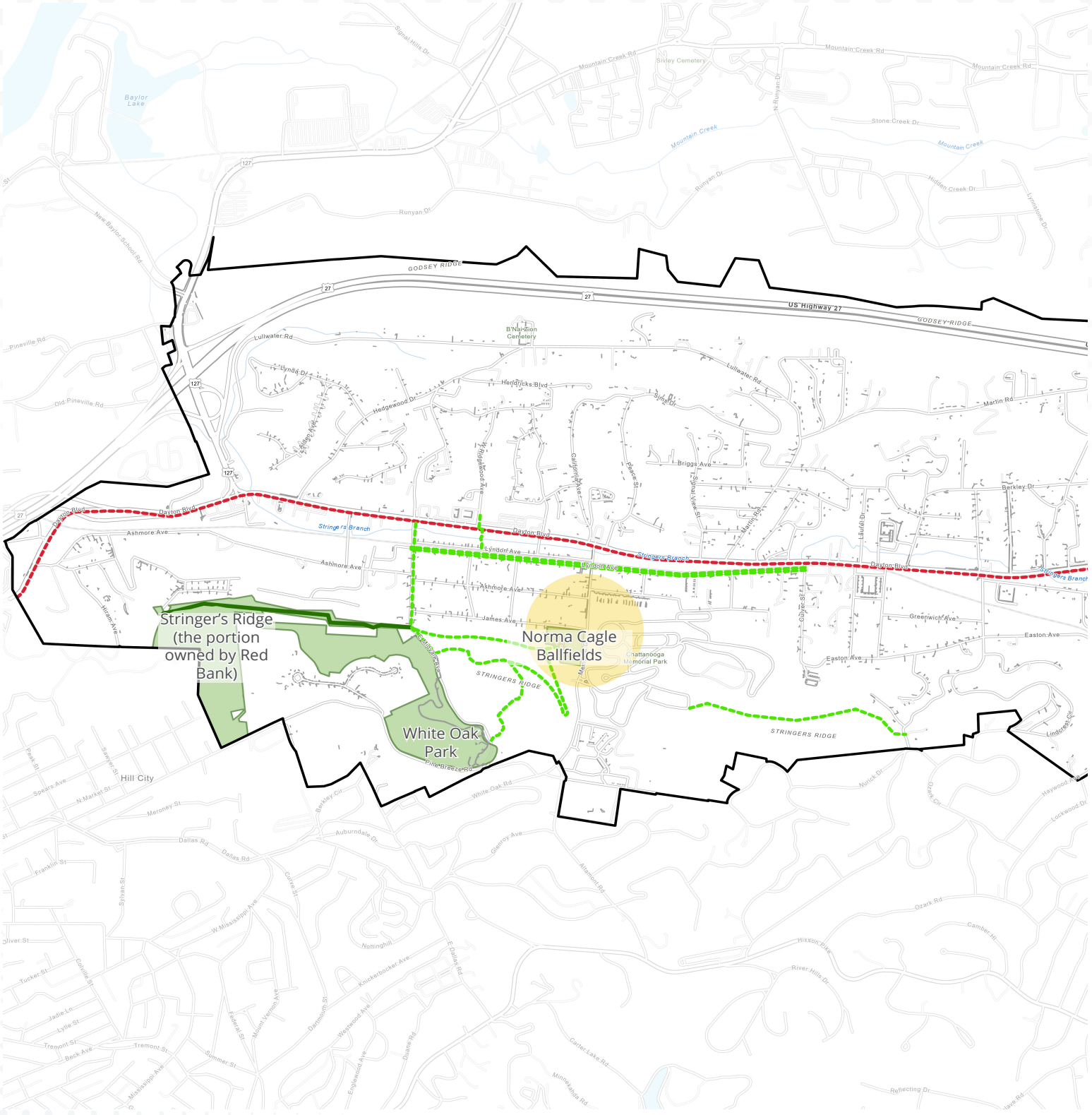
Additionally, some connections identified during staff and stakeholder were existing informal paths to key connection points (e.g., schools, parks, or small gaps in existing infrastructure) utilized by residents that the City would like to formalize into sidewalks or multi-use paths. These connection points can be found along the northern, eastern, and southern portion of the map.

The City should conduct feasibility studies for the proposed locations and to determine the specific types of multimodal measures needed to safely connect residents to the City's park and recreation system. Additionally, it is recommended that the City create a sidewalk, greenways, and bikeways master plan to identify and prioritize potential pedestrian connectivity routes to the both the existing park system and key destinations in Red Bank.

Priority Recommendations

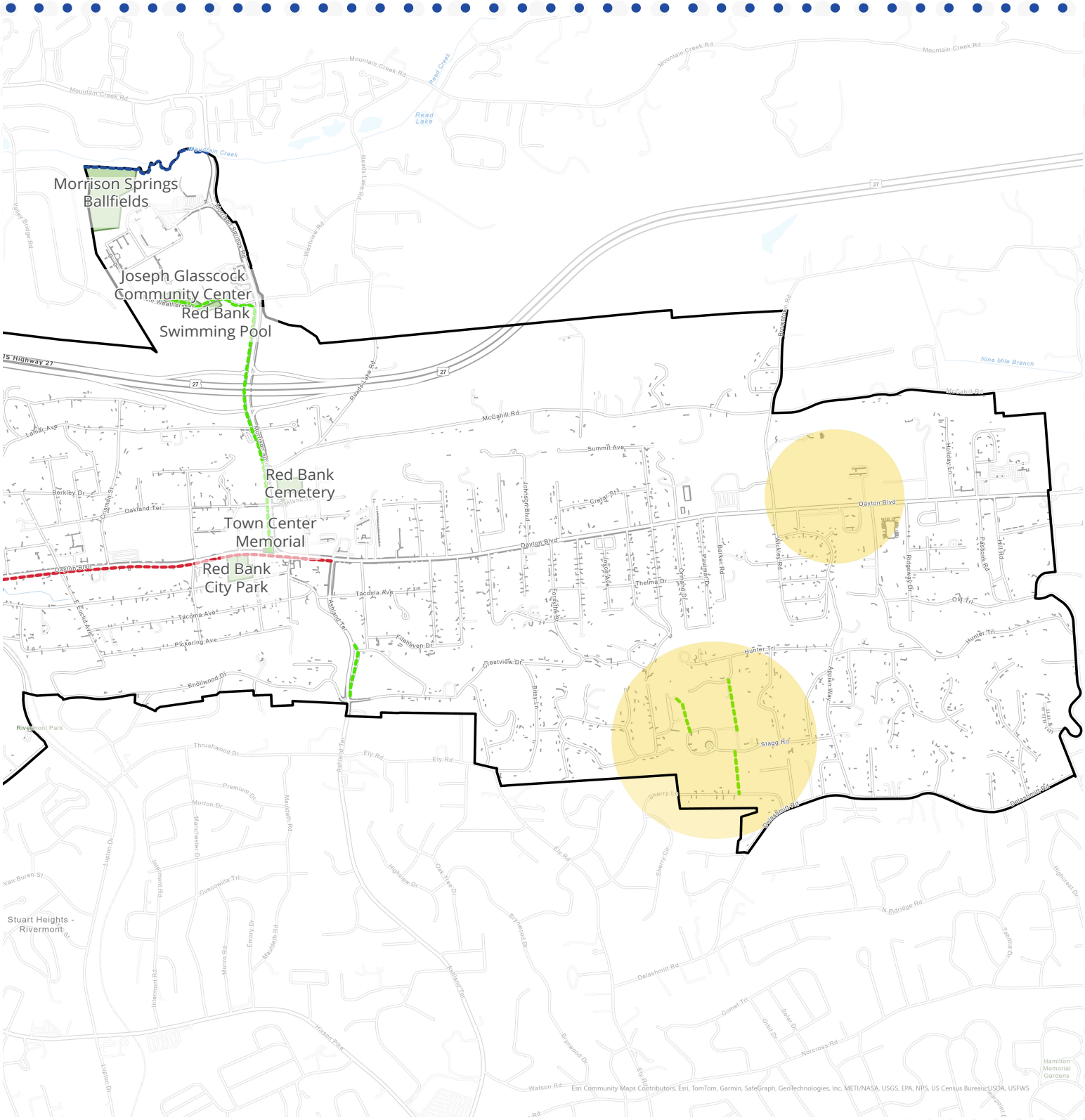
- Develop connected greenway, sidewalk, bicycle, and trail infrastructure to connect Red Bank's park system
- Add pedestrian facilities and sidewalks to create the "Lyndon Loop" for recreational walking
- Identify and incorporate White Oak Connector phase two trail into the connected pedestrian system
- Partner with Tennessee American Water Land to complete the White Oak Connector Phase 2

Photo provided by City of Red Bank



Legend

- City Boundary
- White Oak Connector Trail (Existing)
- Existing Parks
- Existing Pedestrian Infrastructure
- Proposed Pedestrian Connections (Parks and Recreation Master Plan)
- Proposed Mountain Creek Greenway
- Proposed North Shore Greenway (Dayton Blvd)
- Proposed Neighborhood Connectivity Nodes


Morrison Springs Ballfields
Joseph Glasscock Community Center
Red Bank Swimming Pool
Red Bank Cemetery
Town Center Memorial
Red Bank City Park
Mountain Creek Rd
Read Creek
Read Lake
Reads Lake Rd
Westview Rd
Valley Bridge Rd
US Highway 27
27
McCahill Rd
Summit Ave
Lamar Ave
Berkley Dr
Oakland Ter
Dayton Blvd
Tacoma Ave
Pickering Ave
Knollwood Dr
Crestview Dr
Fitzhaven Dr
Ashland Ter
Johnson Blvd
Thelma Dr
Ormand Dr
Paulmar Dr
Barker Rd
Wickley Rd
Ridgeway Dr
Passons Rd
Hill Rd
Holiday Ln
Old Trl
Hunter Trl
Appian Way
Stagg Rd
Sherry Ln
Delashmitt Rd
Ely Rd
Thrushwood Dr
Premium Dr
Morton Dr
Manchester Dr
Mauldeth Rd
Lupton Dr
Intermont Rd
Cuscowilla Trl
Van Buren St
Stuart Heights - Rivermont
Highview Dr
Oak Tree Dr
Brynwood Dr
Sherry Cir
N Eldridge Rd
Highcrest Dr
Tabitha Dr
Comet Trl
Solar Dr
Orbit Dr
Norcross Rd
Hixson Pike
Watson Rd
Hamilton Memorial Gardens
Nine Mile Branch
Esri Community Maps Contributors, Esri, TomTom, Garmin, SafeGraph, GeoTechnologies, Inc, METI/NASA, USGS, EPA, NPS, US Census Bureau, USDA, USFWS
W
N
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E
0
0.23
0.45
0.9
1.35
1.8
Miles

Programming

Based on the existing programming evaluation, public survey results, and stakeholder interviews, the following recommendations were developed to best serve the City. These programming recommendations will require additional volunteers and staff to help support the added demands of expanding program offerings to meet the needs of the community.

Priority Recommendations

- Form partnerships with local organizations to help expand programs and events in Red Bank (e.g., churches, local businesses, schools, County, surrounding municipalities)
- Provide more programming located at the parks based on highly desired events from the public survey such as festivals, food trucks, concerts, and art-related events
- Provide programming for a wider range of ages
- Engage in partnerships with surrounding municipalities to provide more athletic programming, starting with highly desired leagues mentioned in the public survey such as indoor athletics, running, and soccer

Maintenance and Operations

Red Bank currently has one staff member solely dedicated to parks and recreation operations. Current park maintenance is handled by the Public Works Department. To keep up with the growing demands of recreation, it is recommended that the City implement the priorities below.

Priority Recommendations

- Hire additional staff - two-three people within the next year and continue to hire staff as needed
- Purchase additional equipment to meet the Department's needs
- Add Wi-Fi and cameras at the parks
- Implement new maintenance and recreation software
- Improve the system for how contracts with local entities and the City to utilize park facilities are tracked and maintained

Financial Analysis and Revenue Strategies

Based on interviews with City staff, the Department is open and willing to seek out grant opportunities and explore alternative financial revenue strategies for funding parks and recreation-related operations.

Priority Recommendations

- Achieve compliance with the Land Conversion to start actively seeking out grants (see Appendix for more on the Land Conversion)
- Pursue grants and other sources of alternative funding options
- Find additional permanent funding sources
- Implement user fees for pavilions at White Oak Park
- Implement a user fee distinction between residents and non-residents at the Community Center

Photo provided by City of Red Bank

Conclusion

Section 10

Conclusion

Overall, the current demands and expectations placed on the City's parks and recreation system outweigh what is being provided largely due to lack of funding, limited staff resources, and further due to the division's infancy. The purpose of this Master Plan is to help alleviate the imbalance of users and facilities by providing a realistic implementation plan based on Red Bank's current and future resources, partnerships, and funding scenarios that can be applied over the next 10 years to help Red Bank's Parks and Recreation staff keep pace with the growing population's needs. The City will need to be strategic with land acquisition and facility implementation due to space restrictions and the inability to expand due to Chattanooga's borders.

The demographic analysis provided a thorough understanding of the residents within Red Bank's community. According to the U.S. Census, the population of Red Bank in 2022 was 11,959 residents. Red Bank has seen a small amount of growth in population numbers since 2012, with an overall average increase of 0.19% annually. As the City continues to grow, the demands and expectations placed on the community's parks and recreation system will also continue to grow.

To preserve Red Bank's identity and character while also meeting the needs of a growing and changing community, meaningful public engagement and community feedback was a very important part of the planning process. Interviews were held with key City staff and stakeholders in which valuable input regarding existing and future park facilities was shared. Stakeholders across the City were asked their opinion on strengths, weaknesses, opportunities, and threats (SWOT) in Red Bank. Additionally, an online public survey was used to gather feedback from the community regarding perceptions, programming, and user trends across the community's park and recreational facilities. The top desired programs and events noted in the public survey responses were festivals, concerts, trails and food trucks. The top desired facilities to add or expand upon were sidewalks, trails, green space, and the Central Park concept. It is recommended that the City create a public engagement policy for large projects, using Chattanooga's existing model as a reference.

Overall, the benchmark analysis reveals that the demands of the growing population are outweighing the current level of service in terms of ratio of park acreage, staffing, and funding being provided per the number of residents in the community. As the community grows and places more demand on the City for this public service, City leadership will need to consider when and how to implement a formal department with dedicated staff to these resources.

By developing this Master Plan, the City has recognized the need to make key investments to support existing facilities and increase staffing to remain competitive with peer communities, both locally and across the country. This plan provides recommendations for how and where to focus those investments, which allows the City to strategically expand and improve its parks and recreation system.

Photo by Brooke Bragger

Appendix
Section 11

SWOT Analysis

Conducted with City Stakeholders on October 23, 2023

MEETING ATTENDANCE SHEET

RED BANK PARKS AND RECREATION MASTER PLAN – SWOT ASSESSMENT

3105 Dayton Blvd, Red Bank, TN 37415 **August 10, 2023** **5:30 pm**

	Name	Telephone	Email
1	Martin Granum		
2	Hayes Wilkinson		
3	David Johnson		
4	LESLIE JOHNSON		
5	Jeffrey Grabe		
6	Greg Tate		
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			

Public Input Meeting

Presentation of draft plan presentation to the public on May 13, 2024

RED BANK PARKS AND RECREATION MASTER PLAN – DRAFT PLAN

PUBLIC MEETING

3620 Tom Weathers Dr, Red Bank, TN 37415 @ 6:00 pm

	Name	Address	Telephone	Email
1	Stefanie Dalton			
2	Kenya Hagadon			
3	Hollie Berry			
4	David Johnston			
5	Giselle Palmer			
6	Megan Ledbetter			
7	JASIN HOLMES			
8	TERRI HOLMES			
9	Don McKenzie + Jane West			
10	Lyna Hanger			
11	Abby Swartz			
12	Karissa Peyer			
13	Kyle Murphy			
14	Daisy Meyer			
15	Jake Duncan			
16	Ace Yanagida			
17	BRANDON GUTTER DUDE			

Public Input Meeting (continued)

Presentation of draft plan presentation to the public on May 13, 2024

RED BANK PARKS AND RECREATION MASTER PLAN UPDATE

PUBLIC MEETING

3620 Tom Weathers Dr, Red Bank, TN 37415 @ 6:00 pm

	Name	Address	Telephone	Email
18	Lucretia Cook			
19	Wade Cook			
20	Jennifer Crum			
21	Kate Slumbaugh			
22	DAVIS GUEDRON			
23	April Van Brunt			
24	Phil Sanders			
25	Grant Cooksey			
26	Caitlin Crawford			
27	Laurie Swank			
28	Jamie Nelson			
29	Tessa Ross			
30	Anthony Prince			
31	Patrick Kelly			
32	Ro Phillips			
33	Andrea Abercrombie			

Kimley»Horn

May 13, 2024

Public Input Meeting (continued)

Presentation of draft plan presentation to the public on May 13, 2024

RED BANK PARKS AND RECREATION MASTER PLAN UPDATE

PUBLIC MEETING

3620 Tom Weathers Dr, Red Bank, TN 37415 @ 6:00 pm

	Name	Address	Telephone	Email
34	Lori Kyle			
35	Tyler Rawlins			
36				
37				
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Kimley»Horn

May 13, 2024

Park Acreage Benchmark Metrics

Breakdown of acres of parkland used in the benchmark section

Facility Name	Acreage	Notes:
White Oak Park	13	only 13 out of the 44.15 can be used
White Oak Wooded Area	31.15	remaining undeveloped woods at White Oak Park
City of Red Bank Park	2.7	
Community Center	1.8	
Red Bank Boxing Building	N/A	bld only, acreage included in RB ballfields
Red Bank Swimming Pool	0.9	19 total (0.9 at swimming)
Ridge Above Swimming Pool	18.1	19 total (18.1 at ridge)
Town Center Memorial	0.1	
Hixon Property	4.5	
Former Red Bank Middle School Property	11.97	
White Oak Connector	0.5-miles	Not including land area, only trail length since it is an easement on TVA land
Land Between City Hall and Police Department	1.1	
Stringer's Ridge (Portion Owned by Red Bank)	28.88	
Field Cemetery	0.29	
Morrison Springs Ballfields	10.54	
Norma Cagle Ballfields	4.76	
Red Bank City Cemetery	1.53	
Property Behind Police Department	0.84	

Park/Facility Legend	Acreage Legend
Developed & Utilized Red Bank Park Property	60.88
Potential Park Property + Undeveloped White Oak Park Wooded Area	67.66
Cemetery	1.82
Building	1.8

Conversion Quick Sheet

Timeline:

- **1970:** Red Bank originally built a 30 acre park with Land & Water Conservation Fund (LWCF) funds, a grant awarded by the National Park System
- **2011:** Red Bank received NPS approval to proceed with a formal conversion, of 14.63 acres from the grant-funded property and replace it with another property of **equal or greater recreation and assessed value**
- Red Bank's application was approved for 2 parcels consisting of 10 acres at Stringer's Ridge + 3 acres of the former Middle School property at 3715 Dayton Blvd
- **2020**: Red Bank was officially notified the conversion was rescinded by the NPS due to lack of improvements completed and the non-viable classification of proposed recreational area (per their LWCF manual) resulting in Red Bank's current non compliance status.

Fast Facts:

- Red Bank must submit a new application and conversion package to the NPS
- Cost for submitting application is $10,000 and is non-refundable
- Submittal of application must include community input which is currently being compiled through the Parks & Recreation Master Plan
- If the application is approved, Red Bank is deemed in compliance with the condition of 3 years to develop the site(s) and fulfill the terms of the conversion agreement.

Conversion Application Must Comply With The Following:

- The land was not acquired by the sponsor or selling agency for recreation
- The land has not been dedicated or managed for recreational purposes while in public ownership
- No Federal assistance was provided in the original acquisition unless the assistance was provided under a program expressly authorized to match or supplement LWCF assistance
- If Red Bank acquires the land from another public agency, compensation for this property must be documented

CITY OF RED BANK

City Hall, 3105 Dayton Blvd, 37415
Telephone (423) 877-1103
www.redbanktn.gov

APPLICATION FOR CITIZEN ADVISORY COMMITTEE

City government depends on its citizens for knowledge and insight. That is why the City of Red Bank urges its citizens to apply to serve as members on city committees (also referred to as committees and commissions). Committee members contribute greatly to the operation of sound, responsive government through their review and recommendations regarding issues that impact the operation of effective and responsive city government. The following questionnaire has been developed to assist the City Commission and the City Manager to assess interests, eligibility and qualifications of those applying for committee appointments. All residents are eligible and applications will remain on file for a year. For information on specific committees and their responsibilities, visit the city website and click on “Committees”.

Questions to consider before applying for committee membership:

- *What is my motivation for applying for membership?*
- *Do I fully understand what this committee expects from me?*
- *Am I committed to the purpose, duties and responsibilities of the committee?*
- *Can I afford the demands on my time, resources and energy?*
- *Can I attend meetings regularly, making them a priority for the duration of my appointment?*
- *Am I willing to perform a reasonable amount of work outside of regularly scheduled meetings?*
- *Can I work effectively with members of the committee, city manager, staff and commissioner?*
- *Am I committed to serving even if the going gets rough and controversy arises?*
- *Am I willing to participate in necessary training, education and development activities to improve my effectiveness on the committee?*

APPLICANT INFORMATION

Applicant Name (please print):

FREDDIE HANNER

Home Address:

[redacted]

City: CHATTANOOGA, TN 37421 State: _____ Zip: _____

Phone: (H) [redacted] (C) [redacted] E-mail _____

Occupation: FREDDIE HANNER FARMERS INSURANCE Retired: ☐ Yes ☐ No

a) For which committee are you applying? CITIZEN ADVISORY BOARD

b) The committee members are required to attend regular meetings, missing no more than (3) consecutive meetings in a row during any calendar year and also staying current with the issues before the committee. Are you able to meet these requirements? ☑ Yes □ No

c) Do you know of any circumstances or conflicts of interest that may cause you to abstain from voting on any action before the committee? □ Yes ☑ No If yes, please explain:

d) Do you, your employer, your spouse, children or their employers, do business with the City of Red Bank?

□ Yes ☑ No If yes, please explain:

e) Do you have any employment or contractual relationship with the City of Red Bank that would create a continuing or frequently recurring conflict with regard to your participation on a committee? □ Yes ☑ No If yes, please explain:

f) Please explain your reasons for wishing to serve on a particular committee:
TO ASSIST AND HELP POSITIVE COMMUNITY GROWTH AND DEVELOPMENT ANY WAY THAT I CAN.

CITY OF RED BANK COMMITTEE APPLICATION

g) Please list three (3) references with address and phone #

PEGGY ROE [redacted] CHATTANOOGA, TN [redacted]

TAJUANA MITCHELL, [redacted], CHATTANOOGA, TN [redacted]

LAKISHA HUGHES,3[redacted] DOUGSVILLE GA, 30135[redacted]

h) Please provide a personal narrative, including education, experience, previous civic, community or other service involvement that would help the city make an informed decision regarding your committee application.

BORN IN ALABAMA,RAISED IN CHATTANOOGA, GRATUADED UTC BS EDU PSY,RECIPIENT OF JEFFERSON AWARD,MINISTER, MUSICIAN, 40 YEAR IN INSURANCE INDUSTRY ENJOY PLAYING TENNIS. CPCU, CLU, FOOD TRAILER, 30 YEARS RIVERBEND FESTIVAL, ORGANIZED AND PLAYED FOR 150 VOICE YOUTH CHOIR.

Applicant Statement: *I understand that I am applying to the City of Red Bank to volunteer for a committee appointment; that such application may require an interview prior to consideration for appointment; that if appointed, I will be required to take an oath of office to uphold the United States and Tennessee Constitutions and to support the purpose and responsibilities of the committee; that I will be required to meet the attendance and training requirements for committee membership; and, that failure to do so or any other reason designated by law or City Charter may cause my removal from office. I agree to comply with all requirements of the committee for which I am applying and to which I may be appointed. All statements and information provided in this application are true to the best of my knowledge.*

Freddie Hanner — Signature

FREDDIE HANNER — Printed Name

Date

Please return completed and signed application to:
Martin Granum, City Manager
CITY OF RED BANK 3105
Dayton Blvd
Red Bank, TN 37415
Telephone: (423) 877-1103
Website: www.redbanktn.gov

Leslie Johnson
Public Works Deputy Director
City of Red Bank
3105 Dayton Boulevard
Red Bank, Tennessee 37415

June 26, 2024

RE: Addendum #1 for Contract 3819201
Red Bank Public Works Building Programming Study and 30% Design
Red Bank, Tennessee

Dear Mrs. Leslie Johnson,

On behalf of Barge Design Solutions (Barge), I am pleased to submit this updated proposal and scope of services for the above referenced project. The attached information outlines the scope of design services to complete the programming study and design of the new public works building for the City of Red Bank in Red Bank, Tennessee.

If you are in agreement with our proposal, please sign and date the attached Additional Service Amendment form and return it to me.

We appreciate the opportunity to work with you on this project. If you have any questions or need any additional information, please contact us.

Sincerely,

Barge Design Solutions, Inc.

Matthew S. Stovall
ASLA, LEED AP
Sr. Vice President
Client Service Leader

cc: Kyle Ogden, PE, Project Manager, Barge Design Solutions, Inc.

1110 MARKET STREET // SUITE 200 // CHATTANOOGA // TENNESSEE // 37402 // 423-756-3025 // BARGEDESIGN.COM

ADDITIONAL SERVICES AMENDMENT NUMBER 1

This amendment to the Professional Services Agreement dated April 12, 2023, between City of Red Bank (Client) and Barge Design Solutions, Inc. (Barge) is for additional services described as follows:

Project: Red Bank Public Works Building Programming Study and 30% Design

Project Description: Barge will perform a programmatic study to review previously completed Master Plan design elements and costs for the new Public Works facility. Barge will then complete design of the new Public Works facility to a 30% level, including a preliminary floor plan, site plan, and utility layout.

I. PROFESSIONAL SERVICES: Barge agrees to perform the additional services under this Amendment as described in Exhibit A.

II. COMPENSATION: The compensation to be paid to Barge for providing the requested additional services shall be paid in accordance with Exhibit A.

III. TERMS AND CONDITIONS: Services performed under this amendment are subject to the same terms and conditions described in the Professional Services Agreement as referenced above.

City of Red Bank		**Barge Design Solutions, Inc.**	
By:		By:	
Printed Name:	Leslie Johnson	Printed Name:	Matthew S. Stovall, PLA
Title:	Public Works Deputy Director	Title:	Sr. Vice President Client Service Leader
Address:	3105 Dayton Boulevard Red Bank, Tennessee 37415	Address:	1110 Market Street, Suite 200 Chattanooga, Tennessee 37402

Barge Design Solutions, Inc. (Barge) will provide the following scope of services for City of Red Bank (Client) including 30% design services for the Red Bank Public Works Facility Design, in accordance with the Professional Services Agreement (Agreement) dated April 12, 2023. The scope of work is presented in the following elements:

I. Project Description
II. Scope of Services
III. Project Schedule
IV. Compensation
V. Additional Services

I. Project Description

The City of Red Bank has requested Barge provide preliminary study and design for the demolition and design of the City's Public Works Building. The existing building is located at 1 Pine Breeze Rd, Red Bank, TN, 37415. The facility is comprised of a single pole barn, office building, and exterior storage space. The current building is no longer large enough to meet the needs of the City. The City has requested that a larger facility be designed to meet the current needs.

Barge has previously completed master planning efforts to determine a possible layout for the expanded facility and has also developed a preliminary opinion of probable construction cost (OPCC). Through this effort, a preliminary layout was developed that included the demolition of the existing facility and the construction of two (2) pole barns, two (2) covered storage spaces, vehicular wash station, material storage bays, a vehicle maintenance space, a larger office space, additional parking, employee outdoor spaces, and a stormwater feature. To achieve this larger facility layout, Ben Miller Parkway will partially be relocated to the southwest. This relocation will force parts of White Oak Park to be reconfigured. Existing parking for the park will be removed and relocated, while Ronnie Moore Memorial Walkway will be reconfigured to accommodate the change in roadway location.

II. Scope of Services

The scope of services is summarized into the following major tasks:

Task 1 – Project Management
Task 2 - Surveying
Task 3 – Programmatic Study
Task 4 – 30% Design Documents

Task 1 – Project Management

Barge will plan, manage, and execute the work in accordance with the schedule and budget established herein. The project management task will generally include the following activities:

- Facilitate in-person project initiation meeting with Client to identify key project stakeholders for distribution of project information, discuss pertinent data, project staffing and organization, and present project work plan and initial schedule.
- Perform general project management duties including supervising and coordinating the project team and monitoring of project progress, costs, schedule, and work to complete.
- Coordinate regular virtual status meetings with Client staff, prepare meeting agenda, and prepare meeting summaries with action items and decisions. These meetings will occur as part of each project task.
- Prepare and submit monthly invoices and project status reports. Communicate potential scope changes, schedule impacts, and cost risks to allow for timely guidance from Client staff to manage change.

Deliverables:

The following deliverables will be provided as part of this task:

- Project Initiation Meeting Agenda and Summary
- Meeting Agenda and Summaries
- Monthly Progress Reports and Invoices

Task 2 – Surveying

Topographic Study:

Barge will prepare a Topographic Survey in which above ground features will be located within the approximate 9.1 acres +/-. Contours will be shown at 1-foot intervals, with spot shots at approximate 50-foot intervals taken to 0.01 foot on hard surfaces and drainage inverts and 0.1 foot on other surfaces. Utilities will be shown based on locations by 811 and available mapping from local utilities. Barge will locate visible evidence of utilities and note invert elevations, pipe sizes, and pipe material for accessible sanitary and storm drainage structures. Connectivity of sanitary and storm drainage structures will be shown to the next structure outside of the project area. Surveyors will establish relative vertical and horizontal control, referenced to NGS benchmarks or TDOT CORS stations for project coordinates. (Tennessee State Planes Zone NAD83 (2011) horizontal datum and NAVD 88 vertical datum).

Apparent Boundary Lines:

Barge will locate monuments, property corners, and other such evidence pertaining to the boundary associated with property owned by The City of Red Bank and Parcel ID number 126D F005, as shown on the Hamilton County GIS site. This includes records research and the positioning of properties based on surveying principles. Barge is

proposing to position said properties and rights-of-way based on available evidence and plat/deed records. Further, Barge will planimetrically locate fences, walls, and other such lines of possession.

Deliverables:

The following deliverables will be provided as part of this task:

- One (1) Topographic Survey in pdf format

Client Responsibilities:

- The Client will facilitate access to the project site. Surveyors will have full access within the project limits during normal working hours (6am – 8pm) seven days a week.
- Provide notification to property tenants/lessees of Client's intent to have Survey work performed.

Assumptions:

The following assumptions are applicable to the above scope of services:

- No boundary disputes, gaps, or overlaps.
    - Should the surveyor find significant boundary disparity between the evidence for the record boundary (Deed and/or Plat) and the foundation for the title boundary (Estoppel, Adverse Possession, Acquiescence, Practical Location, Unwritten Agreement, etc.) that would cause additional research, title work, or field work; a change order for additional services will need to be obtained.
    - Information will be shown based on access to publicly available plats/deed for each parcel or adjacent parcels.
- Surveyors will not locate individual trees within obscured areas. A tree line or outline of dense vegetation will be noted on the drawing. Individual trees above 5 inches in diameter apart from wood lined areas will be located and denoted for size.
- The surveyor is not proposing to locate any building interiors, only exterior corners.
- Fees include one round of comments for the Apparent Boundary & Topographic Survey draft from the Client, banks, insurance companies, and other such pertinent parties as designated by the Client. After receipt of all comments, Barge will issue a final Topographic Survey signed and sealed to the Client. Subsequent revisions will be completed for an additional fee.
- Additional public records searches beyond the last deed of record are not part of this scope.

- Should unusual weather conditions affect the project schedule such as rain, snow, flooding, excessive heat, etc., Barge will notify the CLIENT of said impact and how much that has delayed the project deliverables.
- Permit fees, recording fees, etc., are to be paid by the Client/Owner.
- Plans will be prepared using AutoCAD software with US Survey Foot units.
- Should there be a deviation in the easement or plat lines by the Client that would cause additional work, then a change order may be necessary.

Excluded Services:

- No sub-surface utility designation or location will be performed for this site. The Client will provide the surveyor with any CADD or GIS files that represents utility data (underground water, sewer, gas, electric, and communications) that the client wishes to show on the survey at the beginning of the project.
- Wetland Surveys and delineation (jurisdictional/wetland lines).
- This proposal does not include any variances, rezoning, or sketch and description services. Should these services be needed, they can be provided for an additional fee.
- The site is properly zoned, and rezoning or variance applications are not necessary.
- Floodway/flood zone studies or permitting including preparation of a no-rise certification, FEMA letters of map amendment, FEMA letters of map revision, or other hydrologic analysis of offsite impacts.
- Wetlands and stream permitting.
- Survey services not specifically identified above including construction staking, preparation of easement exhibits and/or tract descriptions.

Task 3 – Programmatic Study

This task will include funding feasibility, environmental efficiencies, and a program level study of the previously completed Master Plan to review that design elements and costs are in alignment with the goals of the Client. Barge will review the Master Plan design and the Opinion of Probable Construction Cost (OPCC) to determine if the Plan requires changes due to changes in the Client's needs or previously undiscovered conditions. Any such changes will be discussed with the Client, and updated Master Plan drawings and OPCC will be drafted to capture the revised plan. Following the completion of this study, Barge will prepare a report for the Client summarizing the outcome of this phase, including revisions agreed to by the Client, updated drawings, and updated OPCC. This report will serve as the basis of design in the next phase. Activities included in this task are as follows:

- Participate in project initiation meeting with Client staff
- Conduct internal workshop.
- Review the Master Plan drawings and OPCC.

- Perform preliminary stormwater analysis, roadway alignment and profile review, ADA analysis, and parking analysis.
- Review Client needs for each building, approximate size requirements, equipment needs, and utility needs.
- Prepare a preliminary utility layout to supply the facilities.
- Develop an updated drawing showing each of these elements with relevant notes for Client review.
- Update OPCC using information from previous projects of similar scope, equipment suppliers, Barge's records, and other similar sources.
- Prepare the Programming report including the following minimum requirements:
    - Summary of decisions made during the Master Plan.
    - Results of this study and any changes recommended.
    - Updated drawing as noted above.
    - Updated OPCC for the new conceptual layout.
- Perform internal quality review of the Programming Report and address comments.
- Submit draft Report to the Client staff for review and comment.
- Review Client comments and discuss responses in a review workshop with Client.
- Incorporate comments and submit final Report.

Deliverables:

The following deliverables will be provided as part of this task:

- Draft Programming report (PDF)
- Report review meeting summary, comments, and responses.
- Final Programming report (PDF)

Assumptions:

The following assumptions are applicable to the above scope of services:

- A maximum of two (2) interim virtual review meetings with the Client are included in this Scope of Work to discuss findings and changes prior to developing the drawings and OPCC.
- Client understands that Barge has no control over the cost or availability of labor, equipment materials, over-market conditions, or the Contractor’s method of pricing, and that Barge’s OPCC is made on the basis of Barge’s professional judgment and experience. Barge makes no warranty, express or implied, that the bids or the negotiated cost of the work will not vary from Barge’s OPCC.

Task 4 – 30% Design Documents

The detailed design task will include development of 30% design deliverables based on the design decisions made during the Programmatic Study task. The following is a list of activities anticipated during this task:

- Coordinate with authorities having jurisdiction to determine site requirements.
- Verify existing connection to the water service is adequate and discuss site requirements for stormwater management. If required, prepare a fire hydrant flow test and/or water availability request and submit.
- Determine location and requirements for providing electrical power service to the facility.
- Prepare schematic drawings including site and utility layout, on-site parking, site grading, and drainage plan showing location of onsite stormwater management system.
    - Schematic drawings will include consideration for green infrastructure.
- Prepare floor plan for all buildings identified during the Programming Study. Floor plan to include the following properties:
    - Spatial requirements
    - Proposed room sizes
    - Net and gross building areas
    - A list of Client required equipment including size and quantity to be located in the proposed space.
- Prepare preliminary one-line diagram for the new facility and power feed from the existing distribution system.
- Prepare updated OPCC based upon 30% design details.
- Facilitate in-person workshop to review preliminary drawings and review feature preferences with Client, as well as receive and discuss comments and resolution for incorporation into detailed design.
- Prepare meeting summary and comment responses.

Deliverables:

The following deliverables will be provided as part of this task:

- 30% submittal package including OPCC (PDF version)
    - Barge assumes the following drawings:
        - Cover Sheet
        - Existing Site Conditions
        - Demolition
        - Proposed Site Layout
        - Proposed Site Grading
        - Overall Utility Layout
        - Site Structural Layout
        - Site Mechanical Layout
        - Site Electrical Layout
        - Site Plumbing Layout
        - Landscape Architectural Layout
        - Floor Plan and Facility Layout

- 30% design review meeting summary and comment responses

Assumptions:

The following assumptions are applicable to the above scope of services:

- The power distribution system available to the site has adequate capacity to support the new facilities.
- Barge standard design procedures, drafting standards, and typical drawing details will be used in the development of the construction documents. The drawings will be 22x34 sheet size.
- The Client understands that Barge has no control over the cost or availability of labor, equipment materials, over-market conditions, or the Contractor's method of pricing, and that Barge's OPCC is made on the basis of Barge's professional judgment and experience. Barge makes no warranty, express or implied, that the bids or the negotiated cost of the work will not vary from Barge's OPCC.
- Any abatement and/or remediation work associated with presence of hazardous materials in any of the existing facilities such as asbestos or lead paint is not included as a part of this scope of services, however, Barge recommends the Client obtain a review of each facility for the presence of such materials.
- Subsurface Utility Engineering (SUE) is not included in the basic services.
- Permitting is not included in this Scope of Work.
- Design will be based upon federal, state, and local codes in effect on the date of the Notice to Proceed.
- The Client will be responsible for obtaining a Phase 1 Environmental Site Assessment Report to identify potential hazardous materials in the existing buildings.

III. Project Schedule

Total duration to completion for the Programming Study and 30% design scope of services is anticipated to be 4 months. Task 1 will run concurrent with Tasks 2, 3, and 4. Task 2 will begin upon receipt of Notice to Proceed from the Client. Task 3 will begin upon completion and acceptance of the Survey by the Client. Task 4 shall begin upon completion and acceptance of the Programmatic Study, by the Client. See estimated duration for each phase below. Duration includes design deliverable review time and assumes two weeks per review period.

Tasks	Duration
1. Project Management	4 Months
2. Surveying	4 Weeks
3. Programmatic Study	2 weeks
4. 30% Design Documents	2 Months

Barge and Client are aware that many factors outside Barge's control may affect Barge's ability to complete the services to be provided under this Scope of Services. Barge will perform these services with reasonable diligence and expediency, consistent with sound professional practices.

IV. IV. Compensation

Client agrees to pay Barge for time worked on the project by various personnel plus applicable outside services and other expenses properly charged to the project. The Not to Exceed cost to complete the scope of work as defined in the tasks above is estimated to be $207,500. The budget status will be summarized monthly in our progress report and invoice submittal.

Fee Summary Table

Items	Fee Type	Fee Amount
A. Surveying	Hourly	$24,000
B. 30% Design (Programmatic Study, 30% Design Documents, OPCC)	Hourly	$183,500
TOTAL	Hourly	$207,500

V. Additional Services

Additional engineering support services, including but not limited to the items listed below, can be provided upon request and approval of detailed scope and fee by the Client.

- Environmental studies;
- Appearances at public hearings or before special boards, except as specifically indicated in the basic services;
- Survey updates;
- Utility coordination;
- Stake Sounding Holes;
- SUE (Subsurface Utility Engineering) Services;
- Foundation Bores for Signal Poles;
- Signal Warrant Study;
- Data Collection (Traffic Counts);

- Meetings not within the scope of services;
- Additional meetings with local, state, or federal agencies to discuss the Project beyond those indicated in the basic services;
- Right-of-way deeds and tracts;
- Right-of-way acquisition services;
- Tennessee Department of Environment and Conservation (TDEC) General or Individual Aquatic Resource Alteration Permit (ARAP) permitting;
- United States Army Corps of Engineers (USACE) Nationwide Permit 12 or 404 permitting;
- Support services in connection with public information/relations activity as requested by the Client (e.g. Marketing Materials; Press Releases and Social Media Posts);
- Other services performed or furnished by Engineer not otherwise provided for in this Agreement.

R# 21735
Ch# 64226

City of Red Bank
3105 Dayton Boulevard
Red Bank, Tennessee 37415
(423) 877-1107

Request for Temporary Usage, City Code §16-116(11)(D)

Applicant's Name: RED BANK BAPTIST CHURCH
Address: 4000 DAYTON BLVD
City: RED BANK State: TN Zip: 37415
Phone Number: 423 877 4514 Email: BHarvey@redbankbaptist.org
(Sign) Applicant Name: Bill Harvey / Carpenter Date (MM/DD/YYY): 7/5/2024

This application must include property owner's signature, if different than applicant, and a site map of the referenced location.

BILL HARVEY FOR RED BANK Bapt Bill Harvey 7/5/2024
(Print) Property Owner Name (Sign) Property Owner Name Date

This is a request for temporary usage of (describe location, to include address) Up grade Lower Stairs By building a ramp

The reason for the request is as follows: Stairs do not meet Code - Risers are Too high

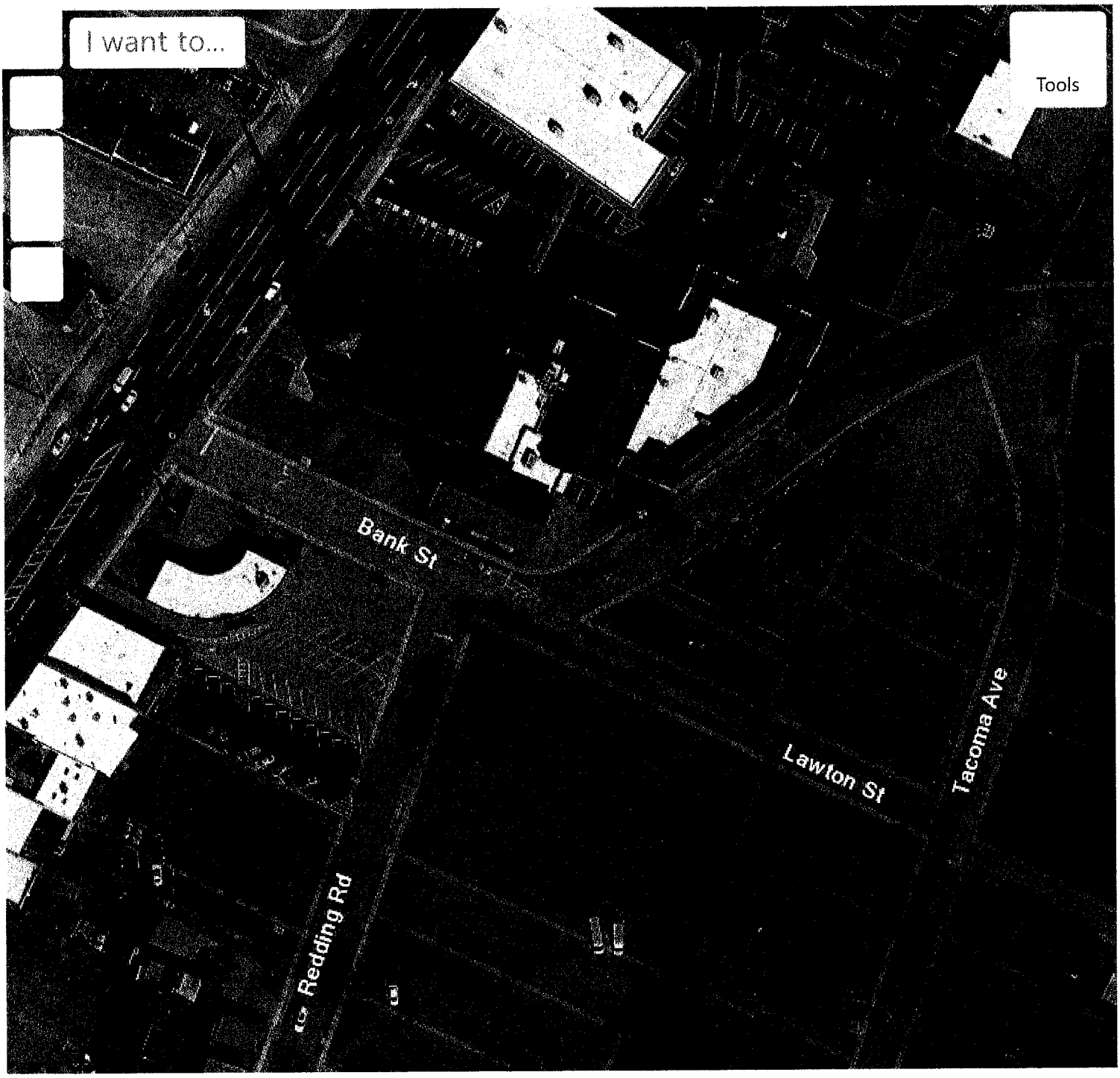
In making this request: Requestor for Temporary User agrees as follows:

- ☑ Temporary User shall defend, indemnify, and hold harmless the City of Red Bank, Tennessee its officers, agents, and employees from any and all claims for damages for injuries to persons or property related to or arising out of the aforementioned temporary use.
- ☑ Temporary User shall comply with any and all conditions recommended by the Red Bank Planning Commission, Police Department, Fire Department and/or Planning Commission and approved by the City Commission during the review of this application. The failure to comply with any condition approved by the City Commission may be grounds for revocation of this temporary use at any time after its approval.
- ☑ Temporary User shall vacate the property and temporary use upon thirty (30) days' notice from the City to do so. Upon vacating the property, whether voluntarily or at the direction/order of the City, the Temporary User shall restore the property to substantially the same condition that existed prior to granting the temporary use, including complying with any environmental regulations.
- ☑ Temporary User shall provide full access for maintenance of any utilities located within the easement.
- ☑ Temporary User shall obtain any and all other permits, variances, or approvals necessary to accommodate the temporary use.
- ☑ Temporary User shall maintain the property in the condition equal to or better than the condition at the time the temporary use is granted.
- ☑ Temporary User shall provide surety bond as directed by City Manager pursuant to any costs involved in alteration to the Right of Way
- ☑ Temporary User acknowledges that any temporary use permit is not transferable except upon written consent of the City of Red Bank approved by Resolution of the City Commission.
- ☑ Any applied for usage which incorporates the erection of any structure or building addition reasonable intended to be permanent or quasi permanent in nature shall require, in addition to all other requirements of the Ordinance, shall require approval by the City Commission by resolution.

(Application Must be Turned in with a Non-Refundable Processing Fee of $250.00 payable to: The City of Red Bank)

Hamilton County Mapping - GISMO 5

4000 DAYTON BLVD



2022 Ima...

0 50 100ft

PAID - RECEIPT # 21512

City of Red Bank use only:

Date Received 5/15/24

Date Approved _____

Date Denied _____

APPLICATION FOR A BEER PERMIT
STATE OF TENNESSEE
CITY OF RED BANK

Application for (check one):

__X__ ON-PREMISES PERMIT
_____ SPECIAL EVENTS PERMIT
_____ MANUFACTURER/RETAILER PERMIT
_____ **RETAILER'S SELF-SERVICE ENDORSEMENT**
_____ OFF-PREMISES PERMIT
_____ ON AND OFF-PREMISESERMIT

Full Name of **Entity** to whom permit is to be issued, if approved:

The Meeting House

Address of location for which license is requested:
3912 Dayton Blvd Chattanooga TN 37415

I HEREBY MAKE AN APPLICATION FOR A PERMIT TO SELL, STORE, MANUFACTURE, OR DISTRIBUTE BEER OR OTHER BEVERAGES AUTHORIZED TO BE SOLD, STORED, MANUFACTURED, OR DISTRIBUTED UNDER THE PROVISIONS OF TENNESSEE CODE ANNOTATED SECTION 57-5-101 ET SEQ. AND BASE MY APPLICATION UPON THE ANSWERS TO THE FOLLOWING QUESTIONS:

1. Full name of applicant (owner): Jared Most

Person X Firm__ Corporation__ Joint-Stock Co.__ LLC__ Association__

2. Address of Principal place of business of the applicant if a corporation, firm, or etc.

3912 Dayton Blvd Chattanooga TN 37415

March 2023

3. Name, address, phone number, and e-mail address of the registered agent in the State of Tennessee:

4. List the names, addresses, phone numbers, and e-mail addresses of all persons, firms, corporations, joint-stock companies, LLCs, or associations having at least a 5% ownership interest in the business {attach addition sheet(s), if needed}:

Caroline Allison [redacted] Chattanooga TN 37415
[redacted]
[redacted]

5. What is your present home address and phone number?

[redacted] Chattanooga TN 37415

6. Previous address(es) (within the last 10 years)?

[redacted] Hixson 37343
[redacted] Hixson 37343

7. Date of birth: [redacted] Home telephone: [redacted]

Cell Phone: [redacted] E-Mail: [redacted]

Date of Organization incorporation: 3-1-24

Business Phone and email address of the applicant and person signing the application:
Same as personal [redacted]

8. Under what name will this business operate? The Meeting House

9. Specify the identity, address, e-mail address, and phone number of the person to receive annual privilege tax notices and any other communication from the City.

Jared Mosh [redacted] Chattanooga TN 37343
[redacted]

10. Give the name, address, e-mail address, and phone number of the property owner, if other than the business owner:

Leslie Meek [redacted] Chattanooga TN 37415
[redacted]

11. Will the permit be used to operate two or more restaurants or other businesses under the same permit as permitted by Section 57-5-103(a)(4) within the same building? Yes___ No X. If so, specify number ____. List the names of the restaurants or other businesses and describe their location {use additional sheet(s) if necessary}.

12. Give name, date of birth, home address, e-mail address, home phone number and cell phone number of any manager other than applicant.

same as applicant

13. Has any person having at least 5% ownership interest, any of the managers listed in question 12, or any other employee of the business, been convicted of any violation of the beer or alcoholic beverage laws or any crime (other than minor traffic violations) within the last ten (10) years? Yes ___ No X. If yes, give particulars of each charge, court, and date convicted.
Attach additional sheets if necessary.

CITY OF RED BANK
3105 Dayton Blvd., Red Bank TN 37415

AUTHORIZATION TO RELEASE RECORDS

TO: The City of Red Bank
THIS FORM OR ANY COPY THEREOF, AUTHORIZES MY RELEASE TO THE CITY OF RED BANK WITH ALL INFORMATION REGARDING MY ARREST (CRIMINAL RECORD) IN ANY STATE, ALONG WITH THE RIGHT TO RECEIVE FULL AND COMPLETE INFORMATION PERTAINING THERETO, INCLUDING COPIES OF ALL SUCH RECORDS.

Last Name: Most | First Name: Javed | M.I.: N

Maiden Name (any other name used) if applicable: _____

Current Address: [redacted]

Street# [redacted] Street Name

Chattanooga — City | TN — State | 37415 — Zip

Previous Address: [redacted]

Street# [redacted] Street Name

Hixson — City | TN — State | 37343 — Zip

[redacted] — Date of Birth | W/M — Race/Sex | [redacted] — SS#

Signature: [signature] Date: 5-13-2024

SWORN TO AND SUBSCRIBED BEFORE ME THIS THE 13 DAY OF May, 2024.

NOTARY PUBLIC: [signature]

MY COMMISSION EXPIRES: JUNE 7, 2026

CYNTHIA OESTREICH
STATE OF TENNESSEE NOTARY PUBLIC
HAMILTON COUNTY

March 2023

14. Has this owner or the owner's organization had a beer permit revoked, suspended, or denied in the State of Tennessee at any time? Yes___ No X. If so, specify where, when, and why.

_____

_____

15. Has the applicant, the owner, the owner's organization or any manager had a beer permit at any time?
Yes ___ No X If yes, when? _____ Where?_____

16. Give the name, relationship to applicant (if applicable) and address of any and all former beer permittee(s) at this location.

_____

_____

_____

References: (Preferably local residents not related to applicant and not affiliated with the organization.)

	NAME	ADDRESS	PHONE
1.	Homer Allison	[redacted]	[redacted]
2.	Hannah Hudson	[redacted]	[redacted]
3	Hailey Calhoun	[redacted]	[redacted]

I have received and reviewed a copy of the Red Bank Ordinance with respect to the sale or manufacture of beer. I am knowledgeable of the laws prohibiting the sale of beer to minors. I hereby certify that, neither a person having at least a 5% ownership interest in the Applicant, nor any person to be employed in the distribution or sale of beer in the Business establishment has been convicted of any violation of the beer or alcoholic beverage laws or any crime involving moral turpitude within the past ten (10) years. Applicant is also aware that no permit shall issue or any permit issued may be revoked if the business location causes traffic congestion, or interferes with schools, churches or other places of public health, safety, and morals.

Applicant further certifies that a permit issued may be later revoked if this application is found to contain any misrepresentation of a material fact, including misrepresentation by omission.

Emails for references

[redacted]

March 2023

Signature of Applicant/Owner
(or Authorized Corporate Officer)

5-13-2024
Date

Sworn to and subscribed before me this 13 day of May, 2024.

Notary Public

My Commission Expires: June 7, 2026

CYNTHIA OESTREICH
STATE OF TENNESSEE NOTARY PUBLIC
HAMILTON COUNTY

NOTICE:
For on-premises, off-premises, on and off premises and manufacturers or distributors, a non-refundable **$250.00** fee must accompany this application. No application is filed or received if not accompanied by the $250.00 fee. If the application is approved, you are required to provide documentation of sales tax registration to the city within ten (10) days of approval. Any applicant making false statements in this application shall forfeit his permit and shall not be eligible to receive any permit for a period of ten (10) years. A privilege tax of **$100.00** is imposed on the business of selling, distributing, storing, or manufacturing beer in this state effective January 1, 1994 and each successive January 1st. Any holder of a beer permit issued after January 1, 1994 shall pay a pro rate portion of this annual tax when the permit is issued.

For Special Events Permit and Brown Bagging Permit a non-refundable **$100.00** fee must accompany this application. An annual privilege tax of **$50.00** is imposed on brown-bagging permit holders.

INSTRUCTION SHEET

Permits shall be issued to the owner of the business, whether a person, firm, corporation, joint-stock company, LLC, or association.

A permit is only for a single location and, unless specifically restrictive, is valid for all decks, patios, and other outdoor serving areas that are contiguous to the exterior of the building, premises in which the business is located, and which exist at the date of the issuance of the permit

Where a permit holder operates two or more restaurants or other businesses within the same building, the owner may, in his or her or its discretion, operate some or all of such businesses under the same permit, provided the permit holder shall have applied for same and the permit was at that time issued for multiples locations in the same building.

A permit holder must return a permit to the City of Red Bank within fifteen (15) days of termination of the business, change in ownership, relocation of the business or change of the business name. A change in ownership occurs for a corporate owner when at least fifty percent (50%) of the stock of the corporation or other indicia of entity ownership is transferred to a new owner.

FOR CITY USE ONLY:

MAP NO. _____

PARCEL NO. _____

Chief of Police:

Recommended: ✓ Not Recommended: _____

I Certify that the distance requirements have been checked and met:

Chief of Police Signature _____ 6/10/2024
Date

Comments/Basis for Recommendation:

_____

_____

_____

_____

Beer Board Hearing Date 7/11/24

Date Applicant Notified 6/19/24

Applicant Notified By J. Perry email