City of Bristol
Board of Park Commissioners

INFORMATION TO ACCESS MEETING
https://bristolct-gov.zoom.us/j/88962098471?pwd=tUIEr2YCTI5twlitd8mgsAnQheYx9p.1

The regular Board of Park Commissioners meeting will be held on Wednesday, July 15, 2026, at 6:00 PM. in City Hall Meeting Room 1-2 111 North Main Street, Bristol, CT 06010.

AGENDA

1. Call to Order

    a. Pledge of Allegiance

    b. Attendance

2. Public Participation

3. Consent Agenda

    a. Approval of Minutes: May 20, 2026, Regular Meeting Minutes

    b. Superintendent's Report

        - Division Supervisors Report
        - Project Updates
        - Year to Date Financials
        - Strategic Plan Updates

    c. NRPA 2026 Agency Performance Review

4. Old Business

    a. By Commissioners

5. New Business

    a. Consider a proposal to enter into a media contract with Lee Cormier of Wings of a Dove to document construction at Page Park from the sky.

b. To review the community feedback from the Upgrade Your Play Campaign for Page Park and determine the appropriate direction of the new playground.

c. Consider a referral from the City Arts & Culture Commission to install a Military-themed 250th anniversary mural on the cement wall along South Street border of the Urban Gardens.

d. Motion to request a grant from the Main Street Community Foundation Friends of Parks and Recreation Fund in the amount of $15,750.00 for the purchase of a new swim team scoreboard for the Dennis Malone Aquatics Center.

e. Approve recommended speed hump locations and installation at Rockwell Park as part of the Strategic Plan Safety Objectives.

f. Acceptance of Lot 60-15 Ambler Road as property of the City of Bristol Parks, Recreation, Youth & Community Services Department.

g. Motion to authorize the Superintendent to apply for the next round of Outdoor Recreation Legacy Program Funding to support the revitalization of Hoppers-Birge Pond/Roberts Property.

h. To initiate the Annual Policy Review and determine a timeline and priorities
Bristol Parks, Recreation, Youth and Community Services: Policies

i. Update on the status of the City Cemetery Acquisition and transition process

j. Review of the 2023-2027 Board of Education School Fields Maintenance and Management Plan and next steps

6. Reports and Committee Reports

   a. Fund Development & Advocacy Committee

   b. Policy & Strategy Committee

   c. Fincance Committee

   d. City Council Liaison Report

7. Adjournment

PER ORDER OF THE CHAIRPERSON
Mayor Ellen Zoppo-Sassu

City of Bristol
Board of Park Commissioners

INFORMATION TO ACCESS MEETING
https://bristolct-gov.zoom.us/j/88962098471?pwd=tUIEr2YCTI5twlitd8mgsAnQheYx9p.1

Ladies and Gentlemen:

The regular meeting was held on Wednesday, May 20, 2026, at 6:00 PM in Meeting Room 1-2 in City Hall, 111 North Main Street, Bristol, CT 06010.

1. Call to Order

Mayor Ellen Zoppo-Sassu called the meeting to order at 6:00 p.m.

a. Pledge of Allegiance

b. Attendance

Members Present:	Mayor Ellen Zoppo-Sassu, Chair Jonathan Bradley, Commissioner Cynthia Donovan, Commissioner Julie Metzroth, Commissioner Aaron Weber, Commissioner Mark Dickau, City Council Liaison Sarah Larson, Deputy Superintendent, Bristol Parks, Recreation, Youth and Community Services
Absent:	Robert Fiorito, Vice Chair Dr. Joshua Medeiros, Superintendent, Bristol Parks, Recreation, Youth and Community Services

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2. Approval of Minutes

a. Approval of Minutes: April 15, 2026, Regular Meeting Minutes

Mayor Ellen Zoppo-Sassu had a couple of questions from the April 15, 2026, Regular Meeting Minutes regarding the Page Park Project, the Strategic Plans around Public Safety, and the Bristol Little League's approval of the renovations at Peck Park; Discussion followed.

MOTION: Made by Commissioner Donovan to approve the April 15, 2026, Regular Meeting Minutes.
Seconded by Commissioner Bradley; all in favor; motion carried.

3. Public Participation

Nothing to report.

4. Superintendent's Report

a. Division Supervisor's Report

Mayor Ellen Zoppo-Sassu presented the Division Supervisor's Report. Mayor Zoppo-Sassu informed the commissioners of the arrival of the M.O.U. from the State of Connecticut for Rockwell Park. Discussion followed.

MOTION: Made by Commissioner Donovan to place the Division Supervisor's Report on file.
Seconded by Commissioner Metzroth; all in favor; motion carried.

MOTION: Made by Commissioner Donovan to move New Business Item 6a. Up on the agenda.
Seconded by Commissioner Weber; all in favor; motion carried.

6a. Consider a Request from the Bristol250 Committee to plant a Bristol 250 Tree and Garden at Memorial Boulevard and for an event on the Federal Hill Green on Sunday, June 14, 2026.

Liz Phelan of the Bristol America250 Committee, presented the proposal to plant a Bristol 250 Tree and Garden at Memorial Boulevard and for an event on the Federal Hill Green on Sunday June, 25, 2026. Deputy Superintendent Larson suggested the south-east side of the Veteran's Memorial Boulevard, right next to the Revolutionary War Monument. Discussion followed.

Mayor Ellen Zoppo-Sassu presented the request for the Bristol America250 Committee's event on June 14, 2026, on the Federal Hill Green, that includes a Militia reenactment. Discussion followed.

MOTION: Made by Commissioner Donovan to approve the Request from the Bristol 250 Committee to plant a Tree at the Veteran's Memorial Boulevard and refer the request to the Veteran's Council and approve the Celebrate America's 250 Event on the Federal Hill Green, including a Militia reenactment that includes open-fire.
Seconded by Commissioner Weber; all in favor; motion carried.

b. Project Updates

Deputy Superintendent Sarah Larson presented the Project Updates. Deputy Superintendent Larson provided updates on the Page Park Revitalization Project, and the arrival of the M.O.U. for Rockwell Park. Discussion followed.

MOTION: Made by Commissioner Donovan to place the Project Updates on file. Seconded by Commissioner Bradley; all in favor; motion carried.

c. Year to Date Financials

Deputy Superintendent Sarah Larson presented the Year-to-Date Financials. Discussion followed.

MOTION: Made by Commissioner Donovan to place the Year-to-Date Financials on file. Seconded by Commissioner Bradley; all in favor; motion carried.

d. Strategic Plan Updates

Deputy Superintendent Sarah Larson presented the Strategic Plan Updates. Mayor Ellen Zoppo-Sassu inquired about a marketing plan for the Pine Lake Adventure Park. Discussion followed.

MOTION: Made by Commissioner Donovan to place the Strategic Plan Updates on file. Seconded by Commissioner Aaron; all in favor; motion carried.

5. Old Business

a. Approval of the location of the Poly Resin Heart Sculpture

Deputy Superintendent Larson presented the three (3) possible locations provided by the City Arts and Culture Commission, for the location of the Poly Resin Heart Sculpture on the Federal Hill Green. Discussion followed.

MOTION: Made by Commissioner Donovan to approve location one (1), for the Poly Resin Heart Sculpture.
Seconded by Commissioner Bailey; all in favor; motion carried.

b. Update on the All-Heart Parks Advocate of the Year Award Presentation scheduled for May 27, 2026, at 3:00 p.m. at Pigeon Hill Reserve

Mayor Ellen Zoppo-Sassu presented the update on the All-Heart Parks Advocate of the Year Award Presentation scheduled for May 27, 2026, at 3:00 p.m. at Pigeon Hill Reserve. Mayor Zoppo-Sassu asked if any commissioners were able to attend and addressed any plans in case of inclement weather. Discussion followed.

c. By Commissioners

Commissioner Donovan inquired about the Veteran's Memorial Boulevard truck signage and if the water discharged from the pool was dechlorinated. Discussion followed.

6. New Business

b. Consider a Request from Bristol Youth Football and Cheer to renovate Casey Football Field per the 2023-2026 lease agreement.

Deputy Superintendent Sarah Larson presented the request from Bristol Youth Football and Cheer to renovate Casey Football Field per the 2023-2026 lease agreement. Over time, the field has suffered a bit in the quality of turf. They have worked with Winterberry Gardens to create a proposal to renovate the field. Winterberry Gardens has offered to complete this work for them, free of charge. Per the leasing agreement, all capital projects require approval from the Board of Park Commissioners. The commission discussed the possibility of adding management standards within the next lease agreement. Discussion followed.

MOTION: Made by Commissioner Donovan to approve the request from Bristol Youth Football and Cheer to renovate Casey Field per the 2023-2026 lease agreement. Seconded by Commissioner Weber; all in favor; motion carried.

c. Place on File the 2026 Employee Profile & Satisfaction Report

Deputy Superintendent Larson presented the results of the 2026 Employee Profile and Satisfaction Report as outlined in the Strategic Plan. This year has shown an overall increase in employee satisfaction in all categories. Discussion followed.

MOTION: Made by Commissioner Donovan to place the 2026 Employee Profile and Satisfaction Report on file.
Seconded by Commissioner Metzroth; all in favor; motion carried.

d. Approval of the Rockwell Skate Park Rules

Mayor Ellen Zoppo-Sassu presented the Rockwell Skate Park Rules as presented. These are existing rules that are being put into policy format. There are already signs on site and this policy will be posted on the website. Discussion followed.

e. Approval of the Roberts Property Off-Leash Dog Park Rules

Mayor Ellen Zoppo-Sassu presented the Robert's Property Off-Leash Dog Park Rules as presented. These are existing rules that are being put into policy format. There are already signs on site and this policy will be posted on the website. Discussion followed.

f. Approval of the Rockwell B.A.R.K. Park Rules

Mayor Ellen Zoppo-Sassu presented the Rockwell B.A.R.K. Parks Rules as presented. These are existing rules that are being put into policy format. There are already signs on site and this policy will be posted on the website. Discussion followed.

MOTION: Made by Commissioner Donovan to approve New Business Items 6d. Rockwell Skate Park Rules, 6e. Robert's Property Off-Leash Dog Park Rules, and 6f. Rockwell B.A.R.K. Park Rules.
Second by Commissioner Weber; all in favor; motion carried.

g. Consider a Motion to cancel June and August Board of Park Commissioners Meetings in favor of Citizens Academy on June 3, 2026, and the Mayor's Back to School Pencil Hunt on August 19, 2026.

Mayor Ellen Zoppo-Sassu presented the motion to cancel the June and August Board of Park Commissioners Meetings in favor of the Citizens Academy on June 3, 2026, and the Mayor's Back to School Pencil Hunt on August 19, 2026. Discussion followed.

MOTION: Made by Commissioner Donovan to cancel the June and August Board of Park Commissioners Meetings in favor of the Citizens Academy on June 3, 2026, and the Mayor's Back to School Pencil Hunt on August 19, 2026
Seconded by Commissioner Metzroth; all in favor; motion carried.

h. By Commissioners

Nothing to report.

7. Reports and Committee Reports

a. Fund Development & Advocacy Committee

Noting to report.

b. Policy & Strategy Committee

Noting to report.

c. Finance Committee

Noting to report.

d. City Council Liaison Report

City Council Liaison Mark Dickau shared that the Bristol Blues Season begins in two (2) weeks. City Council Liaison Dickau updated the commission on restricting vape shops through the Ordinance Committee to include yearly license fees and a referral was submitted to the Zoning Commission to create boundaries similar to what is in place for package stores. Discussion followed.

Deputy Superintendent Larson shared that the Fiscal Year 2027 budget has been approved. There were slight cuts made to the budget but nothing that should significantly impact services. Discussion followed.

Mayor Ellen Zoppo-Sassu stated that the city was able to buy the six (6) acres of the Hoppers-Birge Pond Core Forest back from HTH Developers with the use of the Capital Land Reserve account. Discussion followed.

Mayor Ellen Zoppo-Sassu updated the commission on the acquisition of the management rights that come with the West Cemetery. Discussion followed.

8. Adjournment

MOTION: Made by Commissioner Donovan to adjourn at 7:01 p.m.
Seconded by Commissioner Weber; all in favor; motion carried.

Respectfully Submitted,
Amaris Estrada
Recording Secretary
Board of Park Commissioners

PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

Superintendent Report
Board of Park Commissioners
July 15, 2026

I. Parks, Grounds and Facilities Division Highlights

- The parks crew assisted Bristol Little League in sprucing up McCabe Waters prior to little league baseball and softball tournaments. The crew received kudos from the Bristol Little League for their partnership to improve the McCabe Waters site.
- The Parks, Grounds and Facilities team met at Page Park for a maintenance training regarding the landscaping of the new site. The training included a review of maintenance standards, conservation areas not to be mowed, and a preview of the on-going renovations.
- The Bristol Blues season started on June 4th at Muzzy Field. Muzzy will also host American Legion, Twilight League, and Pony League this summer.

Accucom Work Order System	**June 2025**	**June 2026**
Work Orders Submitted	5	11
Work Orders Closed in June	24	1
Work Orders Still Open	20	20

II. Recreation Division Highlights

- Recreation Division concluded seasonal interviews for summer camp staff. The summer camp staff will be participating in a rigorous training regimen to prepare for a busy summer. Camp staff saw a retention rate of employees at about 60% from last year.
- Summer camp staff went through numerous trainings to prepare for our 6-week summer camp programs. Trainings presentations on the topics of QPR and Mental Health Awareness, Crisis Interventions, Counselor Best Practices and Field Trip Expectations, and much more. Thank you to Youth and Family Coordinator, Ashante Malone, who presented staff with strategies for behavior management.
- Recreation Program Assistant Madison Fostervold completed her American Red Cross First Aid, AED, and CPR Instructor Training course on June 26th and is now able to instruct classes in-house resulting in a cost savings for the Recreation Division.
- Pine Lake Adventure Park had a successful June, hosting 5 programs. Each of the programs resulted in great reviews from those attending.

Recreation & Event Measures	**June 2025**	**June 2026**
# of youth engaged in recreation programs	550	189*
# of adults engaged in recreation programs	105	255**

Total # of recreation programs running	22	28

** This number is lower than the previous year due to our summer camp programs beginning in July, 1 week later than usual to accommodate the Bristol Public Schools end of year schedule.*
***Number is higher than displayed due to adult leagues only requiring the captains of the team to register through MyRec. This number does not include the adult teammates of the captains that register.*

III. Aquatics Division Highlights

- Rockwell and Page Park Pools passed health inspections and were cleared to open on Wednesday, July 1st. Aquatics staff participated in intensive trainings in preparation for the opening.
- Aquatics Coordinator, Dan Stowe, provided an American Red Cross CPR/First Aid/AED training and certification course for full-time staff members of the department.
- Aquatics Coordinator Daniel Stowe for successfully completing his American Red Cross Water Safety Instructor Training Course. Dan is now officially qualified to certify Water Safety Instructors which is a big asset and cost savings to the department.

Aquatics Measures	**June 2025**	**June 2026**
# of visits to the Dennis Malone Aquatics Center	2,071	1,838
# of pool memberships sold	120	68
# of program participants	854	215*

*No swim lessons ran in the month of June due to program schedule.

IV. Outreach, Marketing, and Event Highlights

- Community Engagement Coordinator, Erica Benoit, hosted the 2026 Fall Program Planning meeting to discuss important dates, communication timeline(s), and upcoming programs and event information for September to December 2026.
- Community Engagement Coordinator, Erica Benoit met with Youth and Family Supervisor, Stephen Bynum and Community Services Coordinator, Jeff Arduini in an effort to develop a Community Resource Guide for internal and external use when directing community members to services and providers.
- BPRYCS Staff launched the 2026 littering campaign, “Be Part of the Solution, Not the Pollution”. The campaign is designed to engage Bristol residents and park users in a sustained approach to park stewardship. The campaign includes social media spots, billboards, and gas station Public Service Announcements.

Outreach, Marketing, and Event Measures	June 2025	June 2026
Unique # of visits to the Parks Project Portal*	571	2,353
Total # of e-mails sent	33	28
% of emails opened**	56%	46%
Email click rate	5%	3%

Upcoming Special Events - Save the Date

Event Name	Date	Time	Location
National Parks and Recreation Month (July) - Parks and Recreation Professionals Day	July 17, 2026		
Rockin' Out at Rockwell Summer Concert Series – Week 5: Rock Station Band	July 21, 2026	6:30 – 8:00 PM	Rockwell Park - Amphitheater
Rockin' Out at Rockwell Summer Concert Series – Week 6: Still Pickin'	July 28, 2026	6:30 – 8:00 PM	Rockwell Park - Amphitheater
Fall Snapshot Released	July 28, 2026		BristolRec.com
12th Annual Neon Nights Float Night	July 31, 2026	6:00 – 9:00 PM	Rockwell Park Pool
Rockin' Out at Rockwell Summer Concert Series – Week 6: Spirit Shaker	August 4, 2026	6:30 – 8:00 PM	Rockwell Park - Amphitheater
Fall Program Registration Opens to Residents	August 18, 2026	12:00 PM	BristolRec.com
Fall Program Registration Opens to Non-Residents	August 19, 2026	12:00 PM	BristolRec.com
9th Annual Mayor's Back to School Pencil Hunt	August 19, 2026	5:00 – 8:00 PM	Muzzy Field
15th Annual Pooch Plunge	August 24, 2026	4:30 – 6:30 PM	Rockwell Park Pool

PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

Park Projects Report (July 2026)

Project Name	Description	Status	Cost Estimates	Funding Source(s)	Target Completion
ADA Audit & Transition Plan	To conduct an ADA Assessment and develop a transition plan for all parks and facilities in alignment with our *strategic objective 2.2* to increase accessibility and access	A kick-off meeting was held on 7/6 to review scope of the audit, key project milestones, and tentative timeline. WT Group is anticipating being in Bristol the week of July 27th to begin the on-the-ground assessment of all parks and facilities.	$60,000 *Actual Cost:* $51,444.50	$51,444.50 - Misc Trust Revenues	Winter 2027
Hoppers-Birge Pond Revitalization	Design and development of trail system, boardwalk improvements, dam restoration, and parking lot repairs	We have been working with Gordian/State Contract to solicit cost estimates for design firms as a first step to the revitalization. Proposals are being reviewed and evaluated before next steps are determined. We anticipate completing design work in early 2027 and then completing renovations in summer 2027 depending on available funds/continued funding for the project.	$250,000	$250,000- CIP	Spring 2027
Jim Cleveland Wildflower Field	To establish a wildflower field at Pigeon Hill Preserve in honor of Jim Cleveland	Tilling has been completed on the field but the hot weather hasn't cooperated for planting. The field will remain barren until buckwheat can be planted. ELCCT is managing this portion of the project with a vendor. BPRYCS staff is developing a design for the sign and landscape bed to accompany the field.	$120,000	Private donations from Jim Cleveland to ELCCT & City Parks	Summer 2026/ On-going
Municipal Public Golf Course	Funding to acquire Chippanee Country Club and convert to a municipal golf course	Board of Finance/City Council approved a $5.5 million dollar appropriation to make an offer to purchase Chippanee Country Club. The City is currently doing due diligence on the property before an offer is made. Research is being conducted in the meantime on best practices for operating a municipal golf course.	$5.5 million	$5.5 Million- CIP	TBD

Muzzy Field Window Replacements	To replace the cracked and damaged windows at Muzzy Field Stadium	Revised cost estimates are being secured and we anticipate going out to bid for the work later this summer.	$50,000	$50,000- Capital Outlay	Winter 2027
Page Park Revitalization	Utilize the Page Park master plan to fully renovate the park.	Construction is well underway for Page Park Revitalization and continues to go smoothly. With the recent budget adoption, additional project elements will be added to Yield's Contract for smooth continuality of construction. Revitalization work will continue through November 2027. *Please visit the Park Projects Portal for the most up-to-date documents and notifications for the project.*	$18.9 million	$18.9 million- CIP (3027010)	TBD November 2027
Rockwell Park Revitalization	A wholesale revitalization of Rockwell Park to include pool house renovations, new splash park, playground, lighted basketball courts, ADA trail improvements and disc golf course enhancements	A fully executed contract from CT-DEEP has been received. We are working on lining up work flow and timelines for all project elements. We hope to break ground on some of the project components before the end of 2026 but likely early 2027.	$3.8 million	$1.9 million- CIP $1.9 million- matching ORLP federal grant	TBD 2027/2028
Rockwell Maintenance Building Improvements (Phase 2)	Physical improvements to maintenance building to improve working conditions for the crew.	Planning for the improvements has been completed and a PO issued. Work is expected to commence late summer following the completion of our busy season.	$95,000	$95,000- LoCIP	Spring 2026
Rockwell Park Roof Replacements	To replace aging roofs on Rockwell Park Pavilions and Buildings	Requisition has been submitted to replace roofs on Rockwell comfort station, bathhouse, gazebo, summer house and bathroom (excludes Mrs. Rockwell Pavilion which will be handled as a separate renovation project and the Rockwell Maintenance Building which was replace circa 2017).	$146,008.26	$100,000- CIP $46,008.26 - Misc Trust Revenues	Late Summer 2026

Note: The Park Projects Report is a monthly summary of all active Bristol Parks, Recreation, youth & Community Services (BPRYCS) Department managed Capital Improvement Projects (CIP) and other Large-Scale Projects/Initiatives. Due to the rapidly changing nature of projects, the information contained within the report is subject to change and may be outdated by the time of release. Any specific project questions should be directed to the Superintendent at joshmedeiros@bristolct.gov.

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YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

ACCOUNTS FOR: 001 GENERAL FUND		ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
0017021 PARKS ADMINISTRATION								
0017021 480003	PARK TRUST FUNDS	-400,000	-400,000	.00	.00	.00	-400,000.00	.0%
0017021 480004	PARK TRUST GOODSELL	-23,330	-23,330	.00	.00	.00	-23,330.00	.0%
0017021 514000	REGULAR WAGES & SAL	431,970	431,970	5,029.90	.00	.00	426,940.10	1.2%
0017021 515100	OVERTIME WAGES & SA	3,000	3,000	47.08	.00	.00	2,952.92	1.6%
0017021 541000	PUBLIC UTILITIES	18,300	18,300	.00	.00	18,300.00	.00	100.0%
0017021 541100	WATER & SEWER CHARG	790	790	.00	.00	790.00	.00	100.0%
0017021 543000	REPAIRS & MAINTENAN	1,750	1,750	.00	.00	1,700.00	50.00	97.1%
0017021 552100	LIABILITY INSURANCE	114,800	114,800	.00	.00	.00	114,800.00	.0%
0017021 553000	TELEPHONE	7,100	7,100	.00	.00	7,100.00	.00	100.0%
0017021 553100	POSTAGE	600	600	.00	.00	.00	600.00	.0%
0017021 557700	ADVERTISING	8,000	8,000	.00	.00	2,025.00	5,975.00	25.3%
0017021 561800	PROGRAM SUPPLIES	2,500	2,500	.00	.00	400.00	2,100.00	16.0%
0017021 562200	NATURAL GAS	4,900	4,900	.00	.00	4,900.00	.00	100.0%
0017021 569000	OFFICE SUPPLIES	2,000	2,000	.00	.00	1,500.00	500.00	75.0%
0017021 581120	CONFERENCES & MEMBE	6,500	6,500	.00	.00	100.00	6,400.00	1.5%
0017021 583120	ARTS & CULTURE COMM	15,000	15,000	.00	.00	250.00	14,750.00	1.7%
0017021 589100	MISCELLANEOUS	0	0	.00	.00	46,258.26	-46,258.26	100.0%
	TOTAL PARKS ADMINISTRATION	193,880	193,880	5,076.98	.00	83,323.26	105,479.76	45.6%
	TOTAL GENERAL FUND	193,880	193,880	5,076.98	.00	83,323.26	105,479.76	45.6%
	TOTAL REVENUES	-423,330	-423,330	.00	.00	.00	-423,330.00	
	TOTAL EXPENSES	617,210	617,210	5,076.98	.00	83,323.26	528,809.76	

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	193,880	193,880	5,076.98	.00	83,323.26	105,479.76	45.6%

** END OF REPORT - Generated by Amaris Estrada **

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

ACCOUNTS FOR: 001 GENERAL FUND		ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
0017022 PARKS GROUNDS & FACILITIES								
0017022 450311	MUZZY FIELD RENTALS	-32,000	-32,000	.00	.00	.00	-32,000.00	.0%
0017022 450321	RENTALS	-21,000	-21,000	.00	.00	.00	-21,000.00	.0%
0017022 450322	CONCESSION & MISC	-7,000	-7,000	.00	.00	.00	-7,000.00	.0%
0017022 514000	REGULAR WAGES & SAL	1,369,960	1,369,960	14,389.49	.00	.00	1,355,570.51	1.1%
0017022 515100	OVERTIME WAGES & SA	110,000	110,000	3,453.58	.00	.00	106,546.42	3.1%
0017022 515200	PARTTIME WAGES & SA	105,000	105,000	3,562.41	.00	.00	101,437.59	3.4%
0017022 541000	PUBLIC UTILITIES	100,000	100,000	.00	.00	100,000.00	.00	100.0%
0017022 541100	WATER & SEWER CHARG	91,000	91,000	.00	.00	91,000.00	.00	100.0%
0017022 542140	REFUSE	13,000	13,000	.00	.00	5,000.00	8,000.00	38.5%
0017022 543000	REPAIRS & MAINTENAN	55,000	55,000	.00	.00	39,230.00	15,770.00	71.3%
0017022 543100	MOTOR VEHICLE SERVI	11,000	11,000	.00	.00	4,050.00	6,950.00	36.8%
0017022 561400	MAINT SUPPLIES & MA	100,000	100,000	.00	.00	76,019.00	23,981.00	76.0%
0017022 562100	HEATING OIL	15,000	15,000	.00	.00	.00	15,000.00	.0%
0017022 562200	NATURAL GAS	2,860	2,860	.00	.00	2,860.00	.00	100.0%
0017022 562600	MOTOR FUELS	32,000	32,000	.00	.00	.00	32,000.00	.0%
0017022 563000	MOTOR VEHICLE PARTS	25,000	25,000	.00	.00	8,800.00	16,200.00	35.2%
0017022 563100	TIRES	5,000	5,000	.00	.00	5,000.00	.00	100.0%
0017022 570905	SMALL EQUIPMENT	10,000	10,000	.00	.00	5,000.00	5,000.00	50.0%
0017022 581120	CONFERENCES & MEMBE	6,000	6,000	.00	.00	.00	6,000.00	.0%
0017022 581200	VANDALISM	8,500	8,500	.00	.00	1,750.00	6,750.00	20.6%
TOTAL PARKS GROUNDS & FACILITIES		1,999,320	1,999,320	21,405.48	.00	338,709.00	1,639,205.52	18.0%
TOTAL GENERAL FUND		1,999,320	1,999,320	21,405.48	.00	338,709.00	1,639,205.52	18.0%
	TOTAL REVENUES	-60,000	-60,000	.00	.00	.00	-60,000.00	
	TOTAL EXPENSES	2,059,320	2,059,320	21,405.48	.00	338,709.00	1,699,205.52	

CITY OF BRISTOL

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	1,999,320	1,999,320	21,405.48	.00	338,709.00	1,639,205.52	18.0%

** END OF REPORT - Generated by Amaris Estrada **

CITY OF BRISTOL

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

ACCOUNTS FOR: 001 GENERAL FUND		ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
0017023 RECREATION								
0017023 450105	PROGRAM FEES	-329,000	-329,000	.00	.00	.00	-329,000.00	.0%
0017023 514000	REGULAR WAGES & SAL	146,210	146,210	1,611.29	.00	.00	144,598.71	1.1%
0017023 515100	OVERTIME WAGES & SA	500	500	15.34	.00	.00	484.66	3.1%
0017023 515200	PARTTIME WAGES & SA	383,950	383,950	6,908.36	.00	.00	377,041.64	1.8%
0017023 531000	PROFESSIONAL FEES &	135,000	135,000	.00	.00	108,295.08	26,704.92	80.2%
0017023 561800	PROGRAM SUPPLIES	35,000	35,000	.00	.00	4,750.00	30,250.00	13.6%
0017023 581120	CONFERENCES & MEMBE	3,000	3,000	.00	.00	.00	3,000.00	.0%
TOTAL RECREATION		374,660	374,660	8,534.99	.00	113,045.08	253,079.93	32.5%
TOTAL GENERAL FUND		374,660	374,660	8,534.99	.00	113,045.08	253,079.93	32.5%
	TOTAL REVENUES	-329,000	-329,000	.00	.00	.00	-329,000.00	
	TOTAL EXPENSES	703,660	703,660	8,534.99	.00	113,045.08	582,079.93	

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	374,660	374,660	8,534.99	.00	113,045.08	253,079.93	32.5%

** END OF REPORT - Generated by Amaris Estrada **

CITY OF BRISTOL

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

ACCOUNTS FOR: 001 GENERAL FUND		ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
0017024 AQUATICS								
0017024 450103	POOL CHARGES	-260,000	-260,000	.00	.00	.00	-260,000.00	.0%
0017024 514000	REGULAR WAGES & SAL	234,135	234,135	2,596.91	.00	.00	231,538.09	1.1%
0017024 515100	OVERTIME WAGES & SA	7,500	7,500	163.00	.00	.00	7,337.00	2.2%
0017024 515200	PARTTIME WAGES & SA	571,000	571,000	10,565.21	.00	.00	560,434.79	1.9%
0017024 531000	PROFESSIONAL FEES &	7,400	7,400	.00	.00	4,400.00	3,000.00	59.5%
0017024 541000	PUBLIC UTILITIES	40,000	40,000	.00	.00	40,000.00	.00	100.0%
0017024 541100	WATER & SEWER CHARG	24,500	24,500	.00	.00	24,500.00	.00	100.0%
0017024 543000	REPAIRS & MAINTENAN	35,000	35,000	.00	.00	21,177.80	13,822.20	60.5%
0017024 561400	MAINT SUPPLIES & MA	45,000	45,000	.00	.00	17,750.00	27,250.00	39.4%
0017024 561800	PROGRAM SUPPLIES	16,000	16,000	.00	.00	14,150.00	1,850.00	88.4%
0017024 562100	HEATING OIL	4,660	4,660	.00	.00	.00	4,660.00	.0%
0017024 562200	NATURAL GAS	33,000	33,000	.00	.00	33,000.00	.00	100.0%
0017024 581120	CONFERENCES & MEMBE	3,000	3,000	152.29	.00	.00	2,847.71	5.1%
TOTAL AQUATICS		761,195	761,195	13,477.41	.00	154,977.80	592,739.79	22.1%
TOTAL GENERAL FUND		761,195	761,195	13,477.41	.00	154,977.80	592,739.79	22.1%
	TOTAL REVENUES	-260,000	-260,000	.00	.00	.00	-260,000.00	
	TOTAL EXPENSES	1,021,195	1,021,195	13,477.41	.00	154,977.80	852,739.79	

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	761,195	761,195	13,477.41	.00	154,977.80	592,739.79	22.1%

** END OF REPORT - Generated by Amaris Estrada **

CITY OF BRISTOL

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

ACCOUNTS FOR: 132 PINE LAKE ADVENTURE PARK FUND		ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
1321032 PINE LAKE ADVENTURE PARK								
1321032 422004	CHALLENGE COURSE FE	-38,760	-38,760	.00	.00	.00	-38,760.00	.0%
1321032 515300	SEASONAL WAGES	19,960	19,960	.00	.00	.00	19,960.00	.0%
1321032 531000	PROFESSIONAL FEES &	16,800	16,800	.00	.00	.00	16,800.00	.0%
1321032 561400	MAINT SUPPLIES & MA	1,000	1,000	.00	.00	.00	1,000.00	.0%
1321032 561800	PROGRAM SUPPLIES	1,000	1,000	.00	.00	.00	1,000.00	.0%
	TOTAL PINE LAKE ADVENTURE PARK	0	0	.00	.00	.00	.00	.0%
	TOTAL PINE LAKE ADVENTURE PARK FU	0	0	.00	.00	.00	.00	.0%
	TOTAL REVENUES	-38,760	-38,760	.00	.00	.00	-38,760.00	
	TOTAL EXPENSES	38,760	38,760	.00	.00	.00	38,760.00	

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Program ID: glytdbud

YEAR-TO-DATE BUDGET REPORT

FOR 2027 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	0	0	.00	.00	.00	.00	.0%

** END OF REPORT - Generated by Amaris Estrada **

Strategic Work Plan for 2026

Strategic Activities Overview: The following strategic activites were prioritized for 2026 as a result of Board and staff concensus following a review of the strategic plan baseline data gathered in 2025. The following table represents a high-level overview of the activities, where the work will live and which staff member leads the work.

Strategic Activities for 2026	Work Group	Staff Lead
Objective 4.3: Advance the development of the 501c3 Park Foundation or Friends of BPRYCS *Step 2: Defining the Foundation/Scope Step 3: Recruitment of Founders*	Fund Development Committee: Board of Park Commissioners	Community Engagement Coordinator Erica Ussery
Objective 3.1: Align BPRYCS programs with the 7-Dimensions of Wellbeing. Step 1: Internal Adoption, Step 2: External Campaign promoting the benefits and impact	7- Dimensions of Wellbeing Programming Committee	Superintendent Medeiros & Recreation Supervisor Amry Shelby
Objective 2.2: Step 1: Conduct ADA Audit & develop design standards for recreation amenities. Step 2: Public presentation & align priorities in CIP	N/A	Superintendent Medeiros
Objective 2.3: Standardize and document our community engagement processes which include methods for engaging underrepresented voices	N/A	Community Engagement Coordinator Erica Ussery
Objective 1.3: Create and adopt more policies that advance us closer to CAPRA Accreditation (*Goal: 20 new policies for 2026*)	Policy & Strategy Committee: Board of Park Commissioners	Deputy Superintendent Sarah Larson
Objective 1.1: Develop and implement an Orientation Program customized for each full-time position *Step 1: Development of the program Step 2: Creating On-Boarding Documents & Training Supervisors*	Learning & Staff Development Committee	YCS Supervisor Stephen Bynum & Deputy Superintendent Sarah Larson
Objective 1.2: Develop and adopt a vetted action plan that improves public perception of park safety *Step 1: Development of the plan Step 2: Align resources and implement the plan*	Park Safety Taskforce	Superintendent Medeiros
Objective 1.2: Establish and execute a plan for increasing public awareness of littering	Public Awareness on Littering Taskforce	Community Engagement Coordinator Erica Ussery

2026 Strategic Engagement Overview

Committee/Work Group Name	Meeting Schedule	Meeting Agendas	Work Product Goal	Status Update
Fund Development Committee (Parks Board)	• ~~1/21/26 @5pm~~ • ~~3/18/26 @5pm~~ • ~~5/20/26 @5pm~~ • ~~7/15/26 @5pm~~ • 9/16/26 @5pm • 11/18/26 @5pm	To advance Phase 2- Defining the Foundation/Scope of the 501c3	End 2026 with all foundational documents established in order to start strategic recruitment of founding board members in 2027	Progress on this objective was halted due to Board of Park Commissioner vacancies. We are anticipating reconstituting the subcommittees in the fall and relaunching the work late 2026/early 2027.
ADA Audit	• ~~6/17/26 (*Board of Park Commissioner Presentation*) *~~ **Revised target date for end of 2026**	Hire a firm to assist with ADA Audit and inclusion design standards.	Present findings of the ADA Audit and inclusion standards to the Board of Park Commissioners in June 2026. Include priorities in the FY 27/28 Capital Improvement Plan	Contract award to WT Group was made. The work is underway and updates will be included as part of the monthly Project Updates.
Community Engagement Process	• ~~1/14/26 @10am (Brainstorm session)~~ • ~~3/11/26 @10am (Review draft process)~~ • ~~4/15/26 @ 6pm (*Board of Park Commissioners Presentation*)~~	To produce a policy that standardizes and documents our community engagement processes which include methods for engaging underrepresented voices	Completed Community Engagement Process presented to Policy & Strategy Committee and adopted by Parks Board in April 2026.	The policy is close to being completed and is expected to be presented at the next Board of Park Commissioner meeting.
7-Dimensions of Wellbeing Programming Committee	• ~~11/17/25 @ 10am (Finalize benefits/dimensions & survey questions)~~ • ~~1/12/26 @10am (Survey launch, budget input &~~	To advance the full alignment of the 7-dimensions of wellbeing framework, collect benefits-based data and produce a public	**Part 1:** Present internal work at the April All-Staff Meeting **Part 2:** Launch a public facing campaign to communicate impact in 2027	Internal work on this objective has been completed and data collection is underway. The committee will convene following the summer to begin designing an external campaign to message the results of our program benefits.

	~~response rate strategy)~~ • ~~3/16/26 @10am (program cost analysis by dimension, presentation planning)~~ • ~~4/29/26 @10am (*All-Staff Meeting Presentation*)~~ • 9/2/26 @10am (integration into website and brainstorm public campaign) • 10/7/26 @10am (preliminary review of data, determine which data to uplift, schedule meetings and timeline for 2027)	facing campaign to communicate impact.		
Policy & Strategy Committee (Parks Board)	• ~~2/18/26 @5pm~~ • ~~4/15/26 @5pm~~ • ~~6/17/26 @5pm~~ • 8/19/26 @5pm • 10/21/26 @5pm	To present policy recommendations for commissioner input in order to advance the work of CAPRA and strengthen the department operations	20 New CAPRA Policies approved and filed within the BPRYCS Policy Manual adopted in November 2026	Policy work has continued on an as needed basis without a full development priority due to Board of Park Commissioner vacancies. We are anticipating reconstituting the subcommittees in the fall and ramping up our policy work late 2026/early 2027.
Learning & Staff Development	• ~~1/26/26 @11am (Review work progress on orientation materials~~)	To develop the orientation program for all full-time	Present Orientation Program at the April All-Staff Meeting. Present the supporting on-boarding materials and	On-boarding materials to support the orientation check-lists are being developed with the committee meeting monthly to review progress. We are still on track with a January 2027 launch date.

	• ~~2/18/26 @4pm (*All-Staff Meeting* Brainstorm on general job functions and special job specific orientation)~~ • ~~3/16/26 @ 4pm (Review draft orientation plan)~~ • ~~4/29/26 @10am (*All-Staff Meeting Presentation*)~~ • ~~5/11/26 @4pm (Begin developing on-boarding materials and training program)~~ • ~~6/8/26 @4pm (Continue developing on-boarding materials and training program)~~ • ~~7/6/26 @4pm (Continue developing on-boarding materials and training program)~~ • 8/10/26 @4pm (Finalize on-boarding materials and training program) • 9/16/26 @10am (*All-Staff Meeting Presentation of On-Boarding Materials and Orientation Training Program*)	positions in the department	training program at the September All-Staff Meeting. Implement the new program in January 2027 moving forward for any new hires and/or staff promotions	

Park Safety Taskforce	• ~~1/15/26 @ 9:15am (Brainstorm Park safety strategy with all-staff at Mrs. Rockwell Pavilion)~~ • ~~2/18/26 @5pm (*Policy & Strategy Committee- Parks Board Brainstorm*)~~ • ~~3/18/26 @6pm (Heatmapping/Priority Exercise with Parks Board)~~ • ~~3/19/26 @9:15am (Heatmapping/Priority Exercise with all-staff)~~ • ~~4/15/26 @6pm (*Board of Park Commissioners Presentation of Priority Ideas*)~~ • ~~4/29/26 @ 10am (*All-Staff Meeting Presentation*)~~ • ~~*Determine future meetings if needed-depending on identified strategies*~~	To brainstorm strategies that will improve park safety and develop a plan for resources needed	Present and get endorsement on the safety improvement plan at the Board of Park Commissioners April 2026 Meeting. Determine required resources/next steps i.e., budget requests	Top ideas were endorsed by Parks Board and at the April All-Staff Meeting. Proposed locations of the speed humps are being finalized at July Parks Board. Police are ramping up patrols in the parks and further strategy is being developed to expand the cameras in the park system.
Public Awareness on Littering Taskforce	• ~~1/8/26 @9:15am (Brainstorm campaign ideas)~~ • ~~2/18/26 @5pm (*Policy & Strategy*~~	To brainstorm and implement public facing campaign that results in shifting park user behaviors and increase pride in	Present and receive endorsement on the campaign at the Board of Park Commissioners at the April 2026 Meeting. Launch public facing campaign for public	Bristol Green Team is underway with strong participation to date. An impact report will be developed when the program concludes in August. Media campaign is underway.

	~~*Committee- Parks Board Brainstorm*)~~ • ~~3/18/26 @6pm (Heatmapping/Priority Exercise with Parks Board)~~ • ~~3/19/26 @9:15am (Heatmapping/Priority Exercise with all-staff)~~ • ~~4/15/26 @6pm (*Board of Park Commissioners Presentation*)~~ • ~~4/29/26 @ 10am (*All-Staff Meeting Presentation*)~~ • ~~Campaign launched in May 2026~~	the parks in an effort to reduce littering	awareness on littering in May 2026 in time for summer	

2026 NRPA AGENCY PERFORMANCE REVIEW

NATIONAL RECREATION AND PARK ASSOCIATION

Cover image: A group gathers at the Carson Valley Swim Center in Minden, Nevada, to celebrate being voted "Best of Carson Valley" for 10 years in a row.

Photo courtesy of The Record-Courier.

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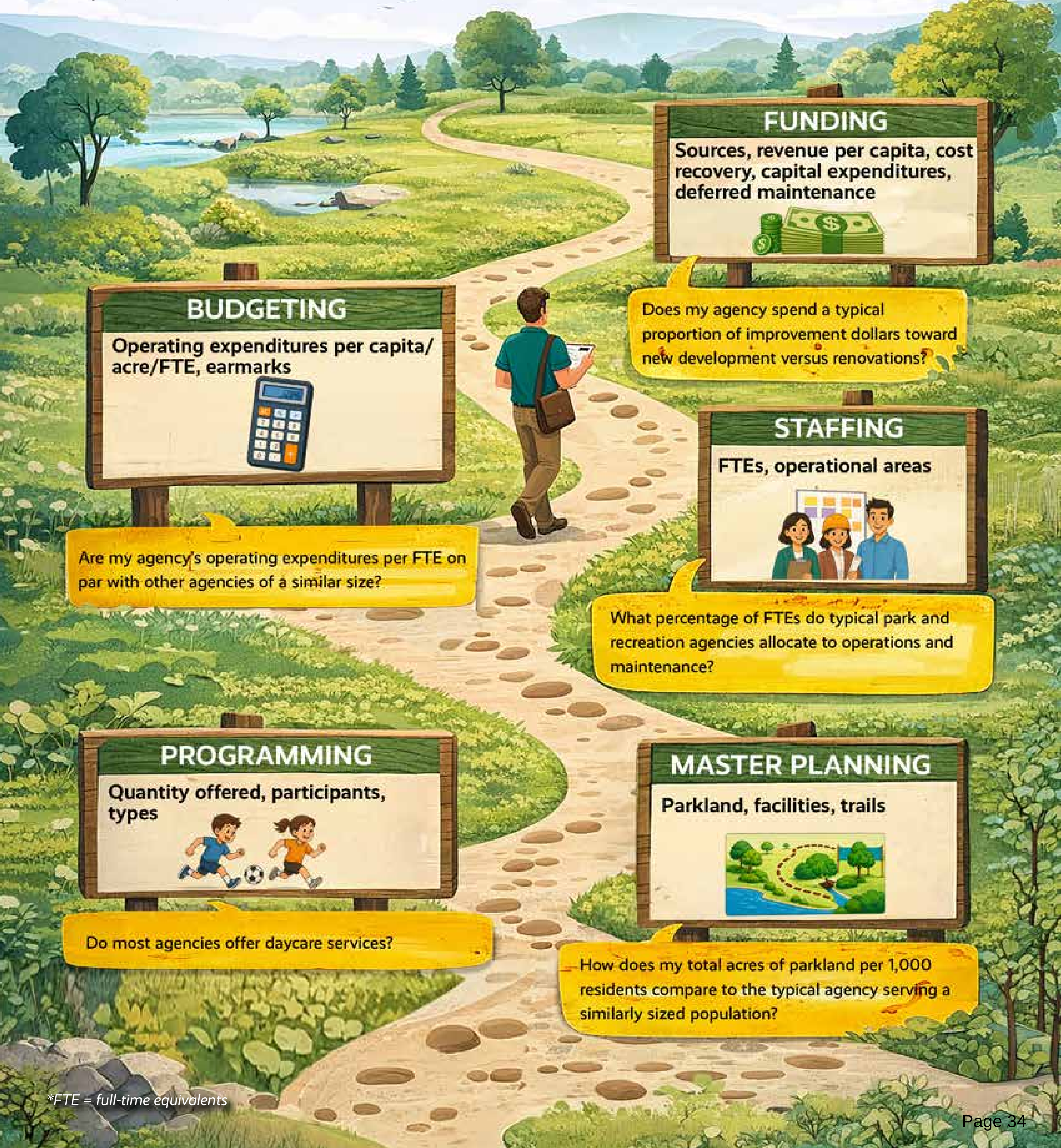
People in Cleveland, Ohio, take part in Parade the Circle, a cultural event featuring hundreds of innovative costumes, giant puppets and handmade masks created by artists, families, schools and community groups.

PHOTO COURTESY OF TODD BENNETT

How to Use This Report

NRPA's Park Metrics database is the **only** source of nationwide park and recreation benchmarking data that accurately describe agency characteristics. Use this report to understand the data agencies often need to answer important questions during a typical journey as a park and recreation professional.



*FTE = full-time equivalents

Introduction

Local park and recreation agencies and the professionals who work in this field create environments that support thriving communities. These unique entities shape neighborhoods, provide opportunities for health and well-being, serve as environmental havens and offer facilities where communities of all sizes can gather.

Recognizing the wants and needs of the residents they serve, park and recreation professionals are keenly aware of the necessary balance between providing vital services and working within the confines of budgetary restrictions. Maintaining accurate knowledge of current assets and planning for future needs are critical for every park and recreation agency. To assist individual agencies in evaluating their programs and making critical decisions that will benefit their communities, the National Recreation and Park Association (NRPA) collects annual nationwide data on characteristics of agencies, including types of programs offered, size of population served, budget and staffing. This report provides summaries of these data.

About the Review

Park and recreation agencies nationwide used the NRPA Park Metrics survey tool to self-report all data included in this review. The *2026 NRPA Agency Performance Review* presents data from the more than 850 unique park and recreation agencies across the country that completed the Agency Performance Survey within Park Metrics from 2023 to 2025. Note that not all agencies answered every survey question.

This report highlights the characteristics of park and recreation agencies across the country in terms of facilities, programming, budget and other facets of agencies. These results are not standards that agencies should strive to meet. Instead, they represent a snapshot of current circumstances that agencies can use for benchmarking. Throughout this report, the term "typical agency" refers to the median — the middle value in a set of numbers where 50 percent of data points are above and 50 percent are below. When possible, the report includes the lower quartile (25th percentile) and upper quartile (75th percentile) for a fuller view of the data.

Why not showcase averages instead? Agencies participating in this survey serve populations ranging from a few hundred to several million residents and have operating budgets varying from less than $20,000 to more than $100 million. These extreme values may skew averages. Therefore, medians are a more stable measurement. If appropriate, the report also will include and clearly identify averages.

Additional Information

The data in this report are presented at a high level with minimal details. While all benchmark figures contain overall results representative of the entire United States, additional breakdowns of these figures by community and agency characteristics are available on NRPA's website, allowing readers to recognize even more powerful evidence regarding the vital work of park and recreation professionals and their agencies. Visit the *NRPA Agency Performance Review* webpage to use an interactive tool to filter results by population, population density, budget, jurisdiction type, region, number of full-time equivalents (FTEs), number of parks and acres of parks maintained.

Additionally, visit the NRPA Park Metrics webpage to learn more about this survey and the suite of benchmarking reporting tools. We encourage park and recreation agencies to create a Park Metrics account or log in to an existing agency account to build a more customized benchmark report based on specific agency size, type and geographic region. You also may use this tool to generate reports to further assist with analysis of an agency's needs and to identify peer agencies with similar characteristics.

You will see this icon throughout the report to indicate an example of how park and recreation agencies have used Park Metrics data to answer important questions.

People participate in Cycling Without Age, which offers adaptive bike rides, in Akron, Ohio.

PHOTO COURTESY OF SUMMIT METRO (OHIO) PARKS

Infographic

2026 NRPA Agency Performance Review Key Findings

Residents per park	2,437
Acres of parkland per 1,000 residents	10
Number of programs offered annually	300
Full-time equivalents per 10,000 residents	9.2
Operating expenditures per capita	$111.73
Revenue-to-operating expenditures (cost recovery)	26%
Capital expenditures designated to improvements	87%

**These numbers represent the typical U.S. park and recreation agency*

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Dogs participate in a dog swim event called "Dog Days" in Fruita, Colorado.

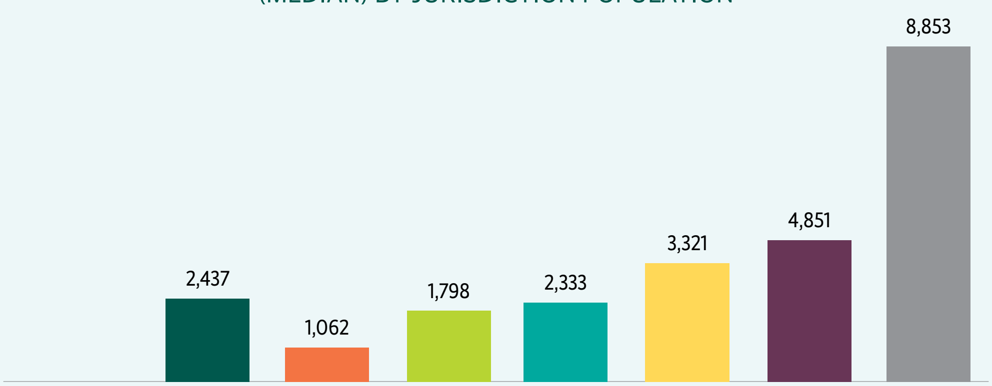
PHOTO COURTESY OF AMMON PIERCE

Park Facilities

Park and recreation professionals provide their communities with vital infrastructure that fosters a sense of togetherness while recognizing the uniqueness of the individuals they serve. The indoor and outdoor facilities operated by local park and recreation professionals serve a multitude of purposes, like promoting health and well-being, providing spaces where all are welcome, providing shelters in emergencies and mitigating the impacts of natural disasters.

Park sizes range from small neighborhood "pocket parks" to large regional parks. In heavily populated jurisdictions, a single park may serve many thousands of residents. It is vital to ensure that all people have access to quality parks, whether through preserving existing parks and green spaces or requiring these spaces as part of newly developed neighborhoods. **The typical park and recreation agency has one park per every 2,437 residents.**

FIGURE 1: NUMBER OF RESIDENTS PER PARK
(MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	2,437	1,062	1,798	2,333	3,321	4,851	8,853
Lower quartile	1,368	712	1,229	1,446	2,103	2,905	3,430
Upper quartile	5,000	1,755	2,894	4,538	6,176	8,736	31,792

Not all lands managed by local park and recreation agencies are formal parks. Many agencies are responsible for non-park sites such as the courtyards around government buildings, green spaces used for flood management and numerous other open spaces. For this report, "parkland" refers to both formal parks and non-park sites. **The typical park and recreation agency manages 10 acres of parkland per 1,000 residents.**

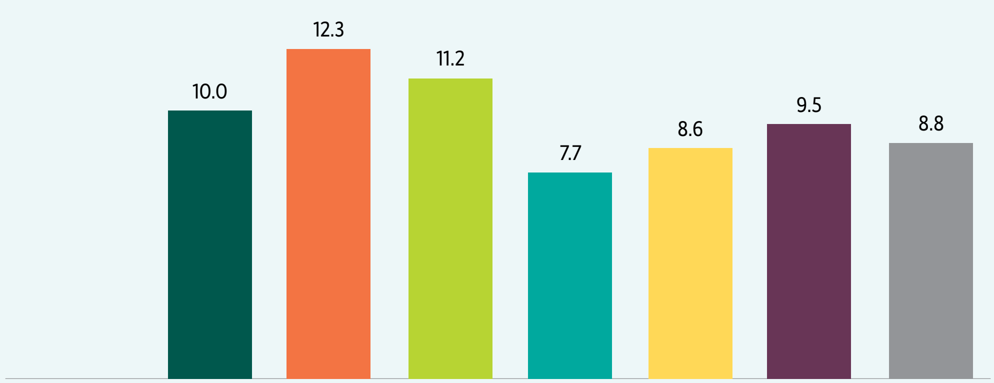
A mother reads a storybook to her daughter during Monday Funday, a toddler-focused program that encourages early childhood development through recreation in Palm Coast, Florida.

PHOTO COURTESY OF ISEBELLE BRENES

Attracting New Residents

A park and recreation agency in the western United States serving a population of about 490,000 people calculated that it has 1,950 residents per park. Its location is known for access to outdoor spaces, and they want to develop a marketing campaign to encourage new residents who value outdoor recreation to move to the area. To see if it is performing on par with other agencies serving similar population sizes, the director examines Figure 1 in the *2026 NRPA Agency Performance Review* and finds that the typical U.S. agency of its size has 4,851 residents per park. The city marketing and communications team then uses this information to support the message that their city offers more abundant parkland for residents compared to a typical U.S. city.

FIGURE 2: ACRES OF PARKLAND PER 1,000 RESIDENTS
(MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	10.0	12.3	11.2	7.7	8.6	9.5	8.8
Lower quartile	5.0	7.0	6.0	3.8	4.3	5.9	4.7
Upper quartile	17.4	22.2	17.2	16.5	15.1	14.3	18.2

Park and recreation professionals recognize the importance of outdoor facilities that enable families and the community to gather, socialize, enjoy nature and exercise however they prefer. A single tot lot for toddlers or a pickleball court for older adults may serve thousands of residents. Ninety-six percent of park and recreation agencies provide playgrounds in their local communities for all ages. Overall, agencies have one playground per 3,710 residents. Playground data can be broken down further based on age and accessibility. Sixty-seven percent of park and recreation agencies offer tot lots dedicated to children ages 2 to 5, 69 percent offer playgrounds primarily dedicated to kids ages 5 to 12, and 61 percent of all playgrounds include play elements for children with differing abilities.

FIGURE 3: OUTDOOR PARK AND RECREATION FACILITIES

BY PREVALENCE AND POPULATION PER FACILITY

Median Number of Residents per Facility

Population of Jurisdiction

Types of Facilities	Percent of Agencies	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Playgrounds#	96%	3,710	1,866	3,010	3,656	4,922	6,502	13,907
Basketball courts*	87%	8,634	4,928	7,934	8,881	9,595	16,558	22,497
Diamond fields	77%	5,257	2,165	3,650	5,287	7,246	8,821	13,628
Tennis courts*	76%	7,278	3,238	6,646	7,242	8,239	11,959	13,714
Dog parks	71%	48,539	10,311	26,147	54,684	71,032	97,645	154,123
Rectangular fields	71%	6,839	3,400	4,294	6,291	7,187	11,885	18,007
Volleyball courts*	58%	24,991	6,880	16,569	26,454	34,728	42,314	90,521
Fitness zones+	56%	33,188	7,421	23,138	32,294	37,819	75,801	99,842
Splash pads+	56%	44,052	12,304	28,000	39,138	65,806	103,016	172,057
Community garden plots	55%	42,472	9,857	26,437	56,816	63,576	129,360	106,537
Swimming pools	53%	48,461	9,138	27,262	46,888	59,742	102,121	143,541
Disc golf courses	51%	66,898	9,514	32,812	61,480	106,552	164,442	390,249
Walking/Running tracks+	51%	16,570	6,500	15,233	17,881	36,209	26,241	74,296
Pickleball courts*	50%	10,657	2,667	6,537	8,333	17,280	22,719	69,929
Skateboard parks	48%	58,404	11,028	34,275	60,576	104,592	170,914	258,016
Multiuse racquet courts^	41%	16,651	4,375	10,723	13,234	29,750	54,814	46,911
Multiuse courts^	35%	26,534	5,323	21,477	28,262	41,034	64,380	92,287
Driving range stations	34%	27,830	6,978	23,382	33,449	11,606	85,889	260,035
Eighteen-hole golf courses	34%	102,422	11,904	34,275	64,096	118,723	153,690	305,726
Synthetic fields+	23%	43,643	12,778	24,096	35,523	51,041	85,416	131,955
Nine-hole golf courses	19%	130,822	11,790	36,000	65,000	140,880	284,771	611,731
Overlay fields	18%	19,189	8,570	12,504	25,500	16,897	36,269	83,126
Waterparks	18%	67,892	15,000	33,544	62,469	164,118	253,886	679,157
Ice rinks	17%	25,000	8,894	21,075	26,179	110,000	170,000	729,000
Racquetball/Handball/ Squash courts	9%	45,060	14,000	ID	29,500	34,000	121,910	100,000

*#Includes all playgrounds regardless of age or ability of intended user. *Dedicated to a single sport (not multiuse). +Fitness zones/exercise stations; splash pads/spray grounds/spray showers; walking/running tracks/loops; synthetic rectangular fields. ^Multiuse courts: basketball, volleyball, etc.; multiuse racquet courts: tennis, pickleball, etc. (excluding racquetball/handball/squash courts). ID= insufficient data*

Indoor recreation facilities offer year-round opportunities. These facilities within recreation centers, aquatics centers, community centers and more offer solo and group activities from pick-up basketball games to aqua aerobics. **Forty-five percent of park and recreation agencies provide indoor multiuse courts. Overall, agencies have one indoor multiuse court per 23,568 residents.**

Pools are a large investment for agencies of any budget. Slightly more than a third of park and recreation agencies (34%) operate, maintain or manage indoor swimming facilities or indoor water parks. Twenty-five percent of agencies have competitive swimming pools (measuring 25 yards/25 meters or larger), while 23 percent have leisure pools (measuring less than 25 yards/25 meters). Sixteen percent of park and recreation agencies offer therapeutic pools (characterized as pools with zero-grade entry and/or heated for therapeutic benefit).

FIGURE 4: INDOOR PARK AND RECREATION FACILITIES

BY PREVALENCE AND POPULATION PER FACILITY

Median Number of Residents per Facility

Population of Jurisdiction

Types of Facilities	Percent of Agencies	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Multiuse courts^	45%	23,568	5,546	14,615	26,250	41,034	56,061	81,433
Basketball courts*	32%	23,839	5,799	16,842	24,583	61,880	81,400	65,000
Walking/Running tracks+	27%	55,250	10,156	34,573	62,014	116,616	193,321	500,350
Competitive swimming pools	25%	68,722	10,197	37,306	64,150	116,998	284,771	308,216
Leisure pools	23%	70,440	13,000	34,495	64,028	112,022	255,012	604,735
Multiuse racquet courts^	19%	17,138	3,711	9,000	15,312	38,823	78,746	161,043
Therapeutic pools	16%	81,127	11,000	33,556	64,908	151,000	278,410	592,619
Pickleball courts*	14%	15,893	4,250	14,131	17,240	29,849	77,060	100,717
Racquetball/Handball/ Squash courts	12%	35,220	6,884	15,262	38,030	57,834	86,048	364,500
Tennis courts*	5%	25,414	N/A	8,973	10,438	41,245	52,892	114,743

**Dedicated to a single sport (not multiuse). +Walking/running tracks/loops; synthetic rectangular fields. ^Multiuse courts: basketball, volleyball, etc.; multiuse racquet courts: tennis, pickleball, etc. (not including racquetball/handball/squash).*

Park and recreation professionals operate, maintain and manage buildings of varying sizes and uses. Programming within building facilities, such as recreation centers, teen centers and senior centers, provides integral opportunities for community members to gather, learn and be active. **Sixty-seven percent of park and recreation agencies operate recreation centers. Overall, agencies have one recreation center per 33,231 residents.** The buildings under the care of parks and recreation are not only for sports. They also may include amphitheaters, nature centers, and restroom facilities in parks and sports fields.

Master Planning for Older Adult Facilities and Programming

A city in Virginia with an aging population of a little less than 250,000 people is working on master planning. Needs surveys in several communities have indicated more services and support for older adults are necessary. The park and recreation director calculated that the city has one senior center per about 231,000 residents and wants to know if she can justify planning for at least one additional senior facility. Using Figure 5 in the *2026 NRPA Annual Performance Review*, she learns that the median number of residents per senior facility for similarly sized jurisdictions in the United States is 128,957. She presents this information to support a planned addition of one dedicated center for older adults in an area of the city that has the strongest need for, and interest in, older adult support and programming.

FIGURE 5: TYPES OF INDOOR PARK AND RECREATION FACILITIES AND AMENITIES
BY PREVALENCE AND POPULATION PER FACILITY

Median Number of Residents per Facility

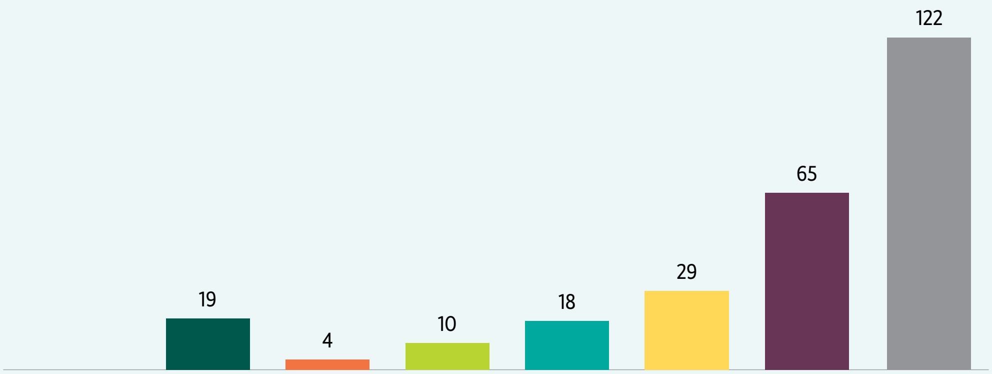
Population of Jurisdiction

Types of Facilities	Percent of Agencies	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Permanent and semipermanent restrooms	76%	5,270	2,627	4,756	5,498	7,130	9,364	12,900
Recreation centers (including gyms)	67%	33,231	9,634	25,198	33,231	62,282	50,891	77,004
Community centers	60%	37,858	11,523	29,722	55,698	59,398	90,000	115,470
Performance amphitheaters	44%	68,658	12,000	34,858	60,675	109,350	266,056	491,026
Senior centers	43%	66,375	14,120	35,000	63,548	128,957	167,043	501,787
Facilities with restrooms available free of use to public not included above	39%	16,116	5,252	10,454	16,257	27,353	35,675	77,569
Nature centers	36%	151,731	9,715	37,066	64,096	148,322	278,226	499,374
Aquatics centers	32%	56,850	13,000	32,226	60,472	102,113	161,986	296,131
Stadiums	19%	102,647	5,435	33,597	62,314	138,333	246,246	780,995
Teen centers	13%	79,377	10,139	32,798	63,000	127,151	313,286	445,527
Indoor ice rinks	12%	58,308	9,700	22,696	51,000	106,395	305,344	604,735
Arenas	10%	100,382	7,000	25,000	66,898	123,102	ID	696,549

ID= insufficient data

Local park and recreation agencies connect communities through vast networks of trails. Whether for a leisurely bike ride or a walking commute to work, trails combine recreation and function by providing access to routes free from traffic. **The typical park and recreation agency is responsible for managing and/or maintaining 19 miles of trails.** This figure increases as the jurisdiction population served by an agency increases. Agencies serving populations of 500,000 or more typically manage nearly 125 miles of trails.

FIGURE 6: MILES OF TRAILS
(MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	19	4	10	18	29	65	122
Lower quartile	6	2	6	8	17	32	57
Upper quartile	50	10	22	36	58	108	222

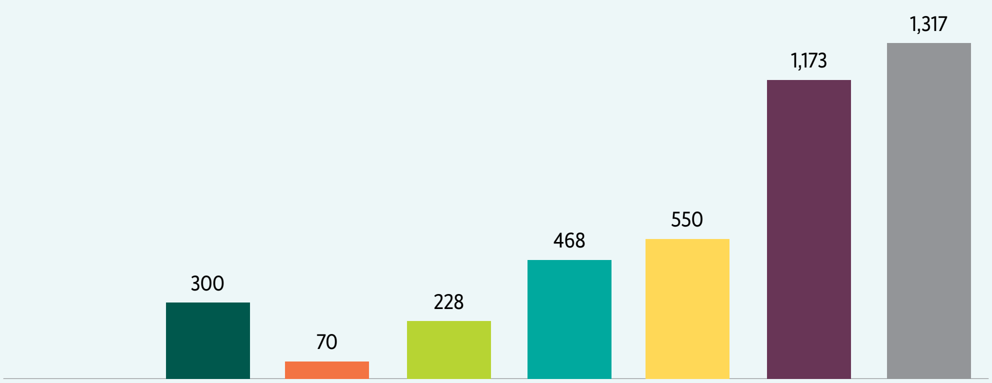

People use a walking and bike trail in Orlando, Florida.

PHOTO COURTESY OF ADOBE STOCK

Programming and Responsibilities of Park and Recreation Agencies

Park and recreation professionals strive to understand the needs and wants of their communities and provide ample program opportunities that best suit those varied desires. **The typical park and recreation agency offers 300 programs annually, of which 80 percent are fee-based.** Offering programs at low cost or no cost ensures more people will be able to take advantage of all that parks and recreation has to offer. In some jurisdictions, agencies have established a model of no-cost programming, while other agencies are expected to recoup all of their programming expenses or more.

FIGURE 7: NUMBER OF PROGRAMS OFFERED ANNUALLY
(MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	300	70	228	468	550	1173	1317
Lower quartile	75	26	60	109	123	214	272
Upper quartile	1,535	185	797	2,279	2,100	3,324	3,900

FIGURE 7.1: PERCENT OF ALL PROGRAMS THAT ARE FEE-BASED

	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	80%	83%	81%	84%	84%	70%	58%
Lower quartile	52%	67%	54%	67%	49%	40%	17%
Upper quartile	94%	92%	96%	93%	95%	92%	86%

A vast array of programming is offered through local parks and recreation. Programming can be activities, events, clubs, teams, classes or other types of group activities. **More than 9 in 10 park and recreation agencies (92%) offer themed special events such as movies or concerts in the park, cultural events and holiday festivities.** Meeting people within the community, learning new skills and being active are some of the program outcomes in parks and recreation.

FIGURE 8: PROGRAMMING OFFERED BY PARK AND RECREATION AGENCIES
(PERCENT OF AGENCIES)

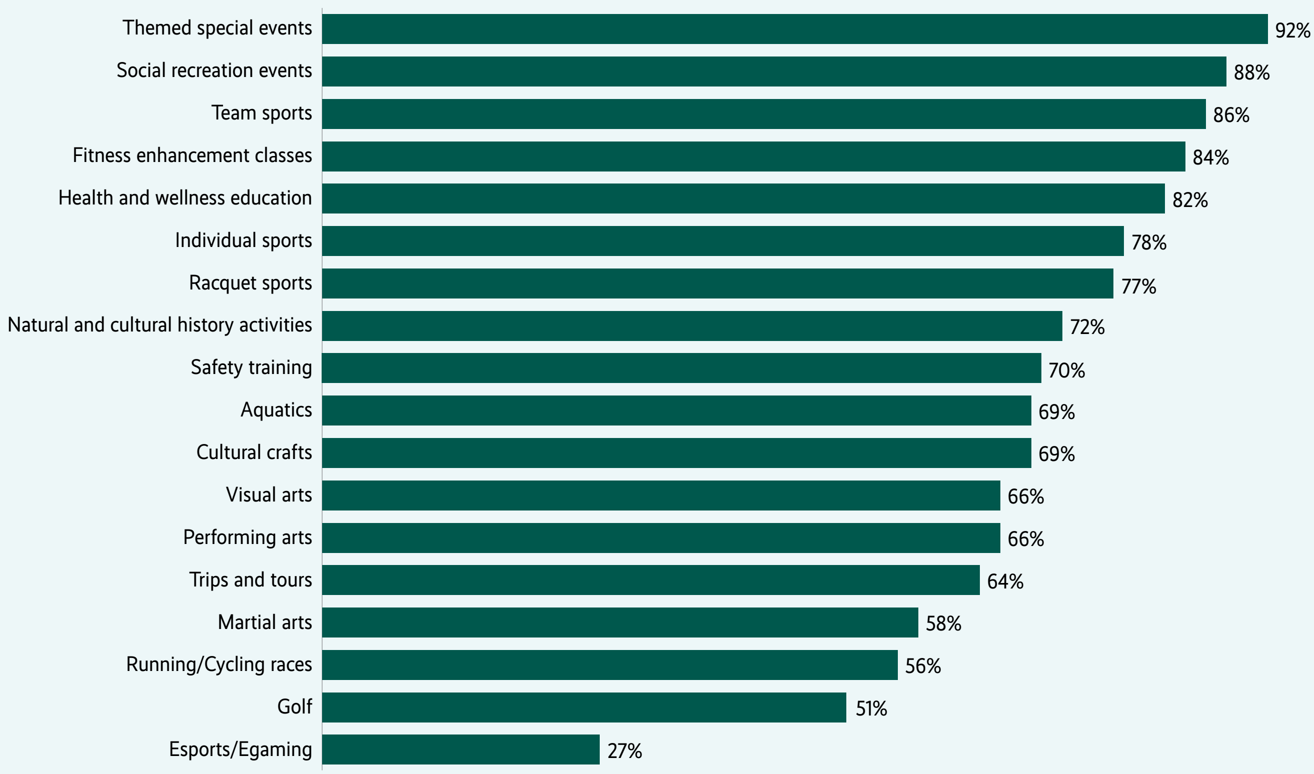


FIGURE 9: PROGRAMS FOCUSED ON CHILDREN, OLDER ADULTS AND PEOPLE WITH DISABILITIES
(PERCENT OF AGENCIES BY JURISDICTION POPULATION)

	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Summer camps	84%	68%	84%	92%	86%	92%	93%
Specific older adult programs	80%	64%	82%	89%	84%	84%	82%
Specific teen programs	71%	55%	66%	81%	76%	77%	77%
Programs for people with disabilities	70%	35%	68%	82%	78%	87%	82%
STEM* programs	62%	44%	50%	72%	69%	75%	75%
After-school programs	56%	50%	43%	57%	56%	74%	71%
Preschool	32%	22%	37%	42%	29%	35%	26%
Before-school programs	17%	13%	18%	22%	14%	17%	22%
Full-day care	9%	6%	4%	15%	7%	11%	11%

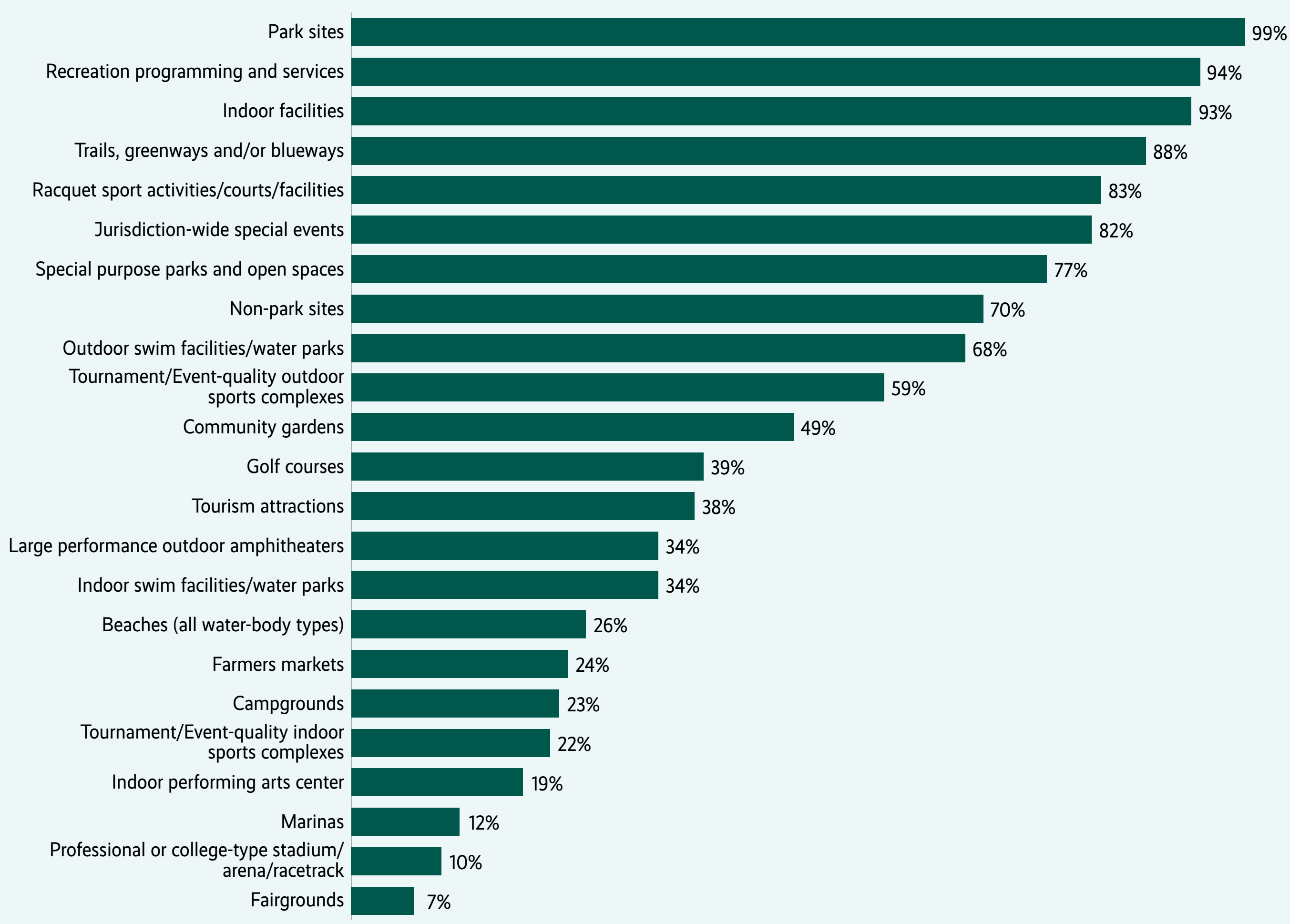
**STEM: science, technology, engineering and math*

Most park and recreation agencies operate programs year-round for all ages and abilities. Summer camps, full-day care for youth and programs for older adults can provide reliable, low-cost and safe options for parents and caregivers. **Eighty-four percent of all park and recreation agencies offer summer camps, 80 percent offer older adult programming, and 70 percent offer programs for people with disabilities.**

Whether operating park sites, maintaining indoor facilities, contracting campgrounds, administering sports complexes or managing trails, local parks and recreation is responsible for a variety of community assets. Not every community has an agency that is responsible for both parks and recreation. **Nearly all agencies (99%) operate and maintain park sites, and 94 percent provide recreation services.**

The responsibilities that an agency assumes often can depend on jurisdiction type. While 23 percent of agencies overall operate, maintain or contract campgrounds, 53 percent of county park and recreation agencies are responsible for these spaces. County park and recreation agencies are also more likely than municipal agencies overall to manage, maintain or contract tourism attractions (53% versus 38%, respectively) and manage or maintain beaches (45% versus 26%, respectively).

FIGURE 10: RESPONSIBILITIES OF PARK AND RECREATION AGENCIES
(PERCENT OF AGENCIES)



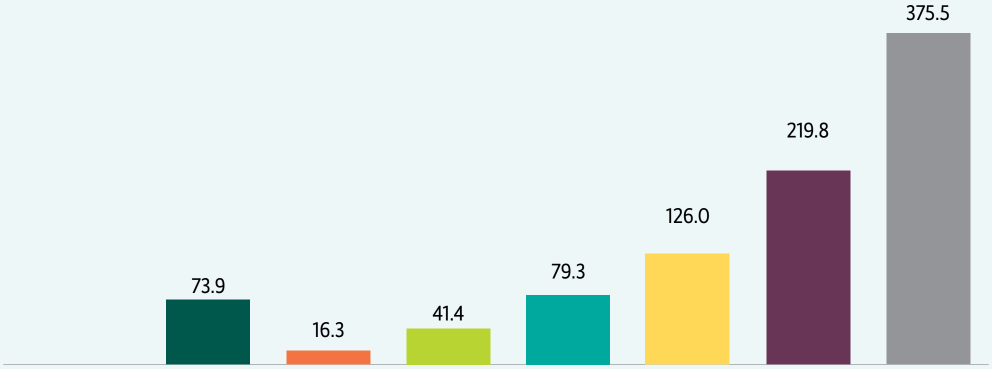
Staffing

PHOTO COURTESY OF PANAMA CITY (FLORIDA) PARKS, CULTURE AND RECREATION

Members of FloridaCorps plant trees and give trees away during quarterly tree giveways in Panama City, Florida.

Park and recreation professionals care for myriad facilities and programs, resulting in communities that are vibrant and enjoyable places to live. These professionals strive for safe and welcoming spaces for all, and it is imperative that agencies receive sufficient funding to adequately staff facilities, events and programs. **The typical park and recreation agency has 73.9 full-time equivalents (FTEs) on staff.** This number increases as the population an agency serves increases. Agencies in jurisdictions with more than half a million residents have a median staff of 375.5 FTEs and more than 600 FTEs in the upper quartile of that same population group.

FIGURE 11: PARK AND RECREATION AGENCY STAFFING: FULL-TIME EQUIVALENTS
(MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	73.9	16.3	41.4	79.3	126.0	219.8	375.5
Lower quartile	24.6	8.6	22.0	46.7	63.6	121.1	191.3
Upper quartile	178.6	34.6	77.7	130.0	199.0	336.6	612.1

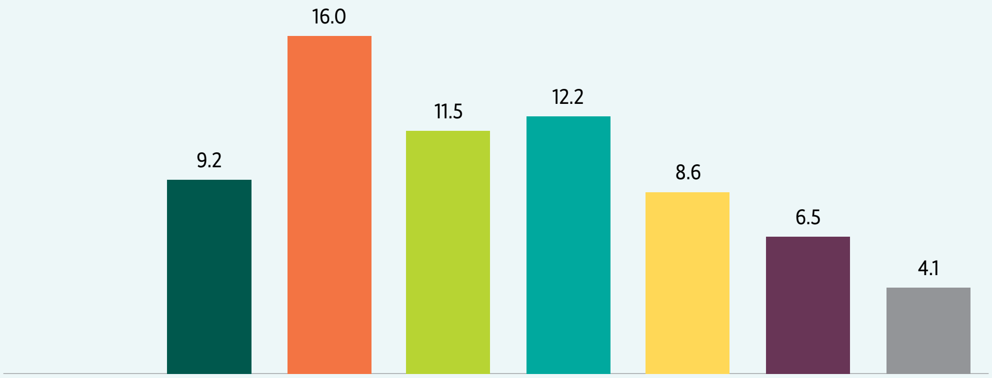
A different way to look at staffing levels is by number of FTEs per 10,000 residents. **The typical park and recreation agency has 9.2 FTEs for every 10,000 residents.** As seen in Figure 12, as population size increases, the ratio of FTEs per 10,000 residents decreases. For example, jurisdictions of fewer than 20,000 people have 16 FTEs per 10,000 residents, while jurisdictions of 500,000 or more have 4.1 FTEs for every 10,000 residents.

Data-Driven Staffing Decisions

A large city in the southern United States needs to cut 15 percent across the board from staff FTEs in the new municipal budget. The director of parks and recreation needs benchmarking data to determine where staffing cuts may be the least disruptive based on national benchmarks. In the *2026 NRPA Agency Performance Review*, the director examines Figure 11 to find that the agency's 575 total FTEs does, indeed, exceed the typical total number of FTEs for park and recreation agencies that serve similar populations across the nation. Still, the director wants more information about how the FTEs for agency roles compare to other agencies. Using the national rates of FTEs by role in Figure 13, the director learns that the agency's operations/maintenance FTE rates (21%) are much lower than those of the typical U.S. agency (45%) and the agency's programming FTE rate (41%) are higher than the typical U.S. agency (32%). To explore more deeply, the agency director uses the side-by-side custom report in the Park Metrics tool and learns that other agencies serving similar populations in the state are much closer to national benchmarks. Using this information, the director now has initial evidence to look more closely at cutting programming staffing instead of operations/maintenance staffing as an option for reductions.

FIGURE 12: PARK AND RECREATION AGENCY STAFFING: FULL-TIME EQUIVALENTS PER 10,000 RESIDENTS

(MEDIAN) BY JURISDICTION POPULATION

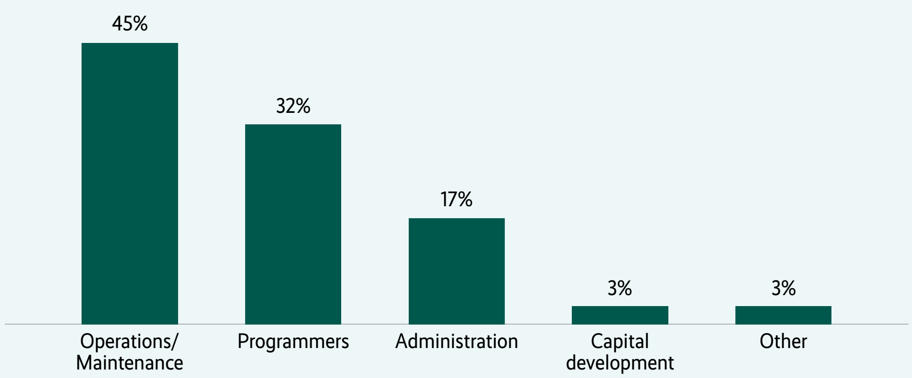


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	9.2	16.0	11.5	12.2	8.6	6.5	4.1
Lower quartile	5.1	7.6	6.6	6.9	4.7	3.4	1.7
Upper quartile	17.3	25.6	22.5	17.3	12.2	9.7	7.0

Park and recreation professionals have many titles and play many roles. Directors, maintenance foremen, aquatics specialists and many others make up the passionate and dedicated teams found within local parks and recreation. **Forty-five percent of park and recreation agency personnel are involved in operations/maintenance, and 32 percent are devoted to programming.** Slightly less than a quarter of staff (23%) account for administrative, capital development or other roles. This division of roles changes little regardless of population, budget, jurisdiction type or region.

FIGURE 13: OPERATIONAL AREAS OF PARK AND RECREATION STAFF

(AVERAGE) PERCENTAGE DISTRIBUTION OF AGENCY FULL-TIME EQUIVALENTS



Budget

PHOTO COURTESY OF SUBHAJEET GHOSE

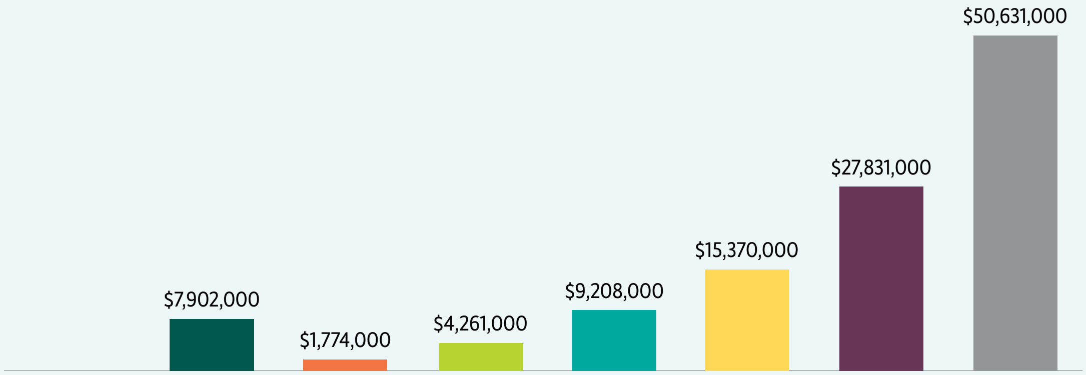
A person plants a fruit tree to combat food insecurity at Yerba Buena Gardens Conservancy in San Francisco, California.

Annual Operating Budget

Determining the fiscal capabilities of a park and recreation agency requires in-depth knowledge of personnel services, contracts, commodities and supplies, and capital. Establishing an annual operating budget that, at a minimum, satisfies the needs of the community and meets the goals of key leaders of the governing body (i.e., mayor, board of directors) is a vital balancing act.

The typical park and recreation agency has annual operating expenditures of $7,901,989. Special park districts have the highest amount of median operating expenditures: more than $12 million.

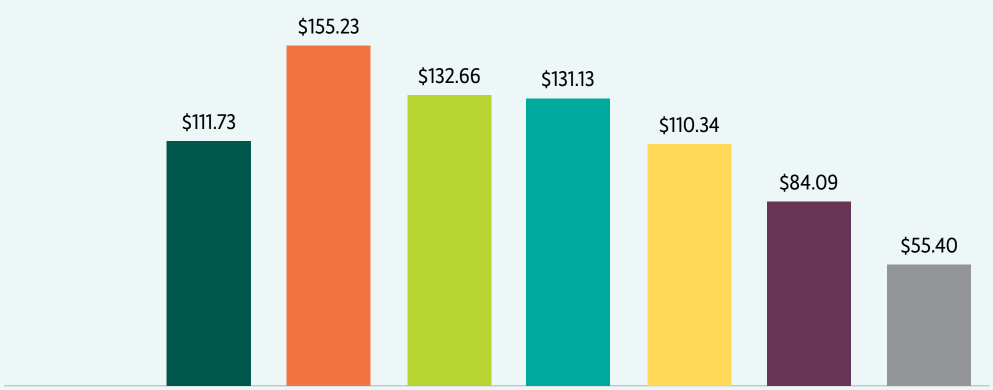
FIGURE 14: ANNUAL OPERATING EXPENDITURES
(ROUNDED MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$7,902,000	$1,774,000	$4,261,000	$9,208,000	$15,370,000	$27,831,000	$50,631,000
Lower quartile	$2,723,000	$844,000	$2,384,000	$5,255,000	$7,322,000	$14,312,000	$28,508,000
Upper quartile	$20,838,000	$3,812,000	$8,157,000	$15,260,000	$26,242,000	$44,172,000	$83,695,000

Viewing annual operating budgets in a variety of ways gives a more complete picture of how and where budgeting and spending occur across parks and recreation. While total operating expenditures increase with population, that pattern nearly reverses when examining operating expenditures per capita (per person). **The typical park and recreation agency has operating expenditures of $111.73 per capita.** Agencies serving a population of 100,000 or more have lower operating expenditures per capita than those serving less populated jurisdictions. Special park districts report the highest operating expenditures per capita — a median of $217.89 per capita.

FIGURE 15: OPERATING EXPENDITURES PER CAPITA
(MEDIAN) BY JURISDICTION POPULATION

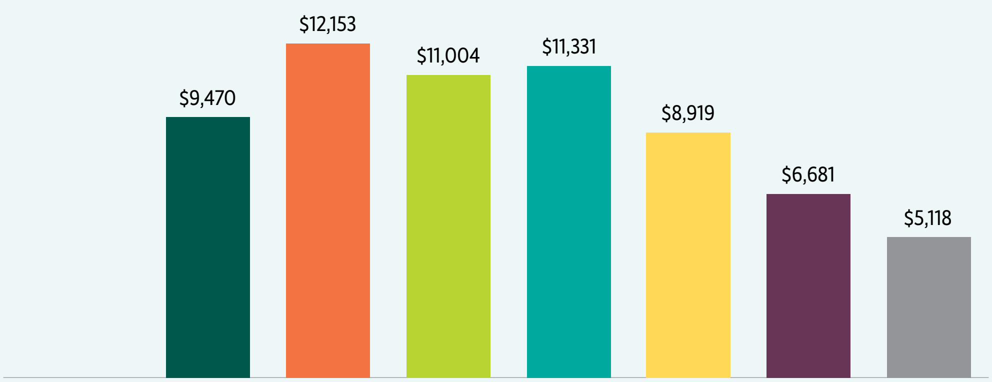


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$111.73	$155.23	$132.66	$131.13	$110.34	$84.09	$55.40
Lower quartile	$62.59	$84.67	$71.75	$73.30	$57.84	$48.42	$24.60
Upper quartile	$204.68	$369.20	$250.75	$213.15	$156.56	$130.20	$97.85

Evaluating operating expenditures by acre of park and non-park sites provides another look into where expenses occur. **The typical park and recreation agency has operating expenditures of $9,470 per acre of park and non-park sites.**

Data show that operating expenditures are affected more by the number of park and non-park acres an agency manages or maintains than by only the number of parks managed or maintained. Park and recreation agencies that maintain 250 acres or less have a median operating expenditure per acre of park and non-park sites of $21,094. Conversely, park and recreation agencies that maintain more than 3,500 acres have a median operating expenditure per acre of park and non-park sites of $3,692.

FIGURE 16: OPERATING EXPENDITURES PER ACRE OF PARK AND NON-PARK SITES
(MEDIAN) BY JURISDICTION POPULATION



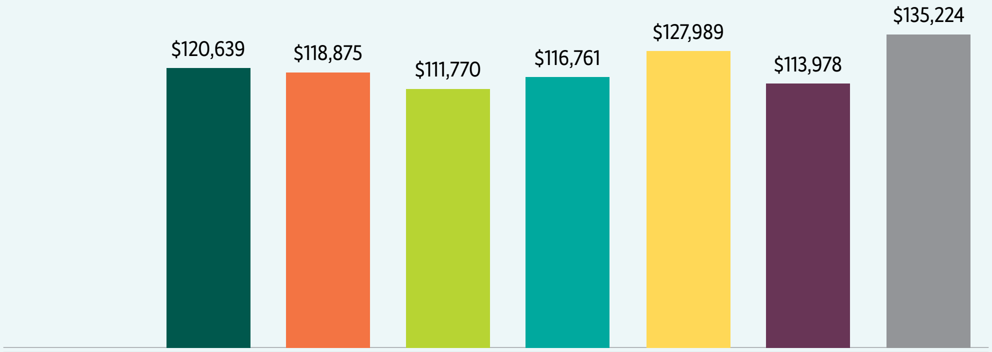
	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$9,470	$12,153	$11,004	$11,331	$8,919	$6,681	$5,118
Lower quartile	$4,626	$4,705	$5,816	$5,942	$4,595	$3,350	$2,638
Upper quartile	$21,623	$30,525	$26,214	$24,656	$18,344	$13,306	$13,601

Personnel services account for the largest portion of operating expenditures at park and recreation agencies annually. **The typical park and recreation agency has operating expenditures of $120,639 per FTE.**

A young person participates in a para-equestrian activity as part of the PlayLA Adaptive Youth Sports Program in City of Los Angeles.

PHOTO COURTESY OF MICHAEL HOWARD

FIGURE 17: OPERATING EXPENDITURES PER FULL-TIME EQUIVALENT
(MEDIAN) BY JURISDICTION POPULATION



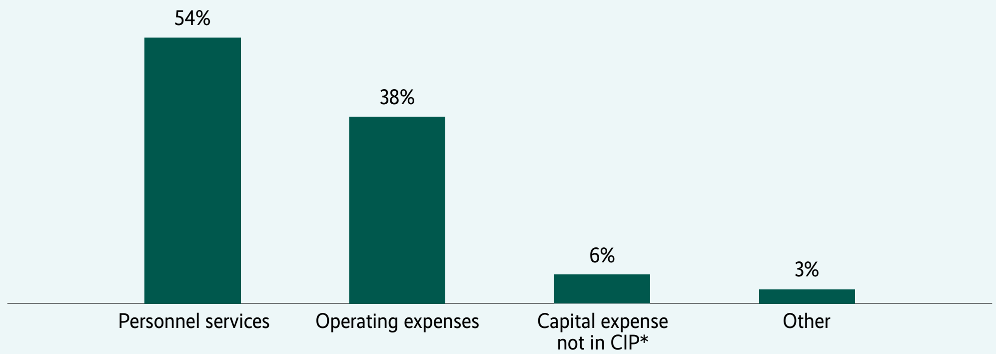
	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$120,639	$118,875	$111,770	$116,761	$127,989	$113,978	$135,224
Lower quartile	$93,662	$90,448	$89,232	$87,763	$95,618	$92,234	$111,195
Upper quartile	$157,761	$151,299	$149,436	$161,245	$157,810	$160,502	$169,641

Members of a youth basketball team huddle with their volunteer coach in McCall, Idaho.

PHOTO COURTESY OF CITY OF MCCALL (IDAHO) PARKS AND RECREATION

Personnel services and operating expenses (e.g., program expenses, utilities, maintenance, transportation) account for 92 percent of park and recreation agencies' total budgeted operating expenditures. **Fifty-four percent of park and recreation operating expenditures are earmarked for personnel services, while 38 percent are for operating expenses.** A similar split is seen throughout agencies of all population sizes, regions, jurisdiction types and budgets, with the exception of agencies with a budget under $1 million.

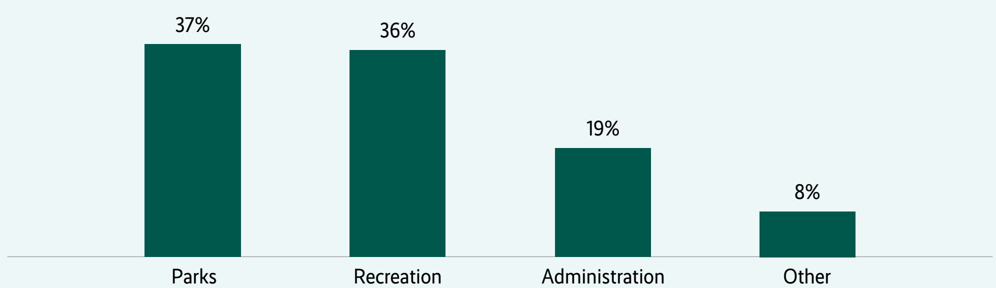
FIGURE 18: DISTRIBUTION OF OPERATING EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES



CIP: Capital Improvement Program

Dividing operating expenditures by dedicated areas is also an option. Park expenditures and recreation expenditures account for nearly three-quarters of operating expenditures (73%), with the distribution nearly evenly split. **The average percentage distribution of total operating expenditures devoted to parks is 37 percent, while 36 percent is devoted to recreation. Administration accounts for 19 percent of total operating expenditures.** Park and recreation agencies serving a population of 1 million or more devote 55 percent of their total operating expenses to parks and 23 percent to recreation.

FIGURE 19: DEDICATED OPERATING EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES



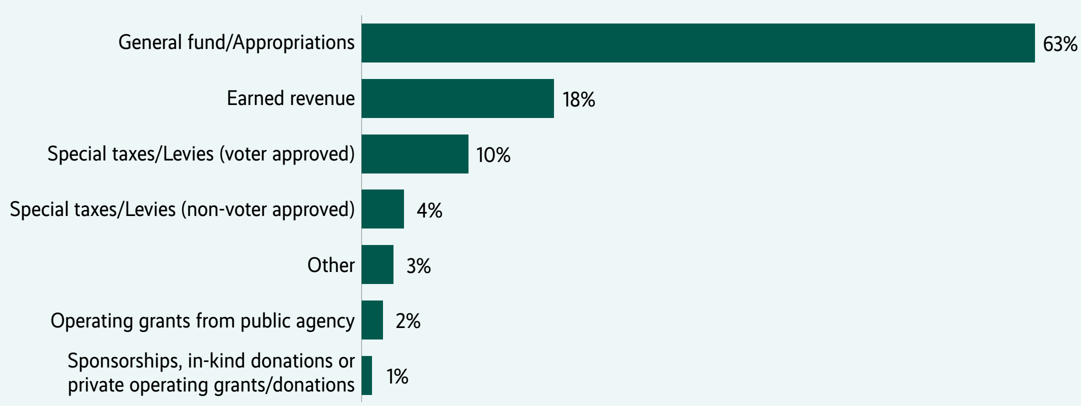
Agency Funding

PHOTO COURTESY OF BAINBRIDGE ISLAND METRO (WASHINGTON) PARK AND RECREATION DISTRICT

In Washington, the Bainbridge Island Metro Park and Recreation District's Neurodiverse Student Conservation Corps participants dedicate their summer to working with the park district's natural resource team.

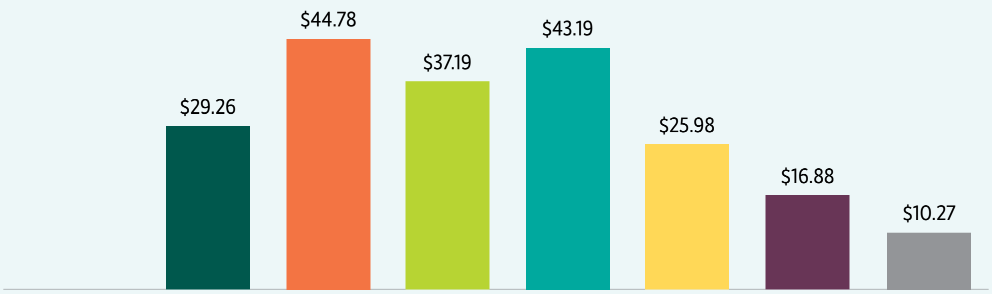
Park and recreation agencies gain funding through a variety of sources. **At the average agency, 63 percent of available funds come from general fund tax support/appropriations, and 18 percent come from earned revenue.** Outliers are found among agencies in various regions and certain jurisdiction types. An estimated 42 percent of agencies in the Great Lakes region source available funds from their general fund, compared to 80 percent of agencies in the South.

FIGURE 20: SOURCES OF OPERATING EXPENDITURES
(AVERAGE) PERCENTAGE DISTRIBUTION OF OPERATING EXPENDITURES



Revenue generation goals differ by agency. **The typical park and recreation agency annually generates $29.26 of revenue per capita.** Agency locale and jurisdiction population play important roles in per capita revenue generation. While per capita revenue of agencies in cities ($29.26) closely aligns to the median, per capita revenue for agencies in counties is $8.47. Special park districts generate $80.87 of revenue per capita.

FIGURE 21: PARK AND RECREATION REVENUE PER CAPITA
(MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$29.26	$44.78	$37.19	$43.19	$25.98	$16.88	$10.27
Lower quartile	$9.95	$17.01	$13.02	$16.70	$8.28	$7.94	$4.60
Upper quartile	$71.33	$114.75	$94.42	$117.15	$62.04	$36.52	$29.08

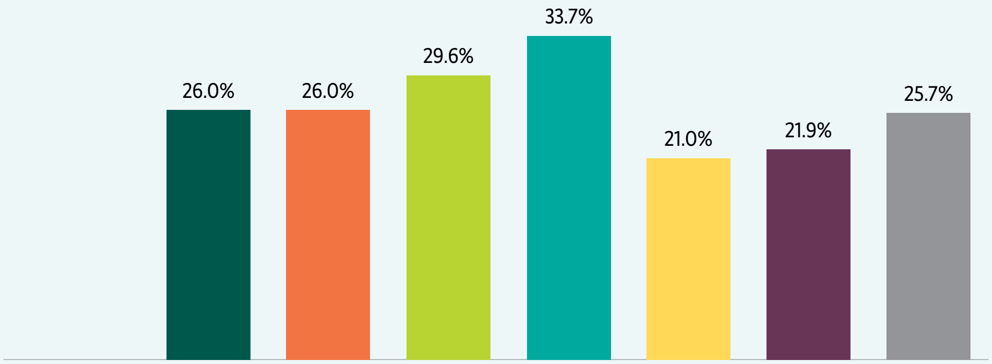
Revenue as a percentage of operating expenditures (or cost recovery) can be an effective metric to evaluate pricing structure and guide future budgetary decisions. **The typical park and recreation agency recovers 26 percent of its annual operating expenditures from non-tax revenue.** Agencies in the Northeast see the highest cost recovery of all regions at 44 percent.

Benchmarking Performance

A new assistant director at a small park and recreation agency in the southeastern United States serving a population of almost 17,000 residents received a compliment from a peer agency on the agency's excellent cost-recovery percentage of 47.6 percent. As a new leader in this agency, the assistant director became curious about typical cost-recovery rates for similar agencies. Using Figure 22 in the *2026 NRPA Agency Performance Review*, which shows that typical agencies with fewer than 20,000 residents have a 26 percent cost recovery, the assistant director learned that the agency was performing very well in this area compared to similarly sized agencies nationwide.

FIGURE 22: REVENUE AS A PERCENTAGE OF OPERATING EXPENDITURES (COST RECOVERY)

(PERCENTAGE OF OPERATING EXPENDITURES BY JURISDICTION POPULATION)

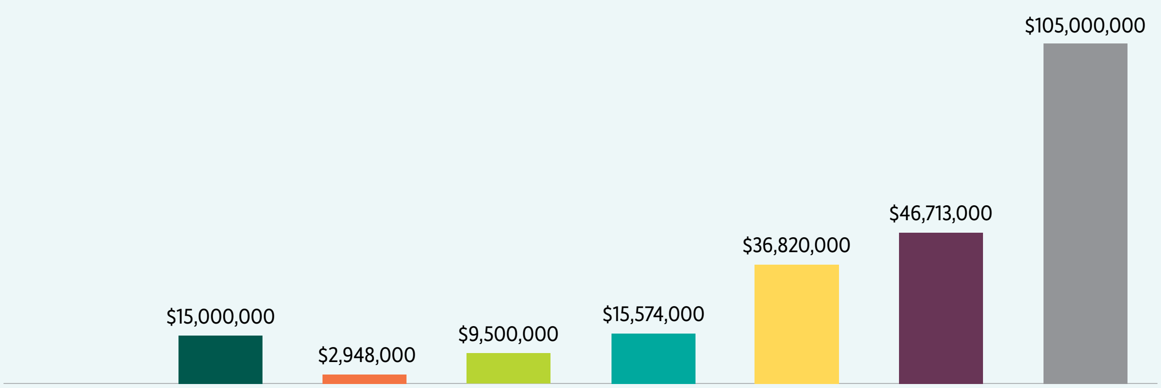


	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	26.0%	26.0%	29.6%	33.7%	21.0%	21.9%	25.7%
Lower quartile	13.8%	14.2%	15.7%	18.6%	12.0%	11.0%	12.0%
Upper quartile	44.4%	45.6%	48.8%	50.6%	34.6%	38.7%	38.7%

As park and recreation agencies consider investing in new facilities or improving existing infrastructure, multiyear budgeting helps facilitate long-range planning. **The typical park and recreation agency has a five-year capital spending budget of $15 million.** This figure is heavily influenced by population size. Agencies serving a population of fewer than 20,000 people have a five-year capital budget of slightly less than $3 million, while agencies serving a population of 500,000 or more typically have a five-year capital budget set at $105 million.

FIGURE 23: FIVE-YEAR CAPITAL BUDGET SPENDING

(ROUNDED MEDIAN) BY JURISDICTION POPULATION



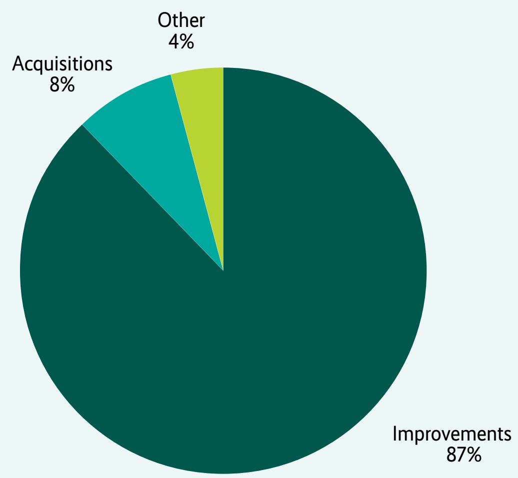
	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$15,000,000	$2,948,000	$9,500,000	$15,574,000	$36,820,000	$46,713,000	$105,000,000
Lower quartile	$3,708,000	$662,000	$3,000,000	$5,908,000	$15,173,000	$19,048,000	$31,458,000
Upper quartile	$47,627,000	$7,780,000	$16,291,000	$32,045,000	$72,554,000	$137,833,000	$196,088,000

Park and recreation agencies manage, maintain and operate facilities of all sizes and functions. An agency may run the newest, most state-of-the-art recreation center while also managing aging centers in need of costly attention. Funding for maintaining a level of service in existing facilities and identifying needs for new facilities, offerings and programming based on the requirements and wants of residents are targets for capital budgets. **The average park and recreation agency designates 87 percent of its capital expenditures to improvements and 8 percent to acquisitions.** Similar splits are found across agencies of all budget sizes, regions, jurisdiction types and populations.

The nearly 90 percent of budgeted capital expenditures assigned to improvements can be broken down further — average percentage designated to renovation versus new development and average percentage designated to parks versus buildings. **Nearly two-thirds of designated improvement dollars (63%) are applied to renovation, while just more than a third (37%) are used for new development. Further, 70 percent of improvement dollars go to parks, while 30 percent are allocated to buildings.**

FIGURE 24: TARGETS FOR CAPITAL EXPENDITURES

(AVERAGE) PERCENTAGE DISTRIBUTION OF CAPITAL EXPENDITURES



Percentages may not total 100 due to rounding.

FIGURE 25: IMPROVEMENT DOLLARS SPLIT BETWEEN RENOVATION AND NEW DEVELOPMENT

(AVERAGE) PERCENTAGE DISTRIBUTION OF IMPROVEMENT DOLLARS

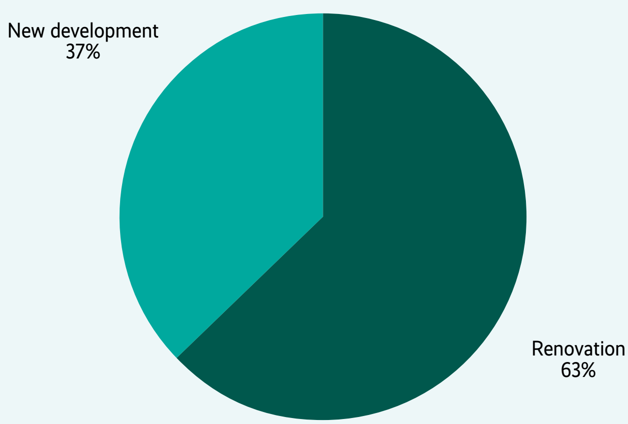
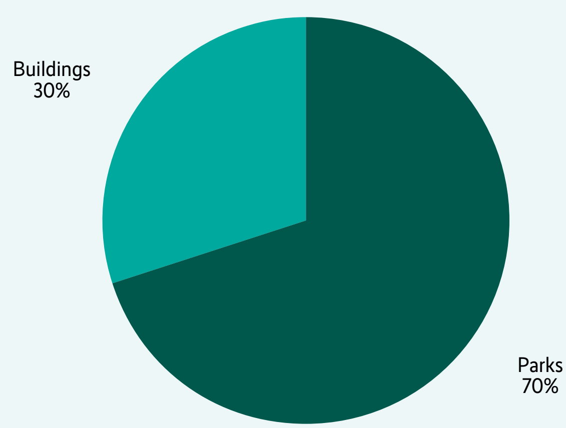


FIGURE 26: IMPROVEMENT DOLLARS SPLIT BETWEEN BUILDINGS AND PARKS

(AVERAGE) PERCENTAGE DISTRIBUTION OF IMPROVEMENT DOLLARS

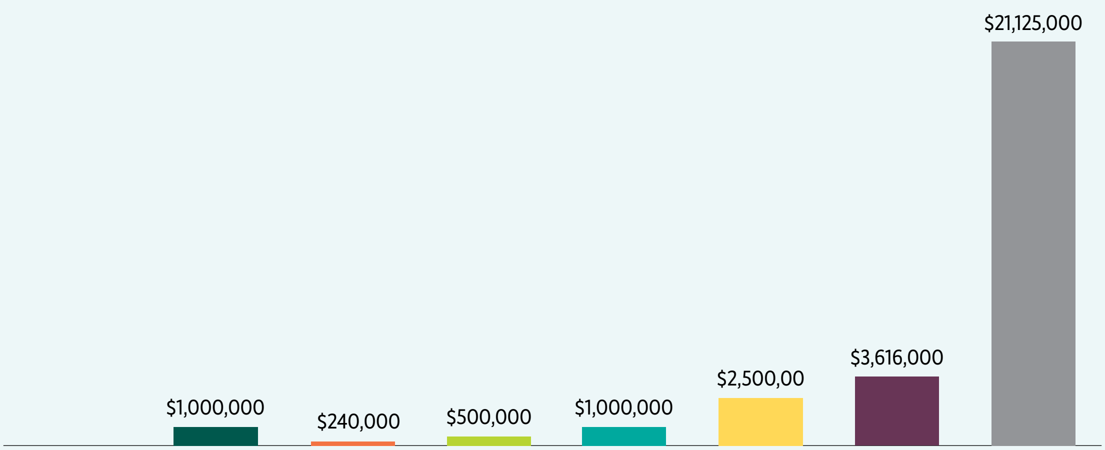


Whether because of lack of funding, time, resources and/or available staff, park and recreation agencies expect to have some deferred maintenance projects. Deferred maintenance projects vary greatly, and tracking these projects is not a universal practice. **The typical park and recreation agency has an estimated $1 million of deferred maintenance projects.** While median deferred maintenance values are lower at agencies with smaller populations and higher at agencies serving larger jurisdictions, the pattern is consistent based on the number of park acres maintained. Park and recreation agencies maintaining 250 acres of parks have an estimated $120,500 in deferred maintenance, while agencies maintaining 1,000 to 3,500 acres estimate this figure at $4 million. Agencies maintaining more than 3,500 acres of parks have an estimated deferred maintenance value of more than $10.5 million.

Considering Deferred Maintenance

The city council for a mid-sized city in the Midwestern United States asked its park and recreation superintendent if the reported $6.5 million deferred maintenance in 2025 was typical of park and recreation agencies serving a similarly sized population. Using Figure 27 in the *2026 NRPA Agency Performance Review*, the superintendent reviewed the median deferred maintenance reported for agencies serving 50,000 to 99,999 residents to find that the park and recreation agency's deferred maintenance was more than six times the median, sparking conversations about future actions.

FIGURE 27: ESTIMATED VALUE OF DEFERRED MAINTENANCE PROJECTS PER AGENCY
(ROUNDED MEDIAN) BY JURISDICTION POPULATION



	All Agencies	Less Than 20,000	20,000 to 49,999	50,000 to 99,999	100,000 to 249,999	250,000 to 499,999	500,000 or More
Median	$1,000,000	$240,000	$500,000	$1,000,000	$2,500,000	$3,616,000	$21,125,000
Lower quartile	$0	$0	$0	$0	$0	$0	$0
Upper quartile	$10,000,000	$2,056,000	$3,850,000	$10,886,000	$16,125,000	$53,809,000	$85,000,000

Conclusions

Data play a large role in championing parks and recreation. This *2026 NRPA Agency Performance Review* provides a high-level summary of nationwide data from park and recreation agencies that contributed budget, staffing, responsibilities, facilities, activities and policies data to NRPA Park Metrics during the past three years. It is an essential resource for comparing agency characteristics to nationwide statistics. For example, if a city's councilmembers value comparisons to nationwide data, this report is a ready source of high-level data for discussions and presentations. As the reader, you also can use data in this report to quickly obtain high-level information about "typical" park and recreation agencies to gain a first-line, general perspective.

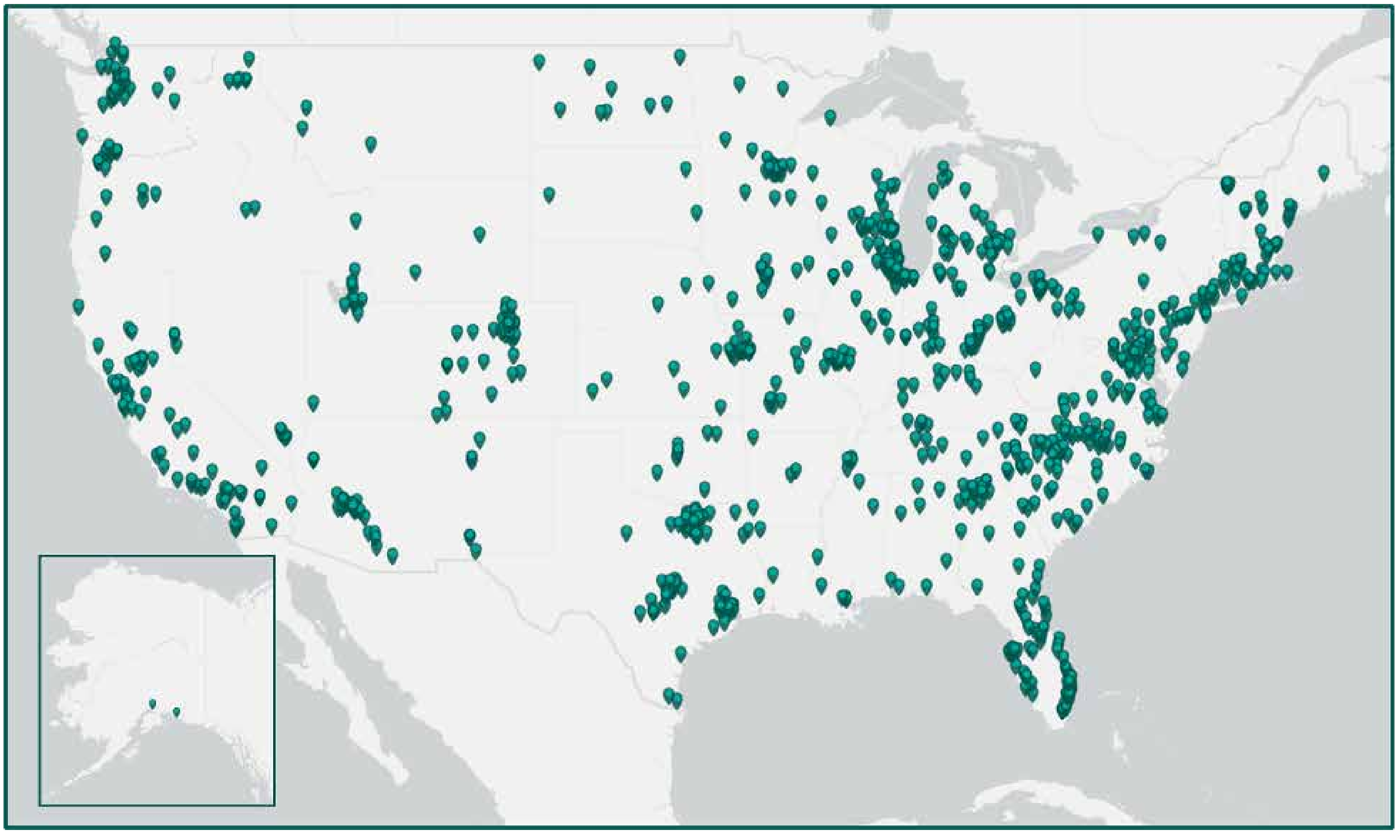
The benchmarks presented in this report serve as a snapshot of what is — not necessarily what should be — at local park and recreation agencies. If you want to explore the data more deeply, for example, comparing your agency's budget or facilities to agencies that are like yours, the NRPA Park Metrics system provides a variety of filters and custom reports to help you make specific comparisons to help with decision making. For example, pulling data from specific peer agencies for comparison may help you support your case for funding requests, explore operational improvements and better support your community's residents.

Additionally, regularly contributing to the NRPA Park Metrics Agency Performance Survey provides your agency with a one-stop platform to view year-over-year trends, easily identifying areas of success and tracking opportunities for improvement. This survey is also a requirement for all agencies applying for NRPA's Commission for Accreditation of Park and Recreation Agencies (CAPRA). Generally, the usefulness of Park Metrics data relies upon nationwide agencies' willingness to share their data. More agencies sharing data means more complete benchmarking data for the entire field. We encourage all agencies to include contributing data to Park Metrics as part of their annual journey.

Are you new to NRPA Park Metrics or do you want to learn ways to more effectively use data at your agency? Take the Park Metrics Skill Summit, a free, self-paced virtual learning course that walks learners through how to contribute to and take advantage of this valuable dataset.

Acknowledgements

We would like to give a huge thank you to the thousands of park and recreation professionals who participated in the annual NRPA Park Metrics campaign and completed their Agency Performance Survey. Thank you to Melissa May, Dianne Palladino, Samantha Serrano, Garrett Warfield, Danielle Doll, Lindsay Reeves, Alexandra Klein, Vitisia Paynich, Kim Mabon and Kate Anderson for making this report possible.



A map displays the agencies that contributed data for the *2026 NRPA Agency Performance Review*.

About NRPA

The National Recreation and Park Association (NRPA) is the leading not-for-profit organization dedicated to building strong, vibrant and resilient communities through the power of parks and recreation. With more than 60,000 members, NRPA advances this vision by investing in and championing the work of park and recreation professionals and advocates — the catalysts for positive change in service of equity, climate-readiness, and overall health and well-being.

NRPA brings strength to our message by partnering with like-minded organizations, including those in the federal government, nonprofits and commercial enterprises. Funded through dues, grants, registrations and charitable contributions, NRPA produces research, education and policy initiatives for our members that ultimately enrich the communities they serve.

NRPA places immense importance on research and data to raise the status of parks and recreation and conducts research with two goals. First, NRPA creates and analyzes data to help park and recreation agencies make optimal decisions on operations, programming and spending. Second, NRPA develops data and insights that support park and recreation professionals making the case for greater and more stable funding to policymakers, key stakeholders, the media and the general public. The NRPA Research and Evaluation team works closely with internal subject matter experts, respected industry consultants and the academic community to develop its reports and data resources. Learn more at nrpa.org/Research.

NATIONAL RECREATION AND PARK ASSOCIATION

22377 Belmont Ridge Road, Ashburn, VA 20148
800.626.NRPA (6772) | nrpa.org

PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

Subject: Press Access Agreement: Lee Cormier Wings of a Dove
From: Erica Benoit, Community Engagement Coordinator
To: Lee Cormier, Wings of a Dove LLC
CC: Dr. Josh Medeiros, Superintendent of Parks, Recreation, Youth & Community Services
Board of Park Commissioners
Date Issued: 7/15/2026

This agreement serves as an understanding between The City of Bristol Board of Parks Commissioners and Wings Of A Dove LLC ("Operator") with regard to the use of an unmanned aircraft system ("Drone") within the City of Bristol's Park System.

Purpose and Terms

The City of Bristol's Board of Parks Commissioners has approved Wings Of A Dove use of the drone in Page Park (649 King Street, Bristol, CT 06010) between August 1, 2026 and December 31, 2026 for the sole purpose of capturing aerial photography and videography of the Page Park Revitalization project and construction.

Deliverable

Wings Of A Dove LLC will produce weekly video and photo updates that capture aerial photos and videos that document the revitalization progress over time. The intention of photo and video documentation is to provide a new point of view, greater clarity, and enhanced understanding of project development. The operator understands photos and videos will be used as a communication and archival tool/resource.

Wings Of A Dove LLC will compile photos and videos monthly and distribute them to the City of Bristol in a downloadable format on the last Monday of the month via email.

Deliverables will include documentation of the property in its entirety each month, including all amenities staging areas, active construction zones, and property.

Distribution & Intellectual Property

Aerial photos and videos captured inside Page Park by Wings Of A Dove LLC during the agreed upon time frame will be distributed solely to the City of Bristol's Parks, Recreation, Youth and Community Services department for the purposes of documentation, communications, and project monitoring.

Wings Of A Dove LLC hereby authorizes Bristol Parks, Recreation, Youth and Community Services to edit, alter, copy, exhibit, publish, or distribute these photos for any lawful purpose. Wings Of A Dove LLC hereby agree that the content obtained from these efforts may be combined with other lawful content, text and graphics, which may then be cropped, altered or modified. Wings of a Dove LLC understands and agrees that all photos and videos captured while on Page Park property will be become the property of Bristol Parks, Recreation, Youth and Community Services. In addition, Wings Of A Dove LLC waives the right to inspect or approve the finished product, wherein likeness appears.

Compensation

Wings Of A Dove LLC will be compensated $200.00/per month beginning August 3, 2026- December 31, 2026 for a total compensation of $1,000.00.

Addendums

Work must occur during park hours (dawn to 10PM).

Wings Of A Dove LLC agrees to follow all federal, state, and local airspace restrictions, safety measures, and privacy laws.

Insurance

Throughout the term of this Agreement, Wings Of A Dove LLC shall maintain, at its sole expense, the minimum insurance coverage required to operate a drone and suffice the City of Bristol Standardized insurance requirements.

The certificate of insurance shall indicate that all liability policies carry endorsements naming the City of Bristol as additionally insured. Operator shall provide proof of coverage upon agree start.

Termination

Bristol Parks, Recreation, Youth and Community Services has the express right to immediately terminate this Agreement with no notice if Operator is found to be in breach of this Agreement or is otherwise out of compliance with applicable law, rules, regulations, or any Bristol Parks, Recreation Youth and Community Services policy.

Signatures of Agreement:

Operator Wings of a Dove LLC: ____

Superintendent of Parks, Recreation, Youth & Community Services: ___________________________

Upgrade Your Play - Page Park

Engagement Period: May 29, 2026 – June 26, 2026
Engagement Platform: Digital via the Parks Project Portal

Engagement:
- **Unique Views: 2,799**
- **Total Pieces of Feedback Submitted via the Project Portal: 184**
    - Option 1: Preferred 83 times
    - Option 2: Preferred 91 times
- Average Amount of time spent on the Parks Project Portal: 4 Minutes and 14 Seconds

Promotion/Distribution:
- Social Media
- Email - Distributed with a call to action to over 19,000 Residents
- Included in the June Newsletter
- Press Release
- Distributed to the Persons with Disabilities Commission
- Circulated to involved community members who have expressed an interest in accessibility

Compiled Feedback: (Sources - Parks Project Portal, Social Media, Email, Phone)

GENERAL	
1	The Park that has more activities and attractions for the kids. also, the splash pad should have different activities like Rockwell Park not just water spraying which is boring and plain
2	Please reconsider splash sprinkler pad that's the only location my kids and self as a disabled family or 8 feels comfortable to go being autistic is not easy changes are not good at least have all the needs for everyone thank you. Number one with water. And also consider the same tactic that new Britain use for the safety of kids and dance the hole park.
3	love all these park ideas but I also think it would be a good idea to put in something for autistic kids too like maybe a sensory board with fidgets on it like maybe a xylophone on a board button bells etc. I think the kids would love that
4	Less drop offs on playscape. Some Kids with special needs don't have safety awareness. A lot of the new playscapes are unsafe. I.e., federal hill playground. They are more geared towards older and neuro typical children.
5	More places to sit for families, drink station of water, more shaded areas for families and children to cool down, bathrooms need to be cleaner and maintained better, more swings for the kids 6 isn't enough for this big of a community
6	The most important part of the playground is fencing especially if it's placed in a close proximity to the pond. Green Hills School has an excellent fence at the school playground. Swings for big children with needs are also welcome.
7	Shaded areas, more places to sit, water stations
8	More play options and fits the area best.

OPTION 1 – HILLSIDE TOWER	
1	My vote is for the first one because it was the one my children loved the most.
2	Both plans are beautiful, I prefer the option 1.
3	I like option #1 because there seems to be more for the kids to do.
4	Number 1 for the park looks the best and sounds the most fun
5	Option 1
6	Option 1
7	Option 1
8	Option 1
9	We like option 1
10	I like option 1
11	I vote option 1
12	Option 1
13	Option #1
14	Option 1
15	Option #1!
16	Option 1
17	Option 1
18	Option 1
19	Option 1
20	Option 1
21	Option #1
22	Option #1
23	Option 1
24	Option #1
25	Option 1!
26	Option 1
27	Option 1
28	Option 1
29	Option 1
30	Option 1
31	Option#1
32	Option 1
33	Option one
34	#1
35	Option 1
36	Love option #1
37	Option #1 - hillside tower
38	We love option 1!
39	Absolutely option 1!!! Would be awesome.
40	Option 1 looks so fun and helpful for kids to get over fears
41	Option 1! But I LOVE them both!!!
42	My 4-year-old son loves option 1 over option 2!!! I also agree upon reviewing both, option 1 is the cooler of the options! Either way, it's great the playground is getting redone!

43	LOVE the musical aspects of option 1 and love that they both seem to be on a playground floor that is not wood chips.
44	The tower option looks awesome!
45	I vote for option 1
46	My girls choose option 2! I like option 1.
47	Option 1. I think little kids will have fun regardless but the tower would be more fun for older kids. Plus, the carousel and sloped rock climb would be great additions. Just really hoping there are ample benches and some shade structures or trees of height replanted.
48	I like option 1. Not in favor of hammocks in option 2. Will there be more bathrooms put in??
49	My daughter says option 1 definitely love the zipline, big slide and swings!!
50	My son and I vote for #1, Hillside Tower! Can't wait!
51	We like option 1
52	Option #1 all the way!
53	We vote for OPTION #1 - Hillside Tower!
54	Option 1 is my choice for the new playground
55	I like option 1. The rock climbing is cool
56	I prefer option 1
57	Playground #1
58	Page Park playground deserves an upgrade. I am voting option 1 because it seems to have more options for children.
59	Option One - Zip line and musical mushrooms!
60	Option #1 for sure, there is a park in Wolcott with this structure (Patterson Park) and it is very well accommodating for many children.
61	Voting for Option 1. Option 2 looks similar to what we already have at Rockwell.
62	Option 1 I like. I think the hammock will be broken very quickly
63	I believe option 1 would be best. It has more things for the kids to play on. More of a variety for play and the rock wall I'm sure would be a big hit.
64	Option 1 is awesome. There is nothing like that in Bristol yet. The Zipline track would be a huge hit as well
65	option 1 is more unique with more things to do
66	Hi! We like option 1 :) looks like a lot of fun!
67	Option #1 seems more interactive for the kids. I have 6 kids all age groups and they would much prefer the first option.
68	Option 1 sounds like it has several different aspects that will benefit several different age groups and children.
69	Option 1 looks like a lot of fun and got my daughter's vote right away as the best choice.
70	I like option 1 a lot! May I request some playground features for adults to use? I would love to be able to play on the playground too!
71	I like option 1, but would also like to include the hammocks.
72	I really like the 1st option but you should keep everything else but add the hammocks from option 2
73	I like options 1 and 2 but if I had to pick, I say option one because will be a good experience for kids to explore more and gain confidence. But another thing is what if you could put both options together and turn it into one thing. My daughter would love playing there once it's out together
74	Option #1 but add some type of zip line swing in the middle like Norton Park in Plainville has!!
75	Option 1 but bigger zip line would separate from other parks
76	Option one looks awesome. More unique! I can't wait for my little one to get to try it out.

77	Option #1 Hillside Tower. However, I really dislike the poles that kids are supposed to slide down mainly because side it leaves a gaping wide opening where smaller kids can fall though and when they're high up, parents have limited ability to help the smaller kids down except for the parent being up in the tower with them. It's not ideal and there was recently a death of a 5-year-old on their home playscape because of a 4-foot fall from the home playscape. I would rather the opening be closed and the only way you can get out of the tower is on a slide if the kids are that high up.
78	I think option 1 would be great to have at this park! Option 2 is also nice, but it looks similar to stocks.
79	"I vote for Option 1: Hillside Tower! My kids and I absolutely loved this design. We think the high structures and climbing areas look very fun, modern, and perfect for keeping children active and engaged. We are so excited to see this new playground at Page Park!"
80	"I vote for Option 1: Hillside Tower! My kids and I absolutely loved this design. We think the high structures and climbing areas look very fun, modern, and perfect for keeping children active and engaged. We are so excited to see this new playground at Page Park!"
81	If I had to choose for my kids, it would be option 1. I also would like to add in there an outdoor cove for the playground as shade and more shaded benches for us parents to sit and watch our kids play. Outdoor tables would be nice for families to have like an outdoor picnic and a track that goes around the playground so us parents can stay active while watching our kids play in the playground too. 3 zip line riders instead of one because we know how there can be kids waiting for ever for their turn or a child throwing a tantrum in not sharing. Sometimes other adults are not considerate of other parents and their kids wanting a turn also. A splash pad and water fountains and restrooms if that not included. Also include changing tables in both men and women's restrooms. Oh yeah and a basketball court, soccer field baseball field, and volleyball net.
82	I think Option 1 would be best because the current zipline is very popular with the children and I feel like they would be disappointed to lose it. I also think Option 1 offers more activities for the children to choose from.
83	I think option 1 is the best option based on the drawings, rendering and list of equipment. Climbing walls are very popular with kids today. The number of slides and swings is good for giving enough activities for the greatest number of kids. The existing playground gets very busy, we should be making these parks attractive for all kids in the city without them having to wait or ague for a spot to participate.

OPTION 2 – SPRAWLING PLAYSCAPE	
1	Option 2 looks better and safer
2	Option #2
3	#2
4	Option 2
5	Vote for option #2
6	Option 2
7	Option #2!
8	Option 2 looks better! Thank you
9	I would love to see option #2!
10	Number 2
11	Option 2
12	Option 2
13	Option 2
14	Voting for option 2
15	Option 2 is what I would like
16	Option 2
17	Option 2
18	Option 2
19	Option 2
20	#2
21	Site plan 2!
22	Option 2 sprawling playscape
23	I vote for option 2!
24	I really like option 2 better. The playground seems to have more things to do and lower to the ground for all to enjoy.
25	I prefer option #2. There looks to be more space for kids to run on the main structure.
26	I like option #2 a bit better, as it has more swings and a more sprawling play space.
27	Option 2 playground. The revitalizing of this park has been wonderful. Looking forward to a new playground for the kids!
28	Option 2 sprawling play space all the way
29	Option #2 better. More slides and more things to do.
30	Option 2! The sprawling layout is a much better option for safety reasons and to get the most use of the playground. Several parents I've spoken to dislike the tall layout of the federal hill park and it doesn't seem to be utilized as much as it could be. I've gone there myself and once older kids take over the top of the tower, it limits the younger kids from accessing the space. A spread-out layout would allow for more running around and a safer option for visibility as well as for climbing.
31	I would like to see option 2 it has more slides which a lot of kids like the net that a lot of kids like to climb I've seen it at other parks and a lot of kids are attracted to that
32	I think option 2 would be the best! Easier for wrangling younger children
33	We love option two for our family!! Also, happy to hear the playground and splash pad will be separate.
34	Option 2 - sprawling play
35	I like #2! Hammocks seem like a great idea and might be safer than the zip track.
36	Option 2 has more to offer for children ages 12 and under.
37	I love both options, but think #2 would be a better fit for all ages

38	Voting for Sprawling playground design
39	Option 2
40	Option 2
41	I love option 2!
42	Option 2 please! :)
43	My vote is for Sprawling Play Space. The tower would make it more difficult for families to enjoy themselves stress free.
44	As a part of a younger child, I prefer option 2 as it easier to visually track my child. The tower option is nice but seems like a recipe for bullying and/or hidden activities within the tower.
45	I believe the old playground was huge and gave the kids many options. I am glad for a new parking lot cause the old park one was terrible but the park should have many options and space. Also, you should add more benches or picnic tables to the area so families can enjoy a picnic and be able to sit. Don't cut down all the trees either because you need some shaded areas or the summer it gets way too hot. I would take option 2
46	My 8-year-old likes option 2. She really wants monkey bars and a jungle gym there.
47	I really like the first option but I see where there might be more injuries with the tower. I guess a playground of any sort is prone to injuries so I'm choosing the second option.
48	I like option 2 better. I like that there are more walking structures on the actual play tower. I think that is important, especially with younger kids. I would be less likely to even go to the park in option 1 as I likely wouldn't let my kids go on something that tall until they are much older.
49	I would like to vote for Option 1 but the only thing holding me back from this is the height of the tower. If the tower was not as high as it looks, I would definitely cast my vote for Option 1 but due to this I will be voting for Option 2.
50	Option 2 is better. I like the long playscape for kids to have more room. I feel just the tall tower may cause problems for even injury.
51	I feel like option 2 is more appropriate. It's easier to watch your child and interact with the playground being set up like traditional ones. The tower worries me with less visibility to see your child and other children around yours. I feel like it could be more crowded because of the design as opposed to the 2nd option.
52	I asked both my boys which playground they would like to see at Page Park. They both said option 2. They are 7 and 9 and said the second option look like they would have more fun with and they said it reminds them of the spider web that they took out from Rockwell... We like option 2 and can't wait to see the new park when it is complete.
53	I think both look pretty nice. The 1st one has a big variety. I am just not a huge fan of in closed slides as kids hide in them etc. Also, how high the tower is makes it harder to keep track of your kids. The 2nd one has a large number of slides and also decent variety of activities. I think the setup of the main apparatus from the 2nd one is a better option.
54	Option 2 appears to be more family friendly for younger siblings. Other one appears geared more towards older kids
55	Option 2 Sprawling Play Space has my vote! I'm not a fan of very tall playscapes or enclosed slides. Thank you!
56	Rendering option 2 seems like a better plan with more slides and swings to accommodate more kids at a time but still having a lot of variety
57	I like option 2. More slides and more swings are great! The great thing about the play area now is there are many slides and many climbing points. My kids have loved playing there for years! Can't wait to see what the finished playground will look like!
58	I prefer option #2, it is more universal for the diversity of the children which will be using it and provide a more opportunity for young children to practice more independent play in a safe manner. The taller tower is more geared toward older children and will limit play for the younger demographic.

59	Option 2 seems like the best option as it offers more slide options for children of all ages. Playground fun usually centers around swings and slides with everything else being "fun extra’s, the first option seems to offer 2 large slides that not all kids would feel comfortable using leaving only 1 slide as the only option for smaller children and those who would be afraid to try the big ones.
60	I feel like the Tower in option 1 is way too tall and not enough slides. I vote for Option 2!!
61	I like option #2 better but with the universal carrousel instead of the hammocks, and the mini dome climbing instead of the twister net.
62	I would love to see option 2 as it doesn't have to many climbing things because I can see a lot of injuries from that
63	I vote for option 2 because it will be easier to keep track of younger children on a sprawled play space. Option 1 looks fun; however, the tower structure obstructs children from view which is difficult for parents, especially parents of children with special or different needs.
64	I choose Option #2
65	Option 2 seems better and would spread kids out more. Only concern I see is the hammocks and worried about what teens might use those for. Possibly switch those out for something else.
66	There are mixed reviews amongst my household, I like option 2, but my kids all seem to think option 1 is the best.
67	Option #2 - Sprawling Play Space had a lot of great features for neurodivergent kids who benefit from high-input vestibular and proprioceptive equipment.
68	I prefer the option#2. It offers more options for the kids and also more secure than the option#1. more often parents have to go with their kids and watch them, so we need more space and visibility. and also, the tower will be busy from kids going up and down and it is less secure. it will be also great if you can make a combination of the two options.
69	I choose number two the sprawling play scape, that way children that have disabilities can't enjoy it as well.
70	#2 more room for kids to spread out and not pile on top of each other. Safer not being so tall.
71	Option 2 sprawling space. Less liability and more room
72	I asked my 8- and 10-year-old and they like option 1. They like the idea of the zip line but originally chose option 2 because they like twister net. The twister net is available at Rockwell Park but there is no zip line in any Bristol parks.
73	I think both options are great but having a 3-year-old granddaughter and an 8-month option 2 would be a little safer for them and less chance for a child getting injured because it's more sprawled out over a bigger area.
74	I really like option #2. It seems to be bigger and more inclusive. I have taken my grandkids there and love the park. This seems to take better advantage of the space we have there. Let people know about fund raising efforts!!
75	The second playground!
76	I love option number 2 I would include more swing sets, for both younger kids and the older kids, 6 doesn't leave enough for some more kids to enjoy swings during the summer it is utilized by many kids, I would definitely add more swings and maybe a water station for kids to have water, and more of a shaded area, page park has a lot of sunshine, and I feel like a few areas of shade will help kids and families cool down.
77	My vote is for Option 2. My two youngest children are on the spectrum. Page Park is currently our favorite park to bring them especially because of the play scape area being larger length wise. Which gives them more room to run around and have fun.
78	Option 2 looks to be inclusive more than the tower. As a tower, those with physical disabilities will have trouble accessing much of the play space. I love the pour in ground, over wood chips. Makes is very easy for strollers used as mobility devices and those with wheelchairs able to easily access the playground. The ramps are crucial to allowing kids with mobility (chair users or not) access to the playground. Bathrooms being available is huge. I would like to suggest a universal changing area. Many with disabilities (my son included) require incontinent supplies and baby changing stations are unsafe. This typically leaves us the option of changing him on the bathroom floor, changing him in the back of our vehicle, or changing him in as much of a private space in grass as

	possible. There is no true sanitation, privacy or dignity in these options. A true changing table will mean my family can enjoy the park for longer periods of time.
79	Just 6 swings? Parks are not just for children. Teens and adults also love to swing. It was bad enough when there were only 4 swings. Definitely more swings are needed. Oh, and option B. More slides. Hopefully some are not covered slides. They're very claustrophobic.
80	So nice to have the park being updated! The Sprawling Play Space gets my vote! From the images it appears to be more accessible and inclusive of all ages and abilities due to fully open concept vs the enclosed slide concept in the Hillside Tower.
81	Option 2 seems like a safer option to me. I prefer option 2. Thank you for reaching out for my opinion
82	Will submit but here you go - Option 2; I would choose option 2 because option 1 provides less visibility into where my child is (obstructed view on play structure and closed high slide that I would not be able to access as a parent). I also liked the spread-out nature of option 2 to help with the flow of traffic and the wear and tear of the play structure over time. This also allows kids to form more interactive experiences with each other in a more low-key way which could help develop on site playground friendships.
83	I prefer the design in Option#2. I like the open design. The covered slides and areas in Option #1 seem unsafe to me, as children like to hide or climb up, and others coming down can crash into them. I also like how Option #2 has more space for children to run around, not just climb up.
84	I prefer the second design! I have kids in both intended age groups as well as one approaching the younger age group and the second option seems to have more options of things to do as well as I like that it isn't as tall as option 1- makes me a little bit nervous even to look at. The second option has a more cohesive feel being spread out.
85	Overall, I would prefer option 2. I do not like the enclosed slide from option 1. However, the mini climbing domes from option 1 would be nice. It was unclear how many hammocks there are, I could see there not being enough. Also, if possible, more swings since they always seem to be in use.
86	My choice is option 2, I like the linear appearance and feel as though it's safer
87	My vote is for Option #2 - Sprawling Play Space
88	We vote for Option #2 - Sprawling Play Space!
89	Option #2 - additional slides are preferred It would be great if the bouldering climbing wall could be added to Option #2. The zip line in option #1 will end up breaking frequently.
90	Option 2 because it has an accessible ramp for a child in a wheelchair, cane, crutches, etc. I looked for a playground in our area and was told Avon had an accessible playground (many years ago). I went to the playground and you could get on the actual playground but the playground equipment wasn't accessible at all for my daughter. When I was a parent of a child with different abilities who happened to sit in a wheelchair on the All-Children's Playground committee with the Rotarians and other community members, we had a Mom call Brian Strathman, Project Lead, that her child with hearing aids couldn't use the slide because if the static. We added a different material, I believe, a metal slide. Also, please keep the archway. That alone was $10,000. I worked with the architect on the design and it is perfect to show people of all abilities can utilize it including older people with. walkers, canes or wheelchairs, parents with kids in strollers too. Please also put in some musical items. We went to a park where the musical item were squares on the ground and each one had a different tone. That was cool! Thanks, Deb
91	My kids (ages 13 and 8) both want option #2. Thanks!

Feedback from the Persons with Disabilities Commission:

*"**Per the National Federation of the Blind**:*
Truly accessible children's playgrounds must move beyond minimum ADA compliance. Their philosophy emphasizes that "accessibility" means including features designed with blindness in mind, allowing blind and low-vision children to navigate safely and play independently without being treated as an afterthought."

"From Mystic Aquarium: Through a partnership with CRISAccess, many habitats and exhibits offer scannable QR codes that allow guests to access audio information on their personal mobile devices."

"Make play "hands-on." *Remember, kids who are blind or visually impaired "see" with their hands. Tactile elements will help the child get a sense of "place." For example, one mom incorporates braille signs on her sons' playground equipment. Consider using grooved surfacing to help kids find their way around. Rubber timbers with rounded tops can provide extra safety and path-marking.*

Set boundaries. *Make sure the perimeters of the playground are easy to find. It's a good idea to have the entire playground area "fenced in" for safety reasons. However, some children who are visually impaired like to "trail" along the inside of a fence, too. So here you have an opportunity to "dress up" the inside of the fence with things for them to explore through touch.*

Make the ground *"speak." No matter the age or ability of the children at your playground, it's always smart to have No Fault Safety Surface underfoot to help protect kids from falls – especially under areas where there are potential fall hazards. However, delineating certain areas of play with different surface types could also serve to indicate where certain play opportunities (and risks) can be found. For example, the area around a swing set could have a different material in the area where kids need to be careful to avoid a collision. For children who are blind, that detectable change in ground surfacing material would serve as their "cue" that kids are swinging nearby. This lets them know to be careful.*

Incorporate sound. *Remember: Great playground design appeals to all of a child's senses. Musical instruments and other auditory stimuli are an excellent idea for an accessible playground. These days you can get beeper balls, balls with bells, goal locators with sound, and other adapted play equipment that can make playground time more accessible to children with visual impairments. If that's beyond your budget, permanently installed, percussive musical instruments can mount onto existing play structures. Not only are they fun to play, but their locations can also create audible landmarks for kids as they familiarize themselves or travel from one play area to the next.*

Use visual clues. *Don't forget to accommodate children who have some ability to see. For example, bright yellow tape might clearly mark the edges of steps and anywhere else a child can accidentally step off. You may also consider painting playground equipment in bright colors that make it easier for kids with low vision to identify from a distance."*

Upgrade Your Play at Page Park

General Themes –

- Fencing (Not included in Kompan renderings, but included Weston and Sampson plans)
- Accessibility for Autism – Include sensory boards or musical aspects regardless of design chosen
- Shaded areas with benches
- Rest areas for families / Tables and Picnic areas
- People love slides (some community members expressed specific concerns for enclose slides)
- Splash pad (50/50 – people are either glad the playground and splash pad are separated or wished they were closer together)
- More Swings – feedback suggests (6) is not sufficient
- Zipline (Option 1) – Very anticipated
- Safety – Concern for "openings" up high on Option 1
- Tower concerns: Congregating in the tower, "taking over the tower", bullying in the tower, not being able to see your child in the tower
- Option 2 is more spread out and creates more visibility for parents
- Hammocks (Option 2) - People are 50/50 – love them or expressed concerns with them breaking easily


Pequabuck River
Pequabuck River
Rockwell Playground
Temporarily closed
Rockwell Park
Leafy spot with splash pad & skate park
Volleyball Courts
Field 1
Dutton Ave
Dutton Ave
Jacobs St
Muzzy St
Muzzy St
Muzzy St
Muzzy Field
Baseball field
Park Hill Rd
Park Hill Rd
Park Hill Rd
Mc Cabe Waters
Little League
Temporarily closed
Spruce St
Park St

Department of Public Works | 860.584.6125

MEMORANDUM

DATE: January 11, 2022

TO: Mayor Jeffrey Caggiano
Board of Public Works

FROM: Raymond A. Rogozinski, P.E., Director of Public Works

RE: Roadway Speed Bumps/Humps – Policy

As indicated in the December presentation provided by VHB Engineering at the Board of Public Works' meeting there are a number of factors that should be considered to determine if speed humps/bumps are installed in the City such as roadway traffic volumes, road noise, emergency response times, and signage to list a few.

One of the critical factors is feedback from the City's Fire and Police Departments. Therefore, the Fire Chief has provided the attached email indicating concerns but general support, and the Police Chief is scheduled to attend the Board's January meeting to provide comments.

DPW has also identified temporary rubber speed humps/bumps that if authorized can be installed either on a temporary basis or as a trial period. If installed, DPW would strongly recommend signage and pavement markings. However, installation of temporary humps/bumps would provide an opportunity to determine public acceptance, impact to emergency services and benefit prior to a permanent installation. Although there are potential benefits with a temporary installation, the rubber humps/bumps cannot be used in the winter season.

Product information of the rubber speed bump/hump is attached and link to the previously presented information to the BPW is provided below:

http://ct-bristol2.civicplus.com/578/Documents

Please feel free to contact me with any questions at 860-584-6113.

City of Bristol
Public Work Department
111 North Main Street
Bristol, CT 06010
www.bristolct.gov

Robin Klug

From: Richard Hart
Sent: Monday, December 27, 2021 1:30 PM
To: Raymond Rogozinski
Subject: RE: Roadway speed humps / bumps potential policy

Given the information provided, it appears there are certain criteria that we need to consider. For emergency response, having these speed humps installed in neighborhoods that are not on major routes of travel for fire apparatus would appear fine. On major access routes, such as Riverside Ave., Broad St., King St., Terryville Ave, West St, to name few, this would not be acceptable. Stopping and starting while in emergency response given the weight of fire apparatus (44,000-80,000 lbs.) is also problematic. I would recommend not installing these speed humps given the many considerations needed to identify areas that would be beneficial to the community, yet not an issue for fire apparatus response times or wear and tear.
Thank you,
Rick

Richard Hart MS, EFO
Fire Chief
Bristol Fire Department
Cell: 860.406.1691
Office: 860.584.7964

From: Raymond Rogozinski
Sent: Monday, December 27, 2021 10:48 AM
To: Richard Hart <RichardHart@bristolct.gov>; Brian Gould <BrianGould@bristolct.gov>
Cc: Joseph Balskus <JBALSKUS@VHB.com>; Robin Klug <RobinKlug@bristolct.gov>
Subject: FW: Roadway speed humps / bumps potential policy

The Board of Public Works meet 12/16/21 and received a presentation from a DPW's consultant associated with installing bump/humps on City roads. The BOW voted to postpone action, pending feedback from PD & FD. The Board is meeting again on in January, therefore please provide a written response or have a representative attend the Board's 1/20/22 meeting (6:00 PM-Council Chambers)

Available to discuss 203-592-3497

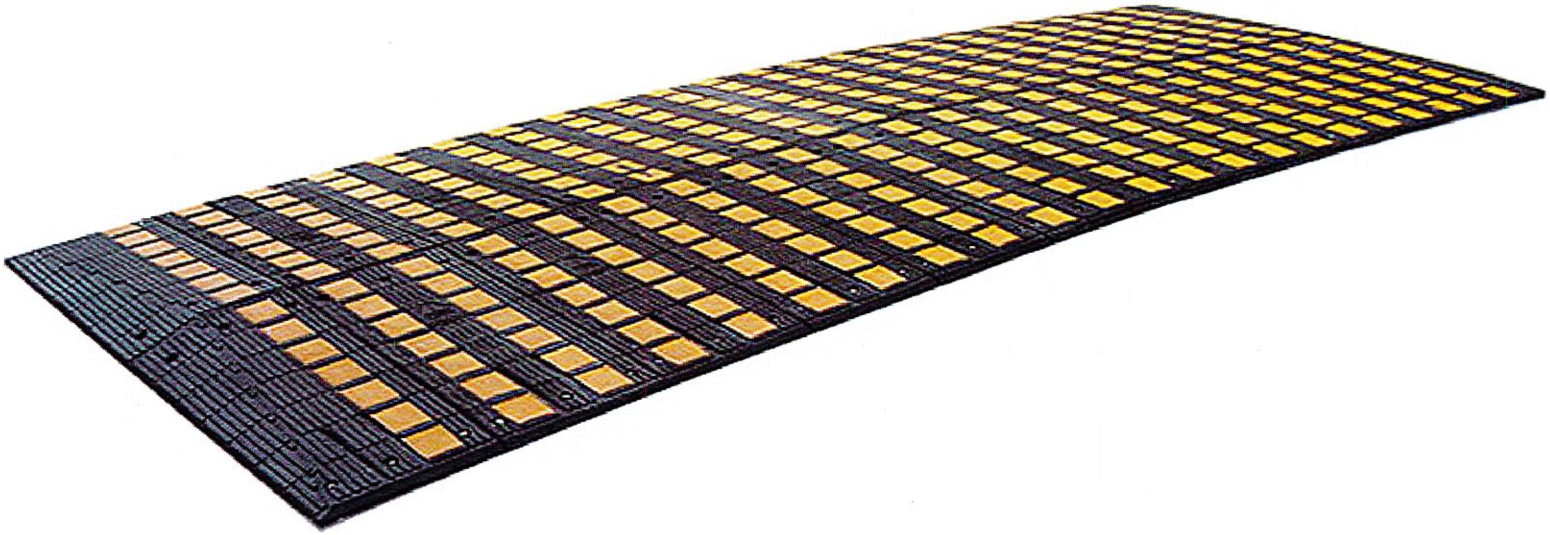
From: Raymond Rogozinski
Sent: Thursday, December 9, 2021 11:23 AM
To: Richard Hart <RichardHart@bristolct.gov>; Brian Gould <BrianGould@bristolct.gov>

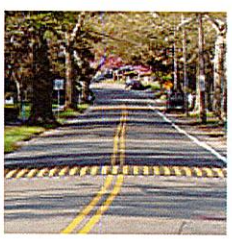
Cc: Matthew Moskowitz <MatthewMoskowitz@bristolct.gov>
Subject: Roadway speed humps / bumps potential policy

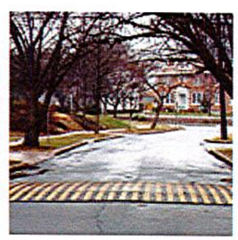
Please find attached correspondence that DPW is provided the Board of Public Works for review associated with roadway speed humps/bumps. The item is on the Board's 12/16/21 agenda (6:00 PM – City Hall Council Chambers).

I do think that it is an important topic and you are invited/encouraged to attend or provide comments.

Feel free to contact me at 203-592-3497.







Rubber Humps for Traffic Calming

Traffic Logix recycled rubber speed humps are rounded traffic calming solutions, installed across the width of the road to slow cars down. They are ideal for residential roads and slow cars to 10-20 mph, the desired speed for many local roads. Unlike asphalt, they offer high visibility with embedded highway tape so drivers can see the rubber humps even from a distance.

Our rubber speed humps are heavy duty and long-lasting yet offer easy removal for road resurfacing. They are simply bolted down to the road and can be removed and reinstalled whenever necessary. While they are a great way to impvoe road safety, traffic humps aren't always the best choice on emergency response routes. For streets where response time is a concern, rubber speed cushions may be a better choice.

Speed humps should ideally be installed in a series to sustain their speed reduction effect. They are best placed mid-intersection. Made of interlocking units that simply snap together, Traffic Logix speed humps are quick and easy to install. Available in 3" or 4" heights and typically installed in 7' or 14' lengths, rubber humps are effective in slowing cars down. They offer maximum visibility, excellent durability, and are an excellent tool to reduce traffic speeds and return safety to neighborhood roads.

material in White Arrows.

Features:

- Curved shape compels slower speeds
- Interlocking, puzzle piece design
- Highly visible with bright highway tape
- Environmentally friendly
- Quick and simple to install
- Customizable sizing & taping

Specs

Unit Specs

Speed Hump Specs

Speed Reduction

Traffic safety is a top priority in areas where vehicles and people are in close proximity. Speeding or aggressive driving can have deadly consequences in places such as playgrounds, parks, schools, and parking lots. Speed reduction is one of the primary ways of protecting pedestrians in these locations. Slower speeds help to eliminate potential accidents and fatalities. When it comes to slowing cars down, many confuse speed bumps and speed humps. Here, find the main differences.

Speed Humps

Speed humps are also known as road humps or undulations. They are typically used in areas where the speed limit is 10-15 mph, such as local streets or connector roads where smooth flowing traffic is ideal but speeding would endanger pedestrians. Speed humps are commonly used in school zones or near parks and playgrounds.

Speed humps usually span the entire lane that they are placed in so that a vehicle is forced to drive over them. A speed hump is mildly felt when a vehicle passes over it at the correct speed. If a vehicle is driving too fast, it can significantly jar the vehicle, creating a noticeably uncomfortable situation.

Speed humps are designed in many lengths and profiles. The size used will depend on the location, and the different designs will determine how much discomfort is experienced in the vehicle. They are usually placed in series to maintain speed control throughout a long corridor, and the travel length itself typically ranges from 3-20 feet.

Speed Bumps

typically placed in series, at intervals, to maintain speed reduction. Speed bumps often create an intense bounce in the vehicle. Because of their smaller size, a vehicle driving over the speed limit would experience uncomfortable jolts.

RELATED PRODUCTS

Department of Public Works | 860.584.6125

MEMORANDUM

DATE: December 8, 2021

TO: Mayor Jeffrey Caggiano
Board of Public Works
FROM: Raymond A. Rogozinski, P.E., Director of Public Works

RE: Roadway Speed Bumps/Humps – Policy

In response to resident concern associated with speeding and based on the recommendation from DPW the Board of Public Works voted at its October meeting to investigate a program to install speed bumps/ humps within the City of Bristol.

The purpose of the investigation is to outline the pros and cons of speed bumps/humps, therefore please find the attached report prepared by VHB Engineering. DPW has invited VHB to present the report to the Board at the December 16 meeting along with representatives from both the City's Fire and Police Department.

As previously reported to the Board, there are a number of factors that should be considered such as roadway traffic volumes, road noise, emergency response times, and signage to list a few. As Director of Public Works, I do believe that issues associated with drainage and snow plowing can be managed with bumps/humps. However I strongly believe that if the installation of bumps/humps are pursued there should be a formal policy in place that provide guidance on the general location that they will and will not be allowed. In addition, if a speed bump/hump program is developed in the City it should weigh the potential benefits to the neighborhood with the potential impact to properties located adjacent to the bump/humps and the traveling public (including emergency vehicles).

Please feel free to contact me with any question at 860-584-6113.

City of Bristol
Public Work Department
111 North Main Street
Bristol, CT 06010
www.bristolct.gov

Memorandum

To: Raymond Rogozinski, P.E
Director of Public Works
City of Bristol
111 North Main Street
Bristol, CT 06010

Date: 12/7/21

Project #: 42650.21

From: Joseph Balskus, P.E., PTOE, RSP1

Re: Speed Hump Summary

Introduction

The City of Bristol is considering the implementation of a speed hump program to reduce vehicle speeds on roadways. Speed humps are a traffic calming device, with a physical rise in the roadway profile to force a reduction of vehicle speeds.

Traffic calming is defined as measures to reduce to speed of vehicles, through physical and non-physical means. Speed humps are one measure used to reduce speeds on roadways.

A speed hump as defined by the Institute of Transportation Engineers (ITE) and the Federal Highway Administration (FHWA) is a maximum 3 inch rise in the pavement surface, with a parabolic transition section of 6 feet in length along the roadway profile. The parabolic section, versus a straight taper section, provides a modest change in the roadway profile to reduce the vehicle speed. The speed hump is typically 12 feet long along the roadway.

The speed hump is constructed with bituminous concrete pavement, across the entire roadway width, with a tapered section to allow for stormwater drainage along the gutter/curb line.

The ITE speed hump detail is used nationally in thousands of communities similar to Bristol and is accepted by FHWA as a traffic calming measure.

The ITE speed hump detail is effective in reducing speeds to 25 miles per hour, from a maximum of 40 miles per hour prevailing speeds.

Speed hump studies has shown minimal increases in emergency vehicle travel times however they are not to be used on major fire truck routes and emergency routes to hospitals.

The ITE speed humps are best utilized in series, a minimum of two, and should be placed in between residential uses, preferably at the property boundaries. They should not be installed on curves and significant hills.

Speed Hump Program Considerations

The installation of speed humps along a roadway must considered in the context of the entire neighborhood and not just one roadway. Speed humps can cause traffic to divert from a roadway to adjacent roadways, increasing traffic on those adjacent roadways without speed humps. Therefore a thoughtful and open process should be developed for any municipality considering speed humps.

There are many communities in Connecticut with speed hump programs, where residents have successfully utilized speed humps to deter traffic and reduce speeds.

For any consideration of speed humps along a roadway, the following should be reviewed:

- Roadway Classification – Local, Collector, Arterial (prohibited)
- Vehicle classifications – Avoid roadways carrying more than 5% truck traffic
- Roadway ownership – Must be Locally owned/maintained by municipality
- Traffic signals – Avoid corridors where traffic signals are present
- Area type – Avoid locations within a Central Business District (consider with care)
- Emergency vehicles – Do not consider speed humps on emergency or fire truck routes
- Vehicle speeds – Do not consider roadways with prevailing speeds greater than 40 miles per hour
- Resident support - Majority of residents along the section of roadway should be supportive of the speed hump considerations before deployment
- Consider temporary roadways as a trial prior to installation of permanent roundabouts
- Traffic study – Review the potential adjacent roadways that may be utilized by diverted traffic
- Diverted traffic – Review the traffic patterns of diverted traffic and consider diverting to collector and/or arterial roadways
- Trial Basis – Consider a program where success factors are evaluated to ensure success of program
- Transparency – Provide all details of program to public from beginning
- Outreach -Include the key stakeholders, residents, business owners (if any on roadways), emergency services

Speed Hump Information - FHWA

See attached information detailing speed humps from FHWA and at the following websites:

https://safety.fhwa.dot.gov/speedmgt/traffic_calm.cfm

https://safety.fhwa.dot.gov/speedmgt/ePrimer_modules/module3pt2.cfm

U.S. Department of Transportation
Federal Highway Administration
1200 New Jersey Avenue, SE
Washington, DC 20590
202-366-4000

Safety

Traffic Calming ePrimer – Module 3

3.10 Speed Hump

DESCRIPTION AND GENERAL PURPOSE

ITE has developed a recommended practice entitled *Guidelines for the Design and Application of Speed Humps.* Further guidance and clarification can be found in that publication.

A speed hump is an elongated mound in the roadway pavement surface extending across the travel way at a right angle to the traffic flow (see Figure 3.10.1). A speed hump is typically 3 inches in height (with applications as high as 4 inches) and 12 feet in length along the vehicle travel path axis (note: a *speed hump* that is 20 feet in length and flat in the middle is considered a *speed table* in this ePrimer).

At typical travel speeds along a residential street or in a small commercial business district, a speed hump produces sufficient discomfort to a motorist driving above the speed hump design speed to discourage speeding. It encourages the motorist to travel at a slow speed both upstream and downstream of as well as over the speed hump.

> *[A speed hump is also referred to as a road hump or undulation.]*

> *[What's the difference between a speed hump and a speed bump? A speed hump is typically 12 feet in length (in the direction of travel), between 3 and 4 inches in height, and is intended for use on a public roadway. A speed bump is much shorter, between 1 and 2 feet in length (in the direction of travel). A speed bump can be as much as 6 inches in height. A speed bump is typically found in a parking lot or commercial driveway, but not on a public roadway.]*

The initial speed hump applications were similar to the 12-foot speed hump, characterized in this section of the ePrimer. Variations in length and shape were applied and were initially considered speed hump variations. As the 20-foot measure became a standardized size and shape, it became known as a speed table. The reader is cautioned that when reviewing literature, design standards, and effectiveness analyses for speed hump, what is included within the umbrella of "speed humps" has varied over time.

> *[Five field studies of 51 speed humps measured crash reductions between 33 and 48 percent (Source: FHWA, Engineering Speed Management Countermeasures: A Desktop Reference of Potential Effectiveness in Reducing Crashes, July 2014) http://www.safety.fhwa.dot.gov/speedmgt/ref_mats/eng_count/2014/reducing_crashes.cfm]*

> *[Seven field studies of 199 speed humps measured reductions between 6 and 13 mph for 85^th^ percentile speeds (Source: FHWA, Engineering Speed Management Countermeasures: A Desktop Reference of Potential Effectiveness in Reducing Speed, July 2014 http://www.safety.fhwa.dot.gov/speedmgt/ref_mats/eng_count/2014/reducing_speed.cfm]*

Figure 3.10.1. Speed Hump with Bicycle Lane and On-Street Parking
(Source: Scott Batson)

APPROPRIATE APPLICATION

Appropriate Application – Speed Hump	
Type of Street	Appropriate for a residential local street or any street where the primary function is to provide access to abutting residential property (see Figure 3.10.2) Appropriate for a street that provides access to a school, park, or community center Also appropriate for neighborhood or residential collectors
Intersection or Roadway Segment	Placed at a midblock location, and not near an intersection; as an example, Pennsylvania recommends a distance of 150 feet from an unsignalized intersection and 250 feet from a signalized intersection Should not be placed on a sharp curve; ITE *Guidelines for the Design and Application of Speed Humps* recommends a minimum horizontal curve radius of 300 feet (see Figure 3.10.3)

Roadway Cross-Section	Can be used on a single-lane one-way street or two-lane two-way street; should stretch across only one travel lane in each direction Typically installed on a roadway with an urban cross-section (i.e., curb and gutter)[11] Typically placed one foot from a curb for drainage or six inches from the edge of a non-curbed roadway A speed hump can be applied on a cross-section both with and without sidewalks or bicycle facilities
Speed Limit	Appropriate if posted speed limit is 30 mph or less (per ITE *Guidelines for the Design and Application of Speed Humps);* many jurisdictions adhere to ITE maximum (e.g., South Carolina, Pennsylvania); some use a 25 mph ceiling (e.g., Delaware) Generally not appropriate when the pre-implementation 85th percentile speed is 45 mph or more
Vehicle Traffic Volume	Appropriate if daily traffic volume is relatively low; as examples, Pennsylvania sets a maximum daily volume of 3,500; South Carolina uses a maximum of 4,000; Pasadena, CA (41) uses a daily volume maximum of 4,000, with at least 1,000 vehicles in each direction ITE *Guidelines for the Design and Application of Speed Humps* recommends consideration only if no more than five percent of the overall traffic flow consists of long-wheelbase vehicles
Emergency Route	Generally not appropriate for a primary emergency vehicle route or a street that provides access to a hospital or emergency medical services; speed cushion and speed table are similar vertical measures that could be appropriate An emergency vehicle can cross a properly designed speed hump but at a slow speed
Transit Route	Generally not appropriate for a bus transit route but examples of speed humps on bus routes do exist; a speed table and speed cushion are similar vertical measures that could be appropriate
Access Route	Not appropriate along the primary access to a commercial or industrial site
Grade	Can be installed on, or beyond, a crest vertical curve only if there is adequate stopping sight distance or warning signs are provided ITE *Guidelines for the Design and Application of Speed Humps* recommends consideration only on a street with a grade of 8 percent or less (see Figure 3.10.4); many jurisdictions adhere to that maximum (e.g. Pennsylvania, South Carolina) but others follow a lower value: Delaware – 6 percent; Minnesota and Pasadena, CA -5 percent

[11] If the street does not have curbing, an obstruction such as signing, flexible delineator posts, or bollards may be necessary to discourage a motorist from driving around the hump. Potentially hazardous objects (e.g., rocks, boulders) should not be used.

Figure 3.10.2. Speed Hump on Residential Neighborhood Street
(Source: Lucy Gibson)

Figure 3.10.3. Speed Hump Along Horizontal Curve
(Source: Scott Wainwright)

Figure 3.10.4. Speed Hump on a Grade
(Source: Scott Wainwright)

EFFECTS AND ISSUES

Effects and Issues – Speed Hump	
Vehicle Speed	Single speed hump reduces vehicle speeds to the range of 15 to 20 mph when crossing the hump; speed reduction effects decline at the rate of approximately 0.5 to 1 mph every 100 feet beyond the 200 foot approach and exit of a speed hump; in order to retain slower vehicle speeds over longer distance, series of speed humps is needed (see Figure 3.10.5) ITE *Guidelines for the Design and Application of Speed Humps* recommends spacing of 260' to 500' to keep 85th percentile operating speed between 25 and 30 mph; some jurisdictions have refined guidelines: • Pennsylvania – spacing between 250 and 600 feet • South Carolina – spacing of no less than 350 feet • Virginia – spacing of approximately 500 feet, clear visibility of 200 feet, and placement no closer than 200 feet from an intersection • Pasadena – speed hump series only on street segment that is at least 1,200 feet in length and traffic signals or Stop signs are at least 1,200 feet apart Proper placement of initial speed hump in a series is significant; ITE *Guidelines for the Design*

	and Application of Speed Humps recommends that the first speed hump in a series be normally located in a position where it cannot be approached at high speed from either direction; to achieve this objective, it is typically installed within 200 feet or less of a small-radius curve or Stop sign or, if installed on a street with a significant downgrade, at the top of a hill Refer to Module 4 for additional data
Vehicle Volume	As single installation, there is little traffic diversion from the street; as part of a series, typical volume reductions of 20 percent observed Refer to Module 4 for additional data
Pedestrian Safety and Mobility	Not a preferred location for a crosswalk Refer to Module 6 for additional discussion
Bicyclist Safety and Mobility	Bicyclist safety should not be affected; some jurisdictions use maximum street grade of 5 percent on a street with a speed hump if designated as a bicycle route Bicyclist can negotiate speed hump with little delay or discomfort; it is also possible for a bicyclist to bypass a speed hump by passing through the gap between the hump and the curb and gutter Refer to Module 6 for additional discussion
Motorist Safety and Mobility	Speed effects of a single or series of speed humps are greater than for any other traffic calming measure with the exception of route diversions that eliminate a particular traffic movement Produces sufficient discomfort to a motorist driving above the speed hump design speed to discourage speeding
Emergency Vehicle Safety and Mobility	Typical delay for a fire truck is in the 3 to 5 second range; for an ambulance with a patient, delay can be as much as 10 seconds Refer to Module 5 for additional discussion
Large Vehicle Safety and Mobility	Typical delay for a large commercial vehicle is in the 3 to 7 second range Refer to Module 5 for additional discussion
Accessibility of Adjacent Property	Does not typically require removal of any on-street parking or affect accessibility of adjacent property (see Figure 3.10.6)
Environment	Potential for increased noise due to vehicle braking and accelerating and to the vibration of loose items in truck beds or trailers
Design Issues	Placement factors include vertical and horizontal alignment of the street, proximity to the nearest intersection, location of driveways and on-street parking, presence or absence of street lighting, location of designated pedestrian crossings, drainage, and utility access points (drains, valves, etc.) Should not require relocation of above- and below-ground utilities May not be appropriate on a roadway where drainage gutter or flow of water is in the center of the roadway; drainage and hydraulic impacts need careful evaluation

Figure 3.10.5. Series of Speed Humps
(Source: City of Stockton, California)

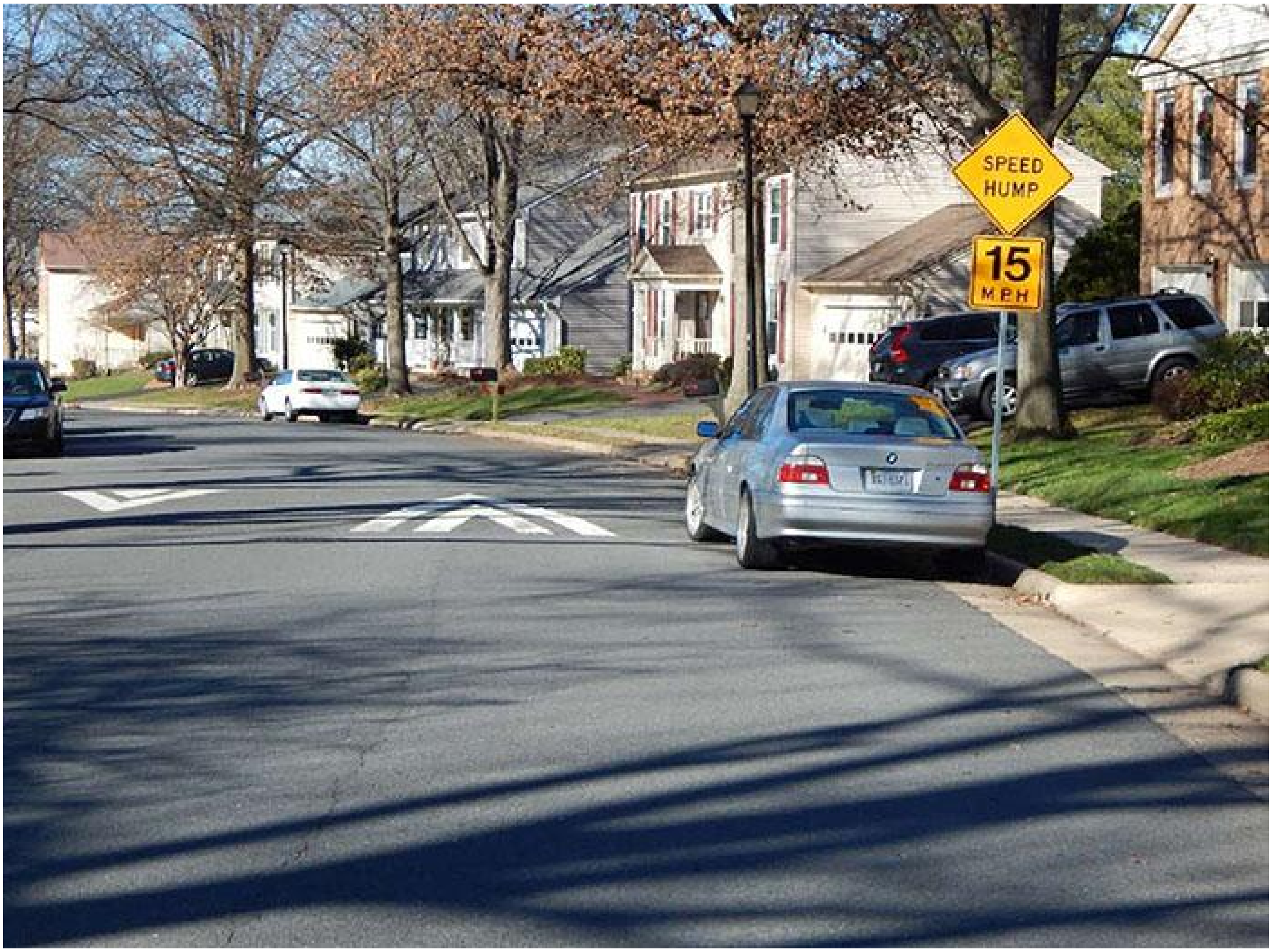


Figure 3.10.6 Adjacent to Speed Hump
(Source: Lewis Grimm)

ADDITIONAL DESIGN CONSIDERATIONS

ITE provides specific design and application guidance for speed humps; refer to *Guidelines for the Design and Application of Speed Humps.*

ITE guidelines specify a speed hump that is 12 feet long (in the direction of travel) and 3 inches in height.

A sample design for a speed hump is presented in Figure 3.10.7.

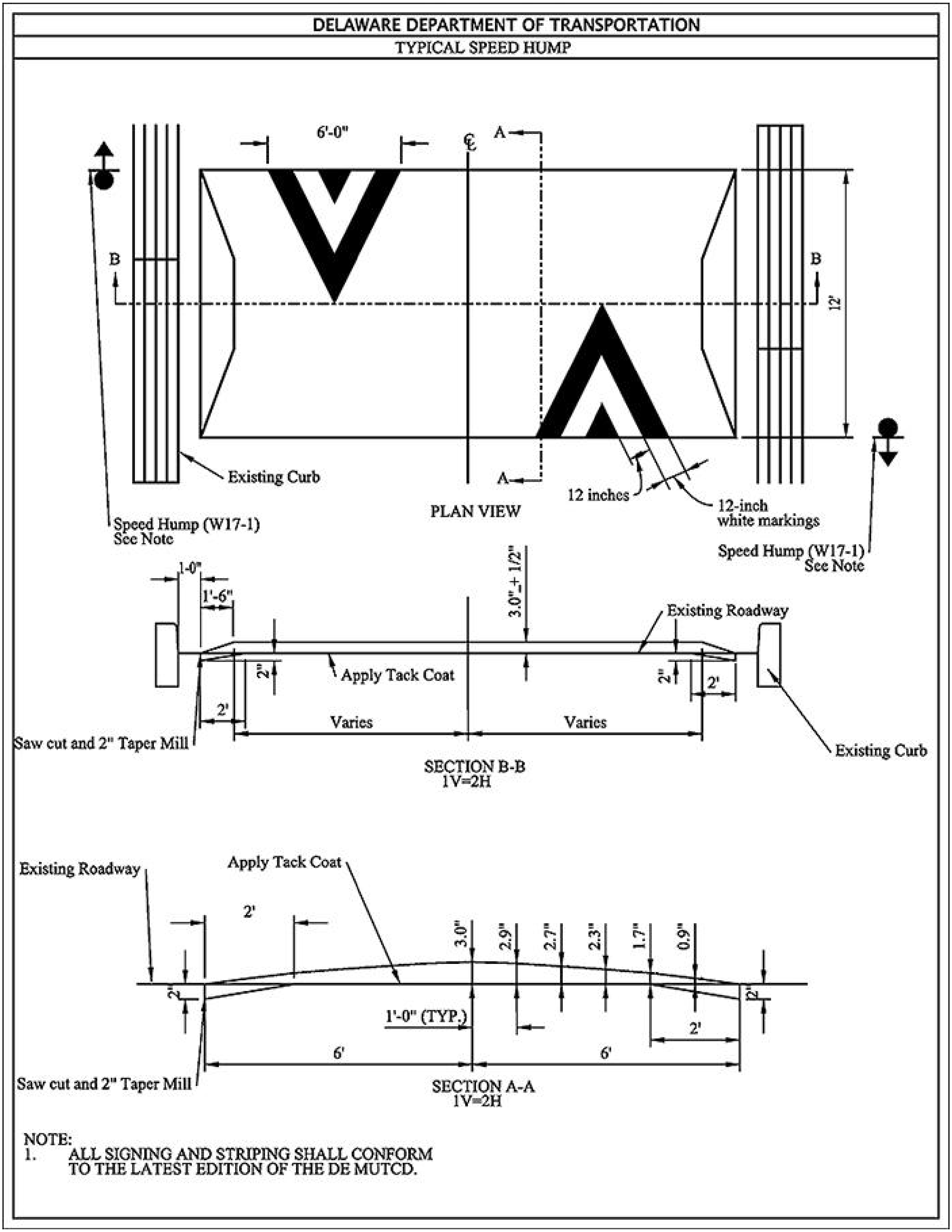


Figure 3.10.7. Sample Design for Speed Hump
(Source: Delaware Department of Transportation)

WYLAND DALE CLIFT
CORPORATION COUNSEL

THOMAS W. CONLIN
ASSISTANT CORPORATION COUNSEL

JEFFREY R. STEEG
ASSISTANT CORPORATION COUNSEL

JONATHAN D. DONOVAN
ASSISTANT CORPORATION COUNSEL

NOELLE BATES
LEGAL ADMINISTRATOR

MARIA THEAM
LEGAL ADMINISTATIVE ASSISTANT

City of Bristol

BRISTOL, CONNECTICUT 06010

Office of Corporation Counsel

CITY HALL
111 NORTH MAIN STREET
BRISTOL, CONNECTICUT 06010
Tel. (860) 584-6150
CorpCounsel@bristolct.gov

MEMORANDUM

To: Ellen Zoppo-Sassu, Mayor

From: Noelle T. Bates, Legal Administrator Noelle

Date: June 22, 2026

Re: Lot 60-15 Ambler Road

cc: Robin Manuel, Assistant Comptroller
Ann Bednaz, Tax Collector
Nancy Haynes Purchasing Agent
Ray Rogozinski, Director of Public Works
Mark Morello, Chief of Police
Rob Longo, Water Department

Please be advised that the City has taken title to the above-referenced property. It is now appropriate for you to notify the Tax Collector and Assessor that the City has taken title so that taxes may be released, and I am notifying the Comptroller's office to place the property on the City's insurance effective immediately. If you have any questions, please feel free to contact me.

/ntb

City of Bristol, CT

Property Listing Report

Map Block Lot	60-15	Building #	1	PID	10560	Account	0093718

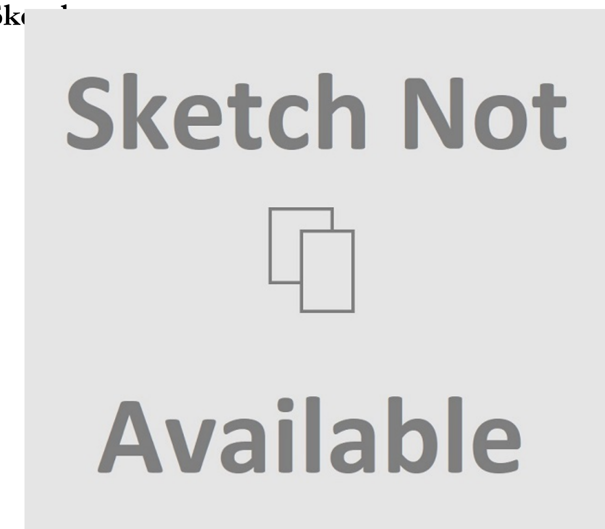
Property Information

Property Location	AMBLER RD
Owner	H & T HOLDINGS OF BRISTOL LLC
Co-Owner	
Mailing Address	145 BURLINGTON AVE BRISTOL CT 06010
Land Use	100 Vacant Land
Land Class	R
Zoning Code	R-40
Census Tract	04058

Neighborhood	70
Acreage	6.2
Utilities	
Lot Setting/Desc	Rolling
Book / Page	2314/219
Additional Info	

Photo

Sketch



Primary Construction Details

Year Built	0
Building Desc.	Vacant Land
Building Style	UNKNOWN
Building Grade	NA
Stories	
Occupancy	
Exterior Walls	
Exterior Walls 2	NA
Roof Style	
Roof Cover	
Interior Walls	
Interior Walls 2	NA
Interior Floors 1	
Interior Floors 2	

Heating Fuel	
Heating Type	
AC Type	
Bedrooms	0
Full Bathrooms	0
Half Bathrooms	0
Extra Fixtures	0
Total Rooms	0
Bath Style	NA
Kitchen Style	NA
Fin Bsmt Area	0
Fin Bsmt Quality	0
Bsmt Gar	0
Fireplaces	0

(*Industrial / Commercial Details)

Building Use	Vacant
Building Condition	A
Sprinkler %	NA
Heat / AC	NA
Frame Type	NA
Baths / Plumbing	NA
Ceiling / Wall	NA
Rooms / Prtns	NA
Wall Height	NA
First Floor Use	NA
Foundation	NA

City of Bristol, CT

Property Listing Report | Map Block Lot 60-15 | Building # 1 | PID 10560 | Account 0093718

Valuation Summary

(Assessed value = 70% of Appraised Value)

Item	Appraised	Assessed
Buildings	0	0
Extras	0	0
Improvements		
Outbuildings	0	0
Land	148000	103600
Total	148000	103600

Sub Areas

Subarea Type	Gross Area (sq ft)	Living Area (sq ft)
Total Area		0

Outbuilding and Extra Features

Type	Description

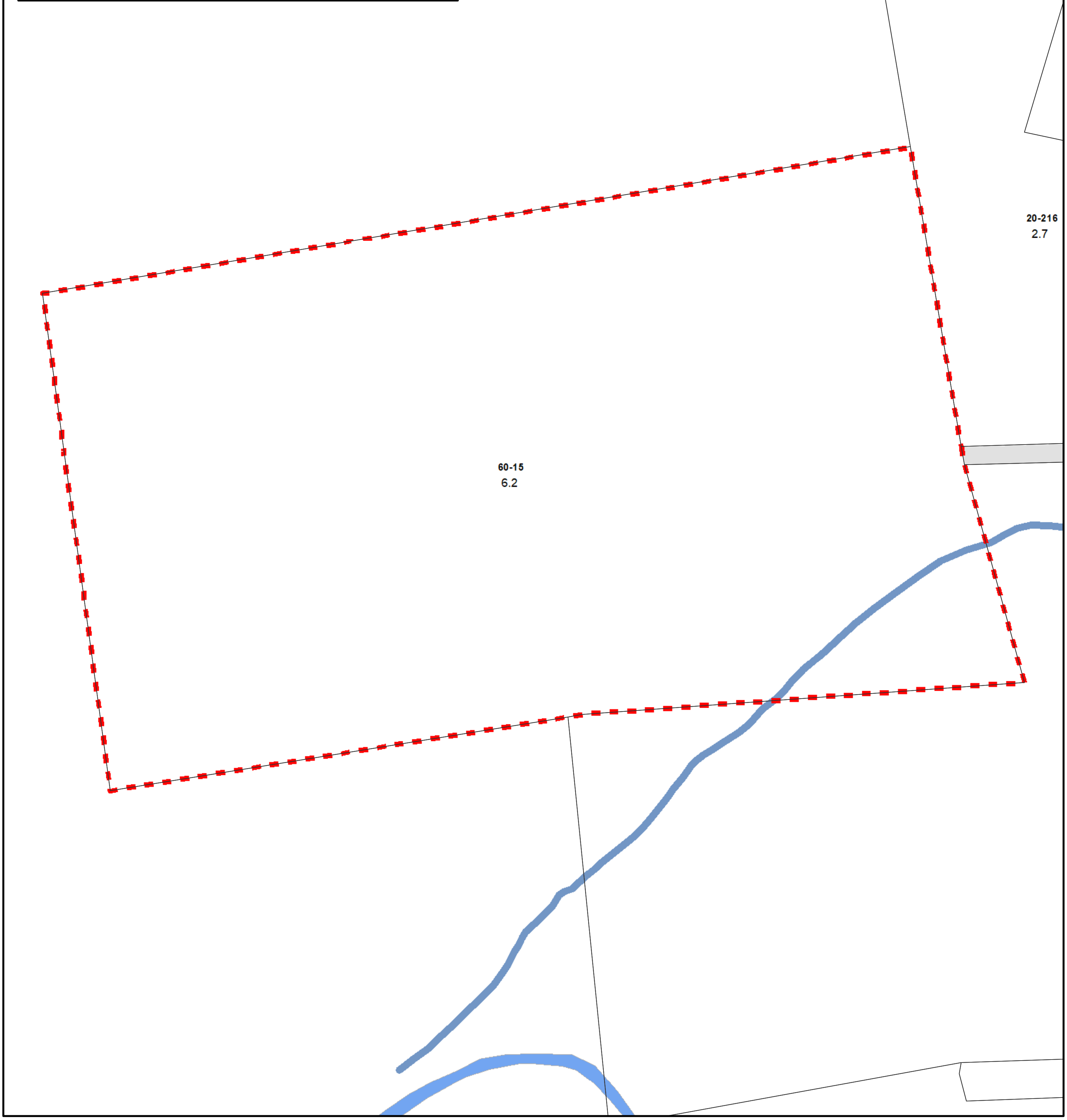
Sales History

Owner of Record	Book/ Page	Sale Date	Sale Price
H & T HOLDINGS OF BRISTOL LLC	2314/219	2025-04-25	40000
KOWALCZYK CAROL M TRUSTEE	1141/0458	1994-10-20	0

Report Created On 7/7/2026

City of Bristol, Connecticut
Assessment Parcel Map

MBL: **60-15**
Account #: 0093718
Address: 10560



Approximate Scale: 1 inch = 100 feet

Map Produced March 2026

Disclaimer: This map is for informational purposes only. All information is subject to verification by any user. The City of Bristol and its mapping contractors assume no legal responsibility for the information contained herein.

PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

BOE School Fields Maintenance and Management Plan (Adopted May 2023)

Executive Summary: The City of Bristol Parks, Recreation, Youth and Community Services (BPRYCS) Department and the Bristol Board of Education (BOE) will be integrating maintenance and scheduling functions of BOE school fields to the BPRYCS Department. The plan is aligned with the *BPRYCS Strategic Action Plan Strategic Goal 6 to increase public access to recreational and park spaces through critical community partnerships including the Board of Education* in order to address playable field deficits identified in the *2020 City Parks Master Plan.* Key benefits of the integration include:

- Centralization of city ball field calendars and permitting functions which allows the public to view field availability, submit requests and receive permits via MyREC software.
- Opportunity to leverage the expertise, training and certification of the BPRYCS parks, grounds and facilities staff to improve the quality of school ball fields which increases user safety and expands access for sports organizations to more playable fields.

Due to the varied conditions of the BOE school fields (*Appendix B*) and limited resources we are adopting a multi-year phased approach (*Appendix A*). The phased approach reflects the expected level of care to be provided based on available resources and resources to be requested from the city. The plan also calls for a re-organization of existing Parks, Grounds and Facilities staff into two teams supported by the Parks, Grounds and Facilities Supervisor and an Athletics and Ballfields Supervisor (*Appendix C*). The re-organization creates specialized tracks that leverages staff expertise in the various areas of parks maintenance.

Review Process: This plan shall be reviewed on an annual basis by department personnel and the Board of Park Commissioners. Financial requests for additional personnel and equipment shall be made through the city's fiscal year budgeting process with endorsement from appropriate boards and commissions.

Appendix A: Phased Approach to maintenance and management of BOE fields

Years	Level of Care/Service	Required Resources
Year 1 (2023) *Effective July 1, 2023*	• Scheduling and permitting of elementary school, middle school, and BAIMS field • Maintenance of ballfield (*in-field only*) for priority middle school fields • Maintenance of BAIMS field • Provide consultation to BOE staff in relation to best practices for other fields when feasible	• General ballfield maintenance materials (i.e. Clay, paint) provided by the BOE • BOE outdoor workers to continue to cut fields and support the work of Parks when needed • (1) additional ABI machine w/attachments estimated at $38,000.00 • (1) sod cutter estimated at $5,200.00 • (1) additional FTE Park Maintainer • Creation of an Athletics and Ballfields Supervisor position to oversee the expanded responsibilities
Years	**Expanded Level of Care/Service includes all items above but adds:**	**Additional Required Resources**
Year 2-3 (2024-2025)	• Expanded maintenance of additional ballfields for priority middle school fields • Rebuild and maintain 1-2 priority elementary school fields • Scheduling and permitting of elementary and middle school soccer fields	• Ballfield maintenance materials line item transferred from BOE to the Parks budget • Additional funding for materials to rebuild 1-2 fields • (2) additional FTE Park Maintainers
Year 4-5+ (2026-2027+)	• Scheduling and permitting of High School fields and turf • Integration of care of all school grounds	• Flowers contract is terminated with appropriate funds transitioned to Parks Budget • Additional equipment to supplement Flowers machines • (3) additional FTE Park Maintainers

Appendix B: BOE School Field Inventory and Current Conditions

Name of School	Fields (& Recreational Amenities)	Acreage	Current Field Condition	# of rental hours annually
BAIMS	1 multi-use field	3.57	3	250.50
Chippens Hill Middle	1 softball, 1 hard ball, & 2 soccer fields	8.08	2	979.25
Edgewood	1 little league baseball field	1.05	0	0
Greene- Hills	1 softball, 1 hard ball, & 1 soccer fields	3.17	2.5	529.50
Hubbell	1 softball, 1 hard ball	1.6	0	0
Ivy Drive	Site is completely abandoned lots of field space but needs full rebuild. May have been a softball field at one time	4.67	0	185
Mountain View	1 softball field	4.52	0	0
Northeast Middle	1 softball, 1 hard ball	6.07	1.5	700
South Side	1 softball field	2.03	2	185
Stafford	1 softball field	1.65	0	185
West Bristol	1 softball, 1 hard ball, & 1 soccer fields	7.29	2.5	774.50
	Total:	43.70		3,788.75

Note: The BOE will continue to use contracted services for the high school fields and turf for the time being with an eventual 3-5 year goal to phase them out of the contract and integrate them into BPRYCS.

Scoring Criteria

0- Requires complete rebuild to be playable
1- Poor. Requires significant work to make playable
2- OK. Passable but needs maintenance to get it to a playable level
3- Good. Requires some basic maintenance but generally ready to play

Appendix C: Proposed Re-Organizational Changes

The Parks, Grounds and Facilities Maintenance crew will continue to report to the Rockwell Maintenance Building. Staff will be re-organized into specialized tracks in either **parks, grounds and facilities** care or **ballfields and athletics**. The chart below reflects a high level overview of focus areas for each team. Each team will be managed by a parks supervisor.

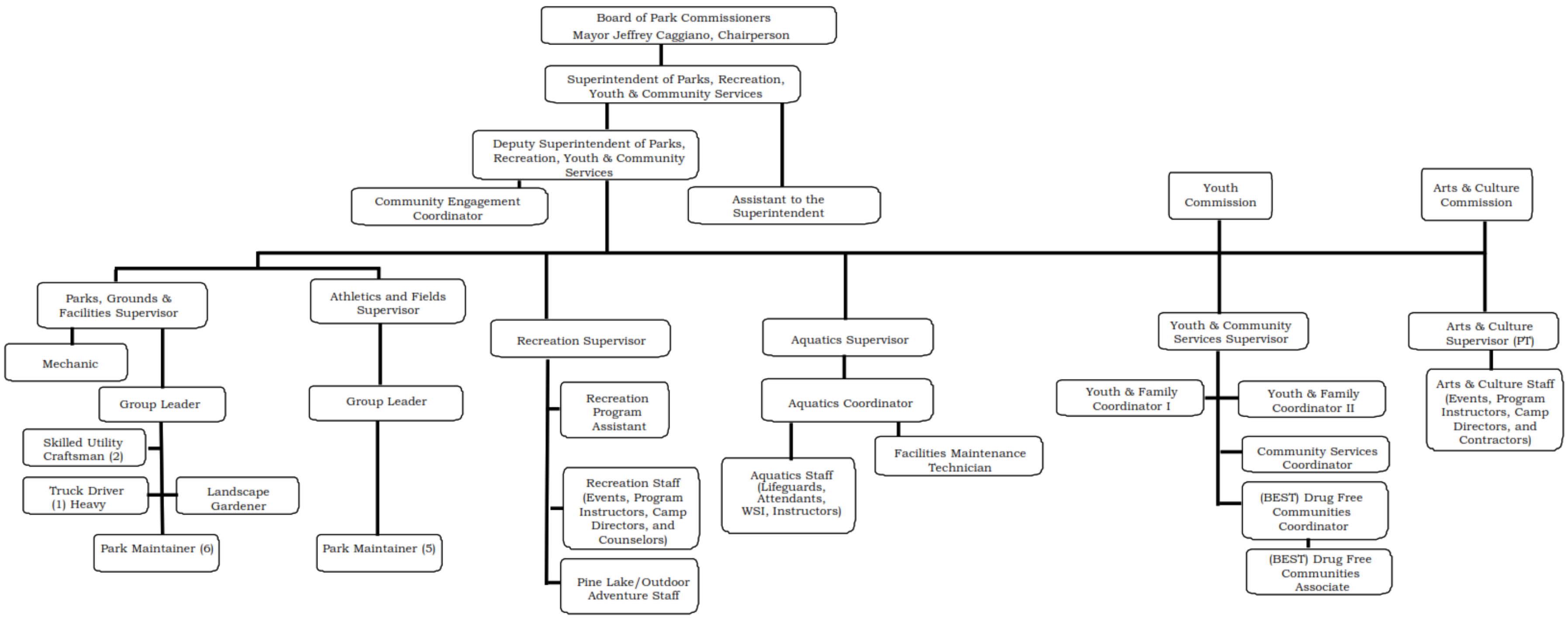
Table 1. Overview of Focus Areas

Parks, Grounds & Facilities Supervisor	Athletics & Ballfields Supervisor
• Care and maintenance of all park grounds (non-ball fields); mowing, plowing, and tree care. • Care for all recreational amenities including splash parks, playgrounds, pavilions • Responsible for prepping park sites for community rentals and special events • Custodial care and maintenance of all indoor facilities (excluding Muzzy Field Stadium) • Maintenance on all parks vehicle fleet and equipment	• Maintenance and care of Muzzy Field Stadium • Maintenance and care of park ballfields • Care and maintenance of BOE School Ball Fields • Implementation of IPM plan for BOE school fields • Processes ballfield schedules in consultation with Superintendent/Deputy • Responsible for prepping ball fields for community use and special events

Table 2. Overview of Team Breakdowns

Parks, Grounds & Facilities Team	Athletics & Ballfields Team
• (1) Group Leader • (2) Skilled Utility Workers • (1) Heavy Truck Driver • (1) Mechanic • (1) Landscape Gardener • (5) Park Maintainers	• (1) Group Leader • (4) Park Maintainers

Appendix D: Updated BPRYCS Organization Chart



To learn more about what the Department of Parks, Recreation, Youth and Community Services has to offer; visit us at [Www.Bristolrec.com](http://www.bristolrec.com) |
Join the conversation @BristolCTParksandRecreation on Facebook & Instagram