



Board of Park Commissioners
Policy Committee
Wednesday, February 16th, 2022 at 5:00 p.m.
Youth and Community Services – 51 High Street
Special Meeting Agenda

1. Call to Order

- a. Attendance

2. Approval of meeting minutes

- a. Building & Maintenance Committee September 8, 2021 Special Meeting Minutes
Documents: Attachment A (Pgs. 2-3)

3. Old Business

- a. By Commissioners

4. New Business

- a. Priority setting for Policy Committee Strategic Plan goals
Documents: Attachment B (Pgs. 4-9)
- b. Muzzy Field Scoreboard Replacement and review of new donation policy
Documents: Attachment: C (Pgs. 10-11)
- c. Ed Swicklas Employee Garden Park Policy Logistics and referral to fund development
- d. By Commissioners

5. Adjourn

Respectfully submitted,

Jazzya Coakley
Recording Secretary
Board of Park Commissioners



Board of Park Commissioners
Building & Maintenance Committee
Wednesday, September 8th, 2021 at 3:00 pm
1st Floor Conference Room – City Hall
Special Meeting Minutes

Present: Robert Fiorito, Chairman
Cindy Donovan, Commissioner
Robert Kalat, Commissioner
Mayor Ellen Zoppo-Sassu

Sarah Larson, Deputy Superintendent
Dr. Joshua Medeiros, Superintendent

1) Call to Order

- a. Chairman Fiorito called the meeting to order at 3:03 p.m.

2) Approval of meeting minutes from April 23, 2020

- a. **MOTION:** Made by Commissioner Kalat to accept the April 23, 2020 meeting minutes.
Seconded by: Commissioner Donovan, all in favor; motion carried.

3) Old Business

- a. None.

4) New Business

- a. Discussion on Ed Swicklas Naming Proposal
MOTION: Made by Commissioner Kalat to present the Board of Park Commissioners this winter with the naming of the corner Park at Rockwell after Ed Swicklas and a plaque of retired Bristol Parks & Rec employees after consulting with Comptrollers the number of retirees and resubmit to the Building and Maintenance Committee in the spring.
Seconded by: Commissioner Donovan, all in favor; motion carried.

5) Other Business

- a. Mayor Zoppo-Sassu requested update on Muzzy tree cutting. Discussion followed.

ATTACHMENT A

- b. Mayor Zoppo-Sassu requested update on the Memorial Boulevard cannon restoration. Discussion followed.
- c. By Commissioners:
 - i. Commissioner Kalat expressed the need for additional maintenance at Casey field.
 - ii. Commissioner Donovan requested the evaluation/possible replacement of tree next to Pump Park at Rockwell.

6) Adjourn

- a. **MOTION:** Made by Commissioner Kalat to adjourn at 3:26 p.m.
Seconded by: Commissioner Donovan, all in favor; motion carried.

Respectfully submitted,

Jazzya Coakley
Recording Secretary
Board of Park Commissioners



2022-2024 Strategic Action Plan

The Bristol Parks, Recreation, Youth & Community Services (BPRYCS) Strategic Plan provides clear direction for the work priorities of the department over the next 3 years. The plan identifies priorities and action steps to be implemented to ensure that progress is made towards achieving the overall department and community vision. To be able to respond to any challenges or opportunities that may arise in the future, the plan maintains a level of flexibility.

The detailed Strategic Action Plan guides clearly defines objectives, and provides measurable progress for staff and stakeholders. The document shall be reviewed on a regular basis to plan work tasks and support decision-making in order to carry out the goals.

Park & Facility Development

Focus Statement: The Bristol community is dependent on the parks, facilities, and infrastructure managed and operated by the BPRYCS department. BPRYCS is committed to excellence in planning and development of continuous improvement of facilities through alignment of resources, priorities, and progress monitoring. BPRYCS strives to ensure every resident feels welcome and has access to high-quality parks and services.

Strategic Goal 1: *Develop a comprehensive capital improvement and outlay plan that addresses deferred maintenance, ADA transition and supports healthy expansion.*

Objective 1a.	Develop a comprehensive park and facility asset inventory that defines asset conditions, includes priority rankings and informs the CIP and outlay.
Objective 1b.	Utilize the Master Plan to create an ADA Transition Plan and incorporate into the 10-Year CIP.
Objective 1c.	Develop a city map that identifies future park acquisition opportunities with a focus on underserved areas, connectivity with existing parks, and aligns with the 10-minute walk to a park philosophy.

ATTACHMENT B

BPRYCS Strategic Action Plan 2022-2024

Strategic Goal 2: *Implement site specific master plans for every park across the system in order to plan for the future.*

Objective 2a.	Create a list of parks and facilities that require master plans. Define staff level ideas until a planning firm can be retained. Incorporate master planning into future outlay/CIP requests.
Objective 2b.	Create a system wide design standards document to be utilized for all future park improvements.
Objective 2c.	Develop formal business plans for active revenue generating recreational facilities to inform future park improvements. Seek approval through the Finance Committee of the Board of Park Commissioners.

Strategic Goal 3: *Establish and engage in processes that amplify and empower diverse community voices for the design and development of park and facility improvements.*

Objective 3a.	Create and adopt a formal policy through the Policy Committee of the Board of Park Commissioners regarding the inclusion of diverse and unique perspectives into design and development of parks and recreational spaces.
Objective 3b.	Develop a community engagement toolkit which establishes available methods of collecting public input on park and facility design and development.

Park & Facility Management

Focus Statement: BPRYCS will ensure its parks, facilities, and infrastructure are maintained to a level of excellence the Bristol community expects and deserves. Objectives will define priorities for maintenance standards and best practices that improve efficiencies and effectiveness of park and facility management.

Strategic Goal 4: *Establish and implement maintenance standards for all parks, facilities and infrastructure system.*

Objective 4a.	Create and adopt a comprehensive Parks Maintenance and Operations manual through the Policy Committee of the Board of Park Commissioners that clearly defines maintenance standards and operating procedures for every park and recreational asset within the system.
Objective 4b.	Develop maintenance checklists and formal reports associated with the Parks Maintenance and Operations Plan manual to verify and track work completion.
Objective 4c.	Formalize and adopt maintenance standards and expectations for park lease users through the Policy Committee of the Board of Park Commissioners. Implement in future lease renewals or new leases.

ATTACHMENT B

BPRYCS Strategic Action Plan 2022-2024

Strategic Goal 5: *Define and implement best practices for parks, ground and facilities maintenance*

Objective 5a.	Develop and implement a formal qualification check list (by season) for every position within the Parks, Grounds & Facilities division to clearly outline required skills and competencies for promotion.
Objective 5b.	Pursue a formal staff and public facing work-order system to better process maintenance requests, check progress and promote accountability.
Objective 5c.	Implement a GPS fleet management system in all department vehicles to improve accountability and better monitor expenditures and vehicle maintenance.

Strategic Goal 6: *Increase public access to recreational and park spaces through critical community partnerships including the Board of Education.*

Objective 6a.	Develop in-depth park and facility brochure(s) that define key assets, showcases community use potential, fee schedule, and accessible ways to rent. Compare facility rentals before and after implementation of brochure to track potential access increases.
Objective 6b.	Develop a plan that identifies challenges and solutions for shared maintenance and use arrangements with Board of Education fields to expand community youth group access to recreation.
Objective 6c.	Establish a document which outlines private-public partnership opportunities across the city which increase public access to recreation and park services. Seek endorsement through the Fund Development Committee of the Board of Park Commissioners.

Programs & Services

Focus Statement: BPRYCS offers a diverse range of high quality programs that meet the physical, emotional, and social needs of Bristol families. Community members have the right to access affordable and equitable services that meets their needs and interests. Program measures will be implemented to establish benchmarks for success, determine priority and future programming that meets resident's needs in a financially responsible way.

Strategic Goal 7: *Align program offerings with the needs and priorities of the community*

Objective 7a.	Build a formal needs assessment survey tool, methodology, and timeline for release in order to gather community programming needs on a regular basis. Incorporate equity into the methodology to ensure diverse voices are being included.
Objective 7b.	Establish a meeting schedule with program staff for workshops that review and align community needs with seasonal programming decisions.

ATTACHMENT B

BPRYCS Strategic Action Plan 2022-2024

Objective 7c.	Implement program evaluations for every program offered by the department. Utilize program evaluations for seasonal reports and decision-making.
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Strategic Goal 8: *Define core programs and services to effectively balance the need for cost recovery with affordable access*

Objective 8a.	Develop a formal policy on cost recovery and review existing programs to determine if they meet cost recovery goals defined in the new policy.
Objective 8b.	Utilize the master plan, current industry trends, and other community resources to identify program gaps and opportunity for future programs.

Strategic Goal 9: *Clearly define, track, and utilize participant outcomes to report on success and future programming development.*

Objective 9a.	Shift to a benefits- based programming model for all activities within the department by creating a document that outlines all department programs, classifications (core or add value), defined program goals and how outcomes will be measured. Benchmark against program survey results to determine programming changes and retirements.
Objective 9b.	Develop program curriculum and define how goals and objectives of the class will be achieved and how success will be measured.
Objective 9c.	Expand program evaluations to include data collection on program goals and outcomes. Review data seasonally to determine program performance and make changes as needed.

Strategic Goal 10: *Build a comprehensive volunteer program to engage residents and enhance program delivery.*

Objective 10a.	Develop a Volunteer Policy manual that clearly defines expectations, training curriculum, and other on-boarding needs for program and event volunteers. Coordinate approval of the Volunteer Policy manual through the Policy Committee of the Board of Park Commissioners and Human Resources.
Objective 10b.	Establish a clearly defined recruitment strategy (as part of the Marketing Plan) for securing and retaining department volunteers.
Objective 10c.	Define clear staff roles and responsibilities for the management and implementation of the volunteer program.

Financial & Budgetary Development

Focus Statement: In order to meet the parks, recreation, youth & community service needs of Bristol residents, while maintaining fiscal responsibility, the department will implement transparent and accountable fiduciary processes. Additionally, alternative funding sources will be pursued to augment general funding.

ATTACHMENT B

BPRYCS Strategic Action Plan 2022-2024

Strategic Goal 11: *Administer a transparent financial planning process that amplifies the voices of staff, stakeholders and the broader community.*

Objective 11a.	Review, improve upon and formally adopt the internal department budget process through the Finance Committee of the Board of Park Commissioners on an annual basis.
Objective 11b.	Develop a formal curriculum and training schedule for department supervisors on budget development, forecasting and monitoring best practices.
Objective 11c.	Create and adopt a formal policy through the Finance Committee of the Board of Park Commissioners regarding the inclusion of diverse and unique perspectives into the annual budget process.
Objective 11d.	Develop and adopt a formal policy regarding the use of Revolving Account funds which considers clearly defined use strategies, percentage of account balance expectations.

Strategic Goal 12: *Research, propose and pursue alternative funding sources to support the work of the department.*

Objective 12a.	Develop a comprehensive department Fundraising Strategy endorsed by the Fund Development Committee of the Board of Park Commissioners on an annual basis to build the MSCF <i>Friends of Bristol Parks and Recreation Fund</i> .
Objective 12b.	Pursue the establishment of a formal “Friends of” non-profit to support the work of the department. Utilize the Fund Development Committee of the Board of Park Commissioners to develop a framework.
Objective 12c.	Identify realistic alternative resources and funding sources which reflect the appetite of the Bristol community utilizing the Master Plan and other documents. Develop a strategy for pursuing priority alternative funding opportunities.

Strategic Goal 13: *Review and update department fee schedules on an annual basis reflecting both market trends and community goals.*

Objective 13a.	Develop a master grid of department fee schedules and create comparisons with surrounding communities and communities of similar demographics to be presented to the Finance Committee of the Board of Park Commissioners on an annual basis.
Objective 13b.	Utilize the master grid to develop 5 year plans for fee increases on select programs and facilities as appropriately backed by additional market research, and department core program values.

Policies & Practices

Focus Statement: In order to achieve best practices and clear expectations for the staff and public, BPRYCS needs a strong system of policies, procedures and practices. These systems shall be well researched, clearly defined, and reflective of local, state, and national best practices.

Strategic Goal 14: *Annual Review of Policies and Procedures Manual with new policies established to meet CAPRA Accreditation.*

Objective 11a.	Achieve CAPRA Accreditation through the completion of CAPRA standards, application, site visit and final approval.
Objective 11b.	Review the Department Policies & Procedures manual with staff, staff committees (DEI), and Policy Committee of Board of Park Commissioners to establish an annual schedule of policy priorities to develop over the year with final annual approval by the Board.

Strategic Goal 15: *Continue to strategically invest in department staff to develop a highly qualified and technically skilled professional team.*

Objective 15a.	Develop a master grid of professional development goals for all full time staff within the department as well as a schedule for check-in on progress of individual goals.
Objective 15b.	Develop a master training calendar for department/division specific schedules to be administered on an annual basis through identification of required staff skills, core competencies as defined in job descriptions, and relevant emerging issues.

Strategic Goal 16: *Enhance public awareness of the department through the development of a strategic marketing plan and implementation of new technology.*

Objective 16a.	Create and adopt a department Marketing and Communications Plan through the Fund Development Committee of the Board of Park Commissioners.
Objective 16b.	Build a comprehensive Marketing Toolkit that empowers staff and defines measures of success for increasing public awareness.
Objective 16c.	Conduct a framework for annual assessment of department technology contrasted with industry trends to ensure department is utilizing best practices for public engagement.

ATTACHMENT C

111 North Main Street Bristol, CT 06010 | 860-584-6160 | Parksandrecreation@bristolct.gov



New Policy: Restricted Gift Donations

From: Dr. Joshua Medeiros, Superintendent of Parks, Recreation, Youth and Community Services

To: Policy Committee, Board of Park Commissioners

Date Submitted for Review: 2/16/2022

The purpose of this policy is to establish guidelines and standards for the donation, installation and care of park donations either as a result of cash or physical property donation. These donations may include, but are not limited to benches, picnic tables, public art, monuments, drinking fountains, scoreboards, tree planting and other types of park accessories. This policy applies to both existing and new donations.

Individuals or businesses looking to donate to the Parks, Recreation, Youth & Community Services Department will submit a Donation and Gift Agreement form which will include the nature of the donation, anticipated location, cost, expected life cycle, specifications, recognition, wordage, and maintenance expectations. The submission will be reviewed and approved/denied by the Board of Park Commissioners at the next scheduled meeting.

1. Physical donations must meet system wide design standards established by the Board of Park Commissioners.
2. The City reserves the right to remove and/or relocate donations at their sole discretion for reasons including but not limited to: interference with site/public safety, maintenance or construction activities, unsightliness due to vandalism or maintenance/repair limitations. The department will make every effort to contact the donor, heirs or alternate contact of any action related to the relocation or disposition of the donation. In certain situations, such as safety or emergency, the notification may be made after the action is taken.
3. If the donation, gift, and/or memorial meet the intended life cycle or becomes damaged or destroyed, the Department will make a reasonable effort to contact the Donor, heir, or alternate contact specified on the Donation and Gift Agreement. In advance of the expiration of a memorial or notification of damage or destruction, Donors will be contacted first to allow for renewal or replacement at their own expense. If a Donor, heir, or alternate is unable to be reached after six (6) months of initial attempted contact, the location, gift, memorial, or donation may be opened to allow for an additional or new Donor. In the event a memorial is to be discontinued, the plaque will be offered to the Donor or heirs at no charge.

Unrestricted monetary donations will continue to be accepted by the Department and appropriated to the appropriate donation account through the Board of Finance.

To learn more about what your Parks, Recreation, Youth and Community Services Department has to offer; visit us at www.Bristolrec.com

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Donation and Gift Agreement

Donor Name: _____ Date: _____

Address: _____ City/State: _____

Organization (if applicable): _____

Contact Phone #: _____ Email: _____

Item or Project to be Donated (include specifications if applicable):

Reason for Donation: _____

Approximate Cost or Worth: \$ _____

Donor Cost Responsibility: \$ _____ Expected City Cost Responsibility: \$ _____

How will the City be expected to maintain the donation in the future/expected maintenance:

Expected life cycle of the donation: _____

Desired location, if applicable (be specific): _____

Recognition Expectation/Plaque Wording: _____

Donor Signature: _____ Date: _____

For Parks, Recreation, Youth & Community Services Official Use
Board Approval Meeting Date _____

To learn more about what your Parks, Recreation, Youth and Community Services Department has to offer;
visit us at www.Bristolrec.com