



Board of Park Commissioners
Finance Committee
Wednesday, February 16th, 2022 at 4:00 p.m.
Youth and Community Services -51 High Street
Special Meeting Agenda

1) Call to Order

- a. Attendance

2) Acceptance of meeting minutes

- a. Budget & Finance Committee November 17th, 2021 Special Meeting Minutes
Documents: Attachment A (Pgs. 2-3)

3) Old Business

- a. Bristol Blues Contract
Documents: Attachment B (Pgs. 4-9)
- b. Aquatics fee schedule
Documents: Attachment C (Pg. 10)
- c. By Commissioners

4) New Business

- a. Priority setting for Finance Committee Strategic Plan goals
Documents: Attachment D (Pgs. 11-16)
- b. Review the master grid of department fee schedules with community comparisons
Documents: Attachment E (Pgs. 17-18)
- c. By Commissioners

5) Other Business

- a. By Commissioners

6) Adjourn

Respectfully submitted,

Jazzya Coakley
Recording Secretary
Board of Park Commissioners



Board of Park Commissioners
Budget & Finance Committee
Wednesday, November 17, 2021 at 4:00 p.m.
Executive Conference Room - 1st Floor - City Hall
Special Meeting Minutes

1) Call to Order

- a. Chairman Fiorito called the meeting to order at 4:05 p.m.
- b. Attendance

Present: Robert Fiorito, Chairman
Sandra Bogdanski, Commissioner
Marie O'Brien, Board of Finance Liaison
Dr. Joshua Medeiros, Superintendent

Absent: Mayor Jeffrey Caggiano
Andrew Howe, City Council Liaison
Malcolm Huckaby, Commissioner
Sarah Larson, Deputy Superintendent

2) Acceptance of meeting minutes

- a. **MOTION:** Made by Commissioner Bogdanski to accept September 8, 2021 special meeting minutes.
Seconded by: Chairman Fiorito, all in favor, motion carried.

3) Public Participation

- a. None

4) Old Business

- a. Superintendent Medeiros represented the Budget Timeline FY 22-23 for reference and reminder on the budget process.
- b. Commissioners will revisit the Aquatics fee schedule in the spring of 2022.
- c. Commissioners will revisit the Bristol Blues Contract in the spring of 2022.
- d. By Commissioners: None.

5) New Business

- a. Commissioners reviewed the FY 22-23 Superintendent Operational Budget Recommendation's. Discussion followed.
- b. Commissioners reviewed the Parks Inventory Capital Planning Worksheet. Discussion followed.
- c. Commissioners reviewed the FY 22-23 Superintendent Capital Improvement Project Recommendation's. Discussion followed.
- d. By Commissioners: None.

6) Other Business

- a. By Commissioners: None.

ATTACHMENT A

7) Adjourn

MOTION: Made by Chairman Fiorito to adjourn the meeting at 5:29 p.m.

Seconded by: Commissioner Bogdanski, all in favor; motion carried.

Respectfully submitted,

Jazzya Coakley
Recording Secretary
Board of Park Commissioners

DRAFT

AMENDMENT
TO THE AGREEMENT

BY AND BETWEEN THE CITY OF BRISTOL
(Hereinafter "City")

AND

THE BRISTOL BLUES BASEBALL CLUB, INC.
(Hereinafter "BBBC")

WHEREAS, on August 22, 2017 the City and the BBBC entered into an agreement for the use and operation of City property known as Muzzy Field; and

WHEREAS, the City and the BBBC agree that certain conditions have changed which require the amendment of the August 22, 2017 agreement;

NOW, THEREFORE, the parties do agree as follows:

Paragraph 1 of the Agreement is modified and shall read as follows:

In consideration of the following annual payments: Year 1 \$12,000.00 payable in advance on the first day of June, 2018, Year 2, \$12,750.00 payable in advance on the first day of June, 2019, Year 3, (June 2020) \$0.00*, Year 4 \$10,422.50* payable in advance on the first day of June, 2021 and Year 5, \$10,630.74* payable in advance on the first day of June 2022 and other good and valuable consideration, the City grants to said BBBC the license, right and privilege to use certain City property as hereinafter described, for the purposes of conducting athletic competition and other activities related to the game of collegiate baseball and other events. For BBBC sponsored tournaments or special events (outside of regular season games) the BBBC will be charged for and responsible for paying all City staffing, equipment and rental fees, including the Showmobile. *These amounts are based on a 22 game season. Any additional regular season games or playoff games will be assessed and the BBBC agrees to pay a fee of \$750.00 per game.

All other paragraphs of the August 22, 2017 Agreement shall remain in full force and effect.

(SIGNATURE PAGE TO FOLLOW)

ATTACHMENT B

WITNESSES:

Tal Babin
Sam

Joanne H. Dabkowski

CITY OF BRISTOL:

Ellen Zoppo-Sassu
Ellen Zoppo-Sassu
Its Mayor

BRISTOL BLUES BASEBALL CLUB, INC.

Robert G. Dabkowski
Robert G. Dabkowski
Duly authorized

AGREEMENT

Agreement made this 22^d day of August, 2017 and between the City of Bristol (hereinafter called the "City") a municipal corporation having its territorial limits within the County of Hartford and State of Connecticut and the Bristol Blues Baseball Club (hereinafter called "BBBC") a corporation organized under the laws of the State of Connecticut and having its office in the City of Bristol, County of Hartford and State of Connecticut.

WITNESSETH:

- 1) In consideration of the following annual payments: Year 1, \$12,500.00 payable in advance on the first day of June, 2018, Year 2, \$12,750.00 payable in advance on the first day June 2019, Year 3, \$13,005.00 payable in advance on the first day of June 2020, Year 4, \$13,265.00 payable in advance on the first day of June, 2021 and year 5, \$13,530.00 payable in advance on the first day of June 2022 and other good and valuable consideration, the City grants to said BBBC the license, right and privilege to use certain City property as hereinafter described, for the purposes of conducting athletic competition and other activities related to the game of baseball and other events.
- 2) These activities shall be conducted on that portion of City property known as Muzzy Field, which shall include the exclusive right to park in the parking areas designated exclusive parking (as shown on the attached Exhibit "A") during the time that BBBC is conducting activities and non-exclusive right to park at any time in the non-exclusive parking areas and the non-exclusive right to park in the exclusive parking areas when BBBC is not conducting activities.
- 3) The term of this agreement shall be as follows:
 - a) Five Years commencing on January 1, 2018 and shall terminate on December 31, 2022.
 - b) Three (3) months prior to the commencement of the Agreement or its renewal, BBBC shall submit to the Board of Park Commissioners a letter of intent requesting renewal.
- 4) It is mutually agreed that BBBC shall not have, nor acquire, any title to said property, or to fixed improvements constructed or to be constructed thereon, and, at the termination of this Agreement, shall have no cause, right or claim against the City and shall then peaceably vacate said premise.
- 5) BBBC agrees to observe the following conditions:
 - a) BBBC shall not make temporary or permanent alterations to the facility and parking areas, nor construct any structure thereon without the written permission of the Board of Park Commissioners. Future improvements such as storage sheds, tents, shelters or similar items shall not commenced without the written permission of the Board of Park Commissioners.
 - b) BBBC, at its expense, shall take reasonable and timely measures to maintain public order, peace and quiet during its activities including arrangements for suitable medical, police, firefighter presence as maybe indicated or become apparent for and during such activities.
 - c) BBBC agrees to comply with applicable city ordinances, state and federal statutes and shall require their members, guests and patrons to do the same.
 - d) BBBC has the right to sell beer and wine only during BBBC activities and /or other events, in areas designated by the Board of Park Commissioners and shall secure all necessary licenses, permits and insurance. All beer and wine sales shall be dispensed in plastic or aluminum containers, bottles, cups, pouches. All beer and wines sales will terminate at the end of the seventh (7th) inning of each baseball contest. For a fireworks event that follows a

ATTACHMENT B

- e) Baseball contest, beer and wine sales will terminate at the end of the baseball contest. For all other special events, beer and wine sales will terminate at the end of the event.
 - f) BBBC shall provide to the Board of Park Commissioners a written schedule of events which it shall conduct or sponsor on a quarterly basis (Jan-March; April-June; July-Sept.; Oct.-Dec.) and shall provide ten (10) days written notice of change in said calendar. All other non-sporting events must be presented to the Board of Park Commissioners for approval.
 - g) It is expressly understood that this Agreement does not grant exclusive rights to Muzzy field for the use of the field. The City expressly retains the rights to use said premises for other activities or designees throughout the term of this Agreement provided that BBBC has no scheduled program events or contests at such time. All other events shall be presented to BBBC on or about February 1, of each for scheduling purposes.
 - h) BBBC has no right to sell or assign any rights granted under this agreement.
 - i) The City does grant to the BBBC the exclusive right and the BBBC does accept from the City the exclusive right and agrees to operate concessions at Muzzy Field under the terms specified herein.
 - j) BBBC agrees to sell on the concession site, food, beverages, including soft drinks, ice cream, nuts, candy and other refreshments approved by the Board of Park Commissioners. Beer and wines sales are permitted during BBBC activities and/or other events.
 - k) BBBC agrees to provide the City of Bristol with a certificate of insurance in accordance with the specifications as adopted by the City, and indemnify, defend and save harmless, the City of Bristol, as well as its officers, agents and employees from any and all claims and losses accruing or resulting from the performance of this agreement and from any and all claims and losses accruing or resulting to any person, firm or corporation who may be injured or damaged by BBBC in the performance of this agreement.
 - l) The City shall have the right at any time to terminate the concession by giving thirty (30) days written notice to BBBC. The BBBC shall have thirty (30) days after receipt of written notice to cure any non-compliance complaints by the City. However, if the BBBC is in compliance with all the terms of this agreement, the City shall refund any compensation paid by BBBC on a pro-rata basis based on the length of the performance.
 - m) The BBBC agrees to pay the City an annual concession fee of \$2,050.00 on or before July 1, 2018 and annually thereafter on July 1, of each then current year.
 - n) The BBBC must keep the concession areas clean and neat at all times. All attendants shall always be clean as to their appearance and dress. The BBBC shall provide enough attendants to take care of the public's wants with reasonable promptness. The BBBC shall furnish its own equipment and furniture necessary for the operation of the concession. BBBC must furnish at their expense any and all permits, health or otherwise for the transaction of business. All work done and equipment used shall comply with all pertinent OSHA, Federal, State and Local regulations. The utility costs shall be paid by the City of Bristol. The concession shall operate at all times when functions are held within the facility. BBBC shall comply in all aspects with Equal Employment Opportunity Act and Affirmative Action Plan. Findings of non-compliance with applicable State and Federal equal opportunity laws and regulations could be sufficient reason for revocation or cancellation of this agreement.
- 6) In the event that any concession site contemplated herein shall be partially or totally destroyed by fire or other casualty, so as to render them inoperable, either the City or the BBBC may elect to withdraw such concession site from this agreement and said concession site shall be released

ATTACHMENT B

from the terms of this agreement. Such election shall be made by written notice to the other party.

- 7) The BBBC shall not assign or transfer its right and privileges granted under this agreement either in whole or in part, without first obtaining the written consent of the City and Board of Park Commissioners.
- 8) The BBBC is granted the right to seek up to thirty seven (37) 8' X 16' advertising signs to be painted on the Muzzy Field outfield fence. BBBC must purchase and maintain said fence advertising throughout the duration of this agreement. Maintenance shall, at the expense of BBBC, include any repair, repainting, updates, changes or alterations. BBBC agrees to pay to the City of Bristol, a fee of 5% per sign annually, on or before July 1, 2018 and July 1, of each year thereafter during the term of this agreement in consideration of the privilege to advertise at Muzzy Field. BBBC agrees to allow the City of Bristol to retain its 8 X16 signage "Bristol is All Heart" during the term of this agreement at no cost to either party.
- 9) The BBBC is granted the right to seek and display advertising on the Muzzy Field Baseball Scoreboard. BBBC will be required, at its own expense, to purchase, paint, install and maintain said advertising throughout the duration of this agreement. Maintenance shall, at the expense of BBBC, include any repair, repainting, updates and changes. BBBC agrees to restore Muzzy Field outfield fencing and scoreboard to its original condition upon removal of any advertising, at its own expense.
- 10) It is further agreed that if BBBC violates any of the provisions of this Agreement, then this Agreement shall thereupon, by virtue of this express stipulation therein expire and terminate any BBBC privilege to operate or use said premises shall be automatically forfeited. The City shall give BBBC thirty (30) days written notice of any breach of this obligation and BBBC shall have thirty (30) days from the date of receipt of notice to cure said breach.
- 11) Notice shall be sent to the parties at the following addresses:

The Honorable Kenneth B. Cockayne, Mayor
City of Bristol
111 North Main Street
Bristol, CT 06010

Bristol Blues Baseball Club
Robert G. Dabkowski, Owner
47 Lake Drive North
New Fairfield, CT

Or to such other addresses either party shall designate from time to time.

(SIGNATURE PAGE TO FOLLOW)

ATTACHMENT B

IN WITNESS WHEREOF, the parties have hereunto set their hands and seals and to duplicate of the same tenor and date this 22^d day of August, 2017.

WITNESSES:

TH. COLE
THOMAS W. COLEMAN

M. Kline
Michelle Kline

TH. COLE
THOMAS W. COLEMAN

Noelle J. Bates
Noelle J. Bates

CITY OF BRISTOL:

Kenneth B. Cockayne

By: Mayor Kenneth B. Cockayne
Duly Authorized by Resolution dated

BRISTOL BLUES BASEBALL CLUB

Robert G. Dabkowski

By: Robert G. Dabkowski, Owner
Duly Authorized by Resolution dated

ATTACHMENT C

City Service	Insurance	Residents	Bristol Non-Profits	Non- Residents	For-Profit or Non-Bristol Organizations
Daily Rates for DMAC	N/A	(A) \$7.00 (C) \$3.00 (S/C) \$6.00	N/A	(A) \$7.00 (C) \$3.00 (S/C) \$6.00	N/A
Daily Rates for Page & Rockwell Pool	N/A	(A) \$2.00 (C) \$1.00 (S/C) \$1.50	N/A	(A) \$8.00 (C) \$4.00 (S/C) \$6.00	N/A
Adult Membership (18-59)	N/A	\$40.00	N/A	\$80.00	N/A
Child Membership (6-17)	N/A	\$25.00	N/A	\$50.00	N/A
Seniors (60+)	N/A	\$35.00	N/A	\$70.00	N/A
College Students	N/A	\$35.00	N/A	\$70.00	N/A
Children Under 5	N/A	FREE	N/A	FREE	N/A
DMAC Rental (includes lifeguards)	COI Required (Private citizen birthday rentals do not)	\$180/per hour (\$50 facility deposit check)	\$100/per hour \$200/per hour (outside of normal operating hours)	\$240/per hour (\$50 facility deposit check)	\$200/per hour \$300/per hour (outside of normal operating hours)



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.

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 D

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 D

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 D

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 E

City/Town	Population	Field Use (local non-profits)	Field Use (for-profit)	Stadium Rental (non-profit)	Stadium Rental (for profit)	Outdoor Pavilion	Indoor Pavilion	Park Space	Showmobile	Banner
Bristol	60,833	Adult only- \$25/practice, \$35/game	\$25/practice, \$100/game	\$125/day + staffing	\$225/day + staffing	\$25 (R) \$50 (NP), \$100 (FP)	\$150 for 1hr, \$50+ each hr	Free +staffing	\$600 +	\$50 (NP), \$100 (FP)
Bridgeport	148,654									
Cheshire	29,179	\$25/hr, \$40/hr with lights	\$75/hr, \$90/hr with lights			Cheshire rents out their park with pavilions included for \$150-\$400 from 10am-7:45 pm				
Danbury	86,518	Only for city use.	Only for city use.	BOE	BOE	\$520 4/hr+305 each hr (R,NR,NP,FP)	Banquet hall \$750/day on Sat and \$680/day on Fri and Sun		No	
East Hartford	51,045			Auditorium \$200 for 4 hours (R) \$50+ each hr, \$300 (NR) \$75+ each hr	Auditorium \$450 for 4 hours (FP)\$113+ each hr	\$40 R, \$100 NR	Community room \$60 for 4hr (R) \$15+ each hr, \$80 (NR) \$20+ each hr, \$225 (FP) \$57+ each hr			
Farmington	26,712	\$40/hr turf fields, \$45/hr baseball fields, \$35/hr multi-purpose fields/courts, \$25/hr light use	\$50/hr turf fields, \$55/hr baseball fields, \$45/hr multi-purpose fields/courts, \$25/hr light use							
Fairfield	61,512									
Greenwich	63,518	I feel like we should remove them, because they are more geared toward camping site/picnic rentals								
Hamden	61,169					\$50/4hrs (R/NP), \$75/6hr (R/NP), \$100/4hrs (NR/FP), \$150/6hrs (NR/FP)				
Groton	38,411					\$25/4hrs Small Pavilion or \$50/hrs Large Pavilion	Community room \$25/hr			
Manchester	59,713									
Meriden	60,850	No set fee schedule. Starting point \$85/hr (R first choice)	No set fee schedule. Starting point \$85/hr	N/A	N/A	\$85/hr Mon-Sat, \$100/hr Sun for Amphitheater, Gazebo, Band shell	Indoor Cultural Center not for rent, only used for meetings or city functions.	Free		
Middletown *Currently setting/re-structuring their fees)	47,717					\$25/day (R,NR,NP,FP)	Currently building indoor community center (gym/pavilion/multi-purpose center)			
Milford	52,044	\$100 per use, \$150 per use w/ electricity *Additional fees for safety fencing and dumpsters if required		Auditorium \$1,500 Mon-Thurs, \$2,500 Fri-Sat, \$2,000 Sun *\$500 cleaning fee, & add. fees optional		\$100 per use, \$150 per use w/ electricity *Additional fees for safety fencing and dumpsters if required		Free (R), \$5/hr, \$40/day, \$250 Season Pass (NR)		
New Britain	74,135					\$20 (R), \$30 (NR), \$100/4hrs Pavilions at Chesley Park Splash Pad				
New Haven	134,023					\$65-\$75 (R) \$130-\$150 (NR)				
Norwalk	91,184	Their rental facilities and pricing are a bit more upscale in terms of looks, pricing and capacity- maybe take Norwalk off the list since they don't really align with the facilities we have?								
Norwich	40,125	Fee of \$40 per hour with a max of \$240 for the day								
Plainville	17,525					\$30 uncovered (R), \$50-\$75 (R), \$125 any site (NR)				
Southington	43,501	No fee, \$25/hr for lights (R) (NP)	\$50/day, \$25/hr lights (FP) (NR at Director's Discretion)			All pavilions/parks free of charge except Recreation Park \$50 (R)	Southington Drive-In Community Pavilion \$50-\$150 based on headcount (RNP), \$250 RFP			
Stamford	135,470	I found their Seamless doc facility rental application on their webpage but no rates were listed								
Waterbury	114,403	\$70 first hr + \$40 each additional hour								
West Hartford	64,083					Amphitheater \$25/hr	\$150 (R), \$175 (NR) *20/hr custodial expense			

ATTACHMENT E

City/Town	Population	Indoor Pool Rates	Outdoor Pool Rates (Resident)	Outdoor Pool Rates (Non-Res)	Pool Membership (Resident)	Pool Membership (Non-Resident)	Pool Rentals (Birthdays-#)	Pool Rentals (Birthdays-NR)	Pool Rentals (NP)	Pool Rentals (FP)
Bristol	60,833	\$7 (A), \$30 (C), \$6 (C/S)	\$2 (A), \$1 (C), \$1.50 (C/S)	\$8 (A), \$4 (C), \$6 (C/S)	\$40 (A), \$25 (C), \$35 (C/S)	\$80 (A), \$50 (C), \$70 (C/S)	\$180/per hour	\$240/hr	\$100/hr, \$200 (after hours)	\$200/hr, \$300 (after hours)
Bridgeport	148,654	Swim program set to begin at High Horizons Magnet School indoor pool free of charge TBD 2022								
Cheshire	28,733	\$8 (AR), \$13 (ANR), \$6 (Y/S), \$9 (NR Y/S)	No outdoor pool.	N/A	Pass \$220 Annual/\$145 Seasonal, Youth Pass \$135 Annual/\$100 Seasonal, Senior \$135 Annual/\$100 Seasonal, Senior Couple \$220	Family Pass \$570 Annual/\$405 Seasonal, Adult Pass \$330 Annual/\$180 Seasonal, Youth Pass \$185 Annual/\$110 Seasonal, Senior \$185 Annual/\$110 Seasonal, Senior Couple \$330 Annual/\$180 Seasonal	*Non-residents prior to the pool season without pool pass) *If there are organized games an additional fee of \$20-\$60 for lifeguards will be added based on headcount	*Non-residents prior to the pool season without pool pass) *If there are organized games an additional fee of \$20-\$60 for lifeguards will be added based on	*Non-residents prior to the pool season without pool pass) *If there are organized games an additional fee of \$20-\$60 for lifeguards will be added based on	*Non-residents prior to the pool season without pool pass) *If there are organized games an additional fee of \$20-\$60 for lifeguards will be added based on
Danbury	86,518	Community Center pool	No outdoor pools, only town beach.	N/A	Community Center pool for \$1 a month as of 2019	N/A	N/A	N/A	N/A	N/A
East Hartford	51,045	Indoor pools offered at the high schools. Admission is free to residents.	Outdoor seasonal pool. Admission is free to residents.	Non-Residents not allowed at this time	Admission is free to residents.	Non-Residents not allowed at this time	N/A	Non-Residents not allowed at this time	N/A	N/A
Farmington	26,712	Farmington Field Club is their recreational facility. They offer picnic areas, tennis courts, 3 pools, a clubhouse, and a playground. They provide no fee information. You have to send an email to get an application to become a member.								
Fairfield	61,512									
Greenwich	63,518									
Hamden (indoor high school pool)	61,169	\$2	\$5		Family \$75, Adult \$50, Senior \$15, Youth \$15	Family \$150, Adult \$75, Senior \$30, Youth \$30				
Groton (no pools)	38,411									
Manchester	59,713				(R) Youth ages 0-20 Free, Adults \$50, Seniors \$10 *Valid for one year					
Meriden	60,850	Two indoor pools offered at the high schools. Daily passes and family passes are not offered.	One outdoor seasonal pool. \$15 (A), \$5 (Y) *Valid for one year	\$25 (A), \$15 (Y) *Valid for one year	Indoor: \$15 (A), \$5 (Y) *Valid for one year	Indoor: \$25 (A), \$15 (Y) *Valid for one year	Not offered.	Not offered.	Not offered.	Not offered.
Middletown	47,717	Currently building an indoor pool.	Seasonal outdoor pool. Do not offer daily rate. Pool pass only.	Seasonal outdoor pool. Do not offer daily rate. Pool pass only.	\$25 Family (R), \$15 Individual (R), Seniors Free (R) * Valid June-March	\$50 Family (NR), \$30 Individual (NR) *Valid June-March	N/A	N/A	N/A	N/A
Milford (Boys & Girls Club)	52,044				\$15 (Y), \$30 (A), \$50 (F), \$25 (S) *per month with a \$25 annual fee					
New Britain	74,135	No public indoor pool. *See New Britain YMCA pricing for indoor memberships ranging from \$13-\$72 a month	\$4 (A), \$3 (Y), Ages 5 & Under Free		Outdoor Pool Membership: \$50 per family or \$30 per individual					
New Haven	134,023									
Norwalk	91,184									
Norwich (no public indoor or outdoor pools)	40,125	No public indoor pool. *See Norwich YMCA pricing for indoor memberships ranging from \$12-\$0-\$82 a month (annual options avail.)	No outdoor pools.	N/A	No public indoor pools. *See Norwich YMCA pricing for indoor memberships ranging from \$12-\$0-\$82 a month (annual options avail.)	N/A	N/A	N/A	N/A	N/A
Plainville	17,525				\$125	\$200				
Southington	43,501	No public indoor pools. *See Southington YMCA pricing for indoor memberships ranging from \$21-\$97 a month	Seasonal outdoor pools. Admission is free for residents.	Non-residents may come as a guest of a resident (1).	No public indoor pools. *See Southington YMCA pricing for indoor memberships ranging from \$21-\$97 a month	N/A	N/A	N/A	N/A	N/A
Stamford	135,470	Seasonal outdoor pool and beach, not rates given.								
Waterbury	114,403	Indoor pools accessed through the high school and are not open to the public. They do offer a Learn to Swim program at no cost at scheduled times.	Seasonal outdoor pool. Admission is free for residents.	Non-residents not permitted	*See Waterbury YMCA pricing for indoor memberships ranging from \$63-\$876 annually	Non-residents not permitted	N/A	N/A	N/A	N/A
West Hartford	64,083	\$10 (RA), \$7 (RY), \$15 (NRA), \$10 (NRY)			Individual \$43, Senior Indiv. \$36, Family \$55, Senior Couple \$43 *Per month	Individual \$63, Senior Indiv. \$56, Family \$78, Senior Couple \$69 *Per month				