



*City of Bristol
Board of Park Commissioners*

INFORMATION TO ACCESS MEETING

<https://bristolct-gov.zoom.us/j/88962098471?pwd=tUIEr2YCTl5twlitd8mgsAnQheYx9p.1>

The regular Board of Park Commissioners meeting will be held on Wednesday, May 21, 2025, 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. Approval of Minutes
 - a. Approval of Minutes - April 16, 2025, Regular Meeting Minutes
3. Public Participation
4. Supervisor's Report
 - a. Division Supervisor's Report
 - b. Project Updates
 - c. Page Park Field Reports
 - d. Year to Date Financials
 - e. 2025 - 2027 Strategic Plan Update
5. Old Business
 - a. By Commissioners
6. New Business

- a. Presentation of the 2025 All-Heart Parks Advocate of the Year Award to Brian Avery
 - b. Consider a Request from the Pequabuck River Watershed Association to pursue a grant from Thomaston Savings Bank for Invasive Species Removal along the North Culvert.
 - c. Place on File the 2025 Dennis Malone Aquatics Center Facility Survey
 - d. Place on File the 2025 BPRYCS Employee Satisfaction Survey Report
 - e. Approve the 2025 Parks Satisfaction Survey
 - f. Complete the Board Member Self - Assessment in alignment with the Strategic Plan Objective 2.3
 - g. By Commissioners
7. Reports and Committee Reports
- a. Fund Development & Advocacy Committee
 - b. Policy & Strategy Committee
 - c. Finance Committee
 - d. City Council Liaison Update
8. Adjournment

PER ORDER OF THE CHAIRPERSON
Jeff Caggiano, Mayor



*City of Bristol
Board of Park Commissioners*

INFORMATION TO ACCESS MEETING

<https://bristolct-gov.zoom.us/j/81712509452?pwd=indaPfDaVNbIYNh8285k3xMCyPvRbd.1>

Agenda

Ladies and Gentlemen:

The regular meeting was held on Wednesday, April 16, 2025 at 6:00 PM in Meeting Room 1-2 in City Hall, 111 North Main Street, Bristol, CT 06010.

1. Call to Order

Mayor Jeff Caggiano, Chair, called the meeting to order at 6:00 p.m.

a. Pledge of Allegiance

b. Attendance

Members Present:

Mayor Jeffrey Caggiano, Chair
Robert Fiorito, Vice Chair
Sandra Bogdanski, Commissioner
Cynthia Donovan, Commissioner
Robert Lawson, Commissioner
Aaron Weber, Commissioner
Jacqueline Olsen, City Council Liaison

Absent:

Dr. Joshua Medeiros, Superintendent
Sarah Larson, Deputy Superintendent
Leonard Lamothe, Commissioner
Marie O'Brien, Board of Finance Liaison

2. Approval of Minutes

a. Approval of Minutes - March 19, 2025, Regular Meeting Minutes

MOTION: Made by Vice Chair Fiorito to approve the March 19, 2025, Regular Meeting Minutes.

Seconded by Commissioner Lawson; all in favor; motion carried.

3. Public Participation

John Gianoni of 31 Jeannette Street, Bristol, presented fliers for the upcoming Pequabuck River Duck Race and the 74th Annual Perry J. Spinelli Fishing Derby. John also wanted to acknowledge Matt Devine, Kim Adamski, CT DEEP, and everyone else involved in getting Pine Lake stocked for the event; discussion followed.

MOTION: Made by Vice Chair Fiorito to Move Item 6b, and 6c. up on the agenda. Seconded by Commissioner Lawson; all in favor; motion carried.

6b. Place on File the Veteran's Memorial Boulevard Bathroom Design and Bid Documents

Jonathan Tunksy of Weston & Sampson presented the Veteran's Memorial Boulevard Bathroom design and bid documents to the board. The Veteran's Memorial Boulevard Bathroom design was not funded for fiscal year 2026, but the Bristol Parks and Recreation, Youth & Community Services department would like to have the design ready for when funds are available; discussion followed.

MOTION: Made by Vice Chair Fiorito to place the Veteran's Memorial Boulevard Bathroom design and bid documents on file. Seconded by Commissioner Donovan; all in favor; motion carried.

6c. Review and Approve the Page Park Revitalization Phase 2+ Approach

Superintendent Joshua Medeiros presented the review of the Page Park Revitalization Phase 2+ Approach. Without funding for Fiscal Year 2026 for Phase 2, there is still about \$3 million left to fund the project. Jonathan Tunksy presented the adjustments to the revitalization project with the funding that is still available; discussion followed.

MOTION: Made by Vice Chair Fiorito to approve and place on file the Page Park Revitalization Phase 2+ Approach. Seconded by Commissioner Bogdanski; all in favor; motion carried.

4. Supervisor's Report

a. Division Supervisor's Report

Superintendent Joshua Medeiros presented the Supervisor's Report; discussion followed.

b. Project Updates

Superintendent Joshua Medeiros presented the Project Updates; discussion followed.

c. Page Park Field Reports

Superintendent Joshua Medeiros presented the Page Park Field Reports; discussion followed.

d. Year to Date Financials

Superintendent Joshua Medeiros presented the Year-to-Date Financials; discussion followed.

MOTION: Made by Vice Chair Fiorito to place the Superintendent's Report on file. Seconded by Commissioner Bogdanski; all in favor; motion carried.

5. Old Business

a. By Commissioners

Commissioner Bogdanski requested an update on the Locks at Stocks Project and an update on the timeline of when the Riparian Buffers would be planted; discussion followed.

6. New Business

a. Consider a Request from the West End Association to allow The New Cambridge Project to sell unopened cans of beer at the Summer Festival.

Superintendent Joshua Medeiros presented the request from the West End Association to allow The New Cambridge Project to sell unopened cans of beer at the Summer Festival; discussion followed.

MOTION: Made by Commissioner Lawson to allow The New Cambridge Project to sell unopened cans of beer at the Summer Festival, with no-alcohol consumption signage, with the stipulation of a re-evaluation after the event. Seconded by Commissioner Donovan; all in favor; motion carried.

d. Review Nominations for the 2025 All-Heart Parks Advocate of the Year Awards

Superintendent Joshua Medeiros presented the nominations for the 2025 All-Heart Parks Advocate of the Year Awards; discussion followed.

MOTION: Made by Commissioner Donovan to Award Brian Avery the 2025 All-Heart Parks Advocate of the Year Award. Seconded by Vice Chair Fiorito; all in favor; motion carried.

e. Consider a Request from the City of Bristol and the Bristol 250 Committee to Allow the Governor's Horseguard to Participate in an event on Memorial Boulevard on April 18, 2025

Mayor Jeff Caggiano presented the request from the City of Bristol and the Bristol 250 Committee to allow the Governor's Horseguard to participate in an event on Memorial Boulevard on April 18, 2025; discussion followed.

MOTION: Made by Vice Chair Fiorito to approve the Two Lights for Tomorrow Event for April 18, 2025.

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

f. By Commissioners

Mayor Jeff Caggiano presented updates on the Fiscal Year 2026 budget process; discussion followed.

7. Reports and Committee Reports

a. Fund Development & Advocacy Committee

None.

b. Policy & Strategy Committee

None.

c. Finance Committee

Vice Chair Fiorito presented the update from the Finance Committee; discussion followed.

d. City Council Liaison Update

City Council Liaison Jacqueline Olsen presented the City Council Liaison updates; discussion followed.

8. Adjournment

MOTION: Made by Vice Chair Fiorito to adjourn at 7:01 p.m.

Seconded by Commissioner Donovan; all in favor; motion carried.

Respectfully Submitted,
Amaris Estrada
Recording Secretary
Board of Parks Commission



Superintendent Report
Board of Park Commissioners
May 21, 2025

I. Parks, Grounds and Facilities Division Highlights

- Community Engagement Coordinator Erica Benoit worked with Landscape Gardener Steven Schriver and Deputy Superintendent Sarah Larson to partner with Keep America Beautiful for Earth Day. BPRYCS received dedicated funding for upgrades to Stocks Playground and Casey Field in exchange for hosting a Disney/ESPN civic engagement/ beatification. Volunteers completed over 72 hours' worth of work, including planting trees, flowers, foliage, spreading playground safety surfacing and mulching plant beds.
- After months of preparations, athletic fields and amenities in the parks, elementary schools, and middle schools opened of the year. These fields, prepped by the ballfields crew, host non-profit, scholastic, and AAU teams. Additionally, Muzzy Field opened for the season on 4/28 with the BE v. BC game.
- CT DEEP stocked Pine Lake Pond with trout on Friday April 25th. The stocking is a coordinated effort between BPRYCS, CT-DEEP and the Friends of Pine Lake.

Accucom Work Order System	April 2024	April 2025
Work Orders Submitted	6	18
Work Orders Closed in April	6	2
Work Orders Still Open	33	34

II. Recreation Division Highlights

- BPRYCS hosted the 74 Annual Perry J. Spinelli Fishing Derby at the Rockwell Park Back Pond, a temporary location for this years' event as Page Park undergoes renovations. The event welcomed over 150 attendees, all participants went home with a prize, and the support of seven sponsors allowed for the Rockwell Bac Pond to be stocked with trout in anticipation for the event.
- Both the traditional April Vacation Camp and the PLAP April Vacation Climbing Camp were extremely successful. Both camps reached their maximum registration and received great reviews from participants.
- Recreation staff met with IT to walk-through PLAP and discuss the security concerns at the park. Numerous mitigation strategies including wifi/power/updated camera systems were discussed.

Recreation & Event Measures	April 2024	April 2025
# of youth engaged in recreation programs	446	386*
# of adults engaged in recreation programs	323	289**
Total # of recreation programs running	32	24***

* The actual figure is higher than displayed, as the participants from the Fishing Derby are not included in this figure.

** The actual figure is higher than displayed. For our Men's Softball program and our Co-ed Volleyball leagues, the team captain is the only individual reflected in this figure. The other individuals on the team are not included.

*** Figures slightly lower than previous year due to the retirement of some program, as well as the way that the program schedule fell. Some programs that traditionally run into April ended in March this year.

III. Aquatics Division Highlights

- BPRYCS produced a DMAC Facility Survey report summarizing the facility survey data that was shared with pool patrons and community members.
- The hot water tank at the Dennis Malone Aquatics Center unexpectedly stopped working and had to be replaced. The pool was temporary closed as a new heater was ordered and installed. Aquatics and Parks division staff utilized the shutdown to catch up on additional maintenance in the locker-rooms.
- The Aquatics Division received approval from the Department of Public Health to replace the aging pool pump and motor at Rockwell Pool. The parts were ordered and the equipment is the in the process of being replaced.

Aquatics Measures	April 2024	April 2025
# of visits to the Dennis Malone Aquatics Center	1905	1609
# of pool memberships sold	77	41
# of program participants	917	561

IV. Outreach, Marketing, and Event Highlights

- Created and released the Summer 2025 Snapshot promoting summer programs, events, services, and registration dates.
- BPRYCS became a member of the National Association of Park Foundations and enrolled/participated in a month long "Establishing and Advancing a Park Foundations" training course.
- BPRYCS handed out supplies in partnership with Bristol Public Works and the Mayor's Office for Bristol's annual Community Clean Up Day. Participants were directed to collect trash throughout the entire city, including their neighborhoods and parks.

Outreach, Marketing, and Event Measures	April 2024	April 2025
Unique # of visits to the Parks Project Portal	818	451
Total # of e-mails sent	56	39
% of emails opened	51%	52%
Email click rate	4%	2%

Upcoming Special Events - Save the Date

Event Name	Date	Time	Location
33rd Annual Bristol Youth and Prevention Leaders Service Awards & Recognition Day	May 14, 2025	6:00 – 7:30 PM	Muzzy Field
Downtown Live: The String Queens	May 24, 2025	7:00 – 8:30 PM	Rockwell Theater (Located within BAIMS)
Splash Pads Open for the Season (Open Daily through Labor Day)	May 26, 2025	11:00 – 7:00 PM	Stocks Playground Rockwell Park Page Park
Downtown Live: Comedy Night with Jimmy Cash and Jay Martin	May 31, 2025	7:00 – 9:00 PM	Rockwell Theater (Located within BAIMS)
Summer Learn to Swim Registration Opens	June 3 – 4, 2025	12:00 PM	BristolRec.com / In Person / Over the Phone
Rockin' Out at Rockwell Summer Concert Series (Week 1) – Lori and the Legends	June 24, 2025	6:30 – 8:00 PM	Rockwell Park - Amphitheater
Outdoors Pools Open (Open Daily through August 24 th)	June 28, 2025	1:00 – 7:00 PM	Rockwell Park Pool & Page Park Pool

Parks, Recreation, Youth and Community Services Capital Improvement Projects (Updated: 5/15/2025)

ACTIVE PROJECTS

Project Name	Description	Status	Cost Estimates	Funding Source(s)	Target Completion
Federal Hill Green Upgrades	Existing playground has reached its life expectancy. The playground will be replaced and new ADA updates will provide a more inclusive park for residents	Contract awarded to Kompan (\$127,549) in April. With anticipated lead times for playground manufacturing, we expect the new playground to be installed sometime mid-to-late summer 2025.	\$127,549	\$150,000-LoCIP	Summer 2025
Perry J. Spinelli- (Structural Improvements)	Structural improvements to the foundational beams per structural engineer assessment	Specialty flashings on the beams, new fascia boards and misc. wood trim pieces will be installed followed by painting. We anticipate the project will be completed by the end of June.	\$307,993	\$307,993 CIP- Page Park (3027010)	Late Spring 2025
Page Park Revitalization	Utilize the Page Park master plan to fully renovate the park.	Construction is underway for phase 1. See attached field reports for more information. We expect the tennis court/pickleball complex to be completed and ready for opening TBD Summer 2025. Weston & Sampson is working on bid documents for a modified phase 2 with an anticipating bid process in the fall of 2025 with the work commencing in spring 2026.	\$18.9 million	\$18.9 million- CIP (3027010)	Fall 2025 (Phase 1)
Rockwell Maintenance Building Improvements	Physical improvements to maintenance building to improve working conditions for the crew.	Work is nearing completion on the bathrooms and we expect the facility to be re-opened by the end of the month. Pending final approvals in the city budget for phase 2, we will convene a planning meeting soon to get that work underway as well.	\$90,000	\$90,000- LoCIP	Spring 2025

Veterans Memorial Boulevard Enhancements	ADA site improvements and site enhancements including removal of tennis courts, creation of urban garden, and a prefabricated bathroom.	Contract award to Stonybrook Construction for \$100,931 for sidewalk improvements. The middle section of the park is 100% complete, the western most section of the park off Mellen Street is 90% complete with the majority of sidewalks and topsoil finished. Work is commencing on the eastern section off South Street. Weather pending the project is expected to be completed by the end of May.	\$37,000-removal/garden \$100,931-prefabricated bathroom and site work estimates	\$37,000- CT Urban Forest Council Grant (1067021-22G47), \$300,000- ARPA (3077011-22C20)	Summer 2025
Rockwell Park Track	Final component of the fitness improvements to Rockwell Park	Contract award to Martin Laviero Construction for \$177,802.50. Construction is underway at the park with pouring of walkways expected to be completed mid-May followed by area restoration and hydroseeding. Weather pending the project is expected to be completed by the end of May.	\$177,802.50	\$80,000- ARPA (3077014-22C21) Additional funds transferred from VMB ARPA project	Summer 2025

Client: City of Bristol: Parks, Recreation, Youth, and Community Services
Project: Page Park
Project Number: ENG22-1256
Date: 04/03/2025
Time: 11:30 PM
Location: 641 King Street, Bristol, CT
Contractor: Dayton Construction Company, Inc.
Report by: Ying Zhang

Description of Work:

- The concrete walks on the west and east side of the tennis court have been poured.
- The shade sail structure has been installed.
- The gravel base material for the pickleball courts is being installed and compacted.
- Sports lighting around pickleball court has been installed.
- The slopes on the east side of tennis courts have been seeded and covered with erosion control blankets.
- Footings of the timber shade structure have been installed and the contractor is installing formwork for the pad.
- The existing storm drainage pipe on the south-west side of the tennis courts was found and is located just below the surface.
- The gravel subbase for the concrete sidewalk on Dewitt Page Park Road from the staging area to King Street has been installed and compacted. Concrete pouring is in progress. A utility pole was incorrectly installed in the middle of the walk.
- Existing Type "C" CB G3 has been replaced by Double Type "C" catch basin and existing Type "C" CB G2 has been replaced with a new catch basin near Parking Area B.
- The rocks removed from the north-east corner of the disc golf parking area have been stockpiled near the stream area.
- Fill slopes along Dewitt Drive multi-use path show signs of instability at the top of the slope along the end of the base material. This will continue to be monitored.
- The gravel subbase for the concrete sidewalk around Parking Area E has been installed and compacted. Instability is present here as well and will be monitored. Light pole bases have been installed along the sidewalk, and conduits are stockpiled onsite.

- Stormwater manhole structures have been stockpiled near the pond.
- Rocks removed from the northeast corner of the disc golf parking area have been broken down and used as subgrade fill in Parking Lot B. The rock sizes appear to be larger than allowed backfill size. Storm MH C5 has been installed.









Client: City of Bristol: Parks, Recreation, Youth, and Community Services
Project: Page Park
Project Number: ENG22-1256
Date: 04/17/2025
Time: 2:30 PM
Location: 641 King Street, Bristol, CT
Contractor: Dayton Construction Company, Inc.
Report by: Ying Zhang

Description of Work:

- Concrete pad for the timber shade structure has been poured. The light pole base nearby is installed.
- Post-tensioned concrete slabs have been installed for the pickleball courts and are currently covered with plastic sheeting.
- Granular fill has been placed and compacted at Low flow stream bottom.
- Precast concrete blocks have been stockpiled near the pond on the east and north sides.
- Temporary cofferdams have been installed. The bypass pumping system is connected. Some fish have been trapped in a remaining puddle.
- Concrete has been poured for the sidewalk around Parking Area E. ADA detectable warning has been installed.
- Scour hole and level spreader have been installed at Parking Area E.
- The northern slope of Parking Area E has been seeded and covered with erosion control blankets.
- The gravel subbase for one of the parking islands curb has been installed and compacted. Light pole bases have been installed at Parking Area E.
- Concrete sidewalk has been poured along Dewitt Page Park Road from the staging area to King Street, with asphalt repaired along the roadway. ADA detectable warnings have also been installed. Walk has been backfilled with topsoil.







Client: City of Bristol: Parks, Recreation, Youth, and Community Services
Project: Page Park
Project Number: ENG22-1256
Date: 05/01/2025
Time: 11:30 PM
Location: 641 King Street, Bristol, CT
Contractor: Dayton Construction Company, Inc.
Report by: Ying Zhang

Description of Work:

- Chain link fencing has been installed around the pickleball courts. Slab sleeves for net post and net anchor installation have been completed.
- Excavated soil from the pond has been stockpiled at the proposed low-flow stream bottom area and samples have been collected for testing by Dayton.
- Concrete retaining wall construction is in progress. Formwork and rebar for concrete weir walls are installed.
- Precast concrete box culvert and wing walls are installed.
- Fill slopes along Dewitt Drive multi-use path continue to show signs of instability at the top of the slope along the end of the base material. This will continue to be monitored.



YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

ACCOUNTS FOR:	ORIGINAL	REVISED					AVAILABLE	PCT
001 GENERAL FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL	
0017021 PARKS ADMINISTRATION								
0017021 480003 PARK TRUST FUNDS	-400,000	-400,000	-375,962.99	.00	.00	-24,037.01	94.0%*	
0017021 480004 PARK TRUST GOODSELL	-23,330	-23,330	-27,285.00	.00	.00	3,955.00	117.0%	
0017021 514000 REGULAR WAGES & SAL	417,250	417,250	359,216.34	.00	.00	58,033.66	86.1%	
0017021 515100 OVERTIME WAGES & SA	6,000	5,676	2,441.24	.00	.00	3,234.76	43.0%	
0017021 515200 PARTTIME WAGES & SA	0	324	323.80	.00	.00	.20	99.9%	
0017021 531000 PROFESSIONAL FEES &	28,080	27,080	16,445.06	.00	523.00	10,111.94	62.7%	
0017021 541000 PUBLIC UTILITIES	11,000	11,000	14,427.71	.00	2,572.29	-6,000.00	154.5%*	
0017021 541100 WATER & SEWER CHARG	800	800	525.14	.00	274.86	.00	100.0%	
0017021 543000 REPAIRS & MAINTENAN	1,750	1,750	935.47	.00	659.23	155.30	91.1%	
0017021 552100 LIABILITY INSURANCE	94,000	94,000	102,032.38	.00	.00	-8,032.38	108.5%*	
0017021 553000 TELEPHONE	4,250	4,250	5,645.47	.00	2,404.53	-3,800.00	189.4%*	
0017021 553100 POSTAGE	600	600	746.83	.00	.00	-146.83	124.5%*	
0017021 557700 ADVERTISING	8,000	8,000	7,242.45	.00	930.00	-172.45	102.2%*	
0017021 561800 PROGRAM SUPPLIES	2,500	2,500	1,835.78	.00	.64	663.58	73.5%	
0017021 562200 NATURAL GAS	2,500	2,500	3,578.01	.00	2,121.99	-3,200.00	228.0%*	
0017021 569000 OFFICE SUPPLIES	2,000	2,000	1,233.10	.00	500.00	266.90	86.7%	
0017021 581120 CONFERENCES & MEMBE	7,500	8,500	7,652.55	.00	100.00	747.45	91.2%	
0017021 583120 ARTS & CULTURE COMM	15,000	15,000	10,790.03	.00	.00	4,209.97	71.9%	
0017021 589100 MISCELLANEOUS	0	128,524	87,154.63	.00	40,916.57	452.63	99.6%	
TOTAL PARKS ADMINISTRATION	177,900	306,424	218,978.00	.00	51,003.11	36,442.72	88.1%	
TOTAL GENERAL FUND	177,900	306,424	218,978.00	.00	51,003.11	36,442.72	88.1%	
TOTAL REVENUES	-423,330	-423,330	-403,247.99	.00	.00	-20,082.01		
TOTAL EXPENSES	601,230	729,754	622,225.99	.00	51,003.11	56,524.73		

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	177,900	306,424	218,978.00	.00	51,003.11	36,442.72	88.1%

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

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

ACCOUNTS FOR:	ORIGINAL	REVISED					AVAILABLE	PCT
001 GENERAL FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL	
0017022 PARKS GROUNDS & FACILITIES								
0017022 450311 MUZZY FIELD RENTALS	-30,000	-30,000	-34,022.50	.00	.00	4,022.50	113.4%	
0017022 450321 RENTALS	-21,000	-21,000	-11,759.08	.00	.00	-9,240.92	56.0%*	
0017022 450322 CONCESSION & MISC	-7,000	-7,000	-4,374.65	.00	.00	-2,625.35	62.5%*	
0017022 514000 REGULAR WAGES & SAL	1,246,415	1,246,415	1,064,707.60	.00	.00	181,707.40	85.4%	
0017022 515100 OVERTIME WAGES & SA	120,000	120,000	73,424.16	.00	.00	46,575.84	61.2%	
0017022 515200 PARTTIME WAGES & SA	52,000	52,000	30,286.61	.00	.00	21,713.39	58.2%	
0017022 541000 PUBLIC UTILITIES	100,000	100,000	83,708.11	.00	16,291.89	.00	100.0%	
0017022 541100 WATER & SEWER CHARG	45,000	45,000	75,617.87	.00	4,358.21	-34,976.08	177.7%*	
0017022 542140 REFUSE	17,000	17,000	7,824.03	.00	2,974.97	6,201.00	63.5%	
0017022 543000 REPAIRS & MAINTENAN	55,000	120,000	109,108.54	.00	10,670.19	221.27	99.8%	
0017022 543100 MOTOR VEHICLE SERVI	11,000	11,000	7,341.38	.00	3,199.94	458.68	95.8%	
0017022 561400 MAINT SUPPLIES & MA	100,000	100,000	64,223.49	.00	36,021.43	-244.92	100.2%*	
0017022 562100 HEATING OIL	16,500	16,500	16,175.36	.00	324.64	.00	100.0%	
0017022 562200 NATURAL GAS	1,000	1,000	1,991.97	.00	8.03	-1,000.00	200.0%*	
0017022 562600 MOTOR FUELS	37,000	37,000	30,241.80	.00	9.15	6,749.05	81.8%	
0017022 563000 MOTOR VEHICLE PARTS	25,000	25,000	10,146.07	.00	5,749.93	9,104.00	63.6%	
0017022 563100 TIRES	5,000	5,000	4,781.80	.00	313.00	-94.80	101.9%*	
0017022 570905 SMALL EQUIPMENT	10,000	10,000	2,584.43	.00	1,000.00	6,415.57	35.8%	
0017022 581120 CONFERENCES & MEMBE	6,500	6,500	10,010.10	.00	.00	-3,510.10	154.0%*	
0017022 581200 VANDALISM	4,000	4,000	308.98	.00	91.02	3,600.00	10.0%	
TOTAL PARKS GROUNDS & FACILITIES	1,793,415	1,858,415	1,542,326.07	.00	81,012.40	235,076.53	87.4%	
TOTAL GENERAL FUND	1,793,415	1,858,415	1,542,326.07	.00	81,012.40	235,076.53	87.4%	
TOTAL REVENUES	-58,000	-58,000	-50,156.23	.00	.00	-7,843.77		
TOTAL EXPENSES	1,851,415	1,916,415	1,592,482.30	.00	81,012.40	242,920.30		

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	1,793,415	1,858,415	1,542,326.07	.00	81,012.40	235,076.53	87.4%

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

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

ACCOUNTS FOR:	ORIGINAL	REVISED					AVAILABLE	PCT
001 GENERAL FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL	
0017023 RECREATION								
0017023 450105 PROGRAM FEES	-293,000	-293,000	-296,369.07	.00	.00	3,369.07	101.1%	
0017023 514000 REGULAR WAGES & SAL	141,325	141,325	121,869.24	.00	.00	19,455.76	86.2%	
0017023 515100 OVERTIME WAGES & SA	500	500	401.46	.00	.00	98.54	80.3%	
0017023 515200 PARTTIME WAGES & SA	355,000	355,000	252,160.67	.00	.00	102,839.33	71.0%	
0017023 531000 PROFESSIONAL FEES &	130,000	129,000	112,571.78	.00	16,189.50	238.72	99.8%	
0017023 561800 PROGRAM SUPPLIES	32,000	32,000	18,304.56	.00	5,702.92	7,992.52	75.0%	
0017023 581120 CONFERENCES & MEMBE	3,000	4,000	4,008.44	.00	.00	-8.44	100.2%*	
TOTAL RECREATION	368,825	368,825	212,947.08	.00	21,892.42	133,985.50	63.7%	
TOTAL GENERAL FUND	368,825	368,825	212,947.08	.00	21,892.42	133,985.50	63.7%	
TOTAL REVENUES	-293,000	-293,000	-296,369.07	.00	.00	3,369.07		
TOTAL EXPENSES	661,825	661,825	509,316.15	.00	21,892.42	130,616.43		

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	368,825	368,825	212,947.08	.00	21,892.42	133,985.50	63.7%

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

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

ACCOUNTS FOR:	ORIGINAL	REVISED				AVAILABLE	PCT
001 GENERAL FUND	APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
0017024 AQUATICS							
0017024 450103 POOL CHARGES	-225,000	-225,000	-222,307.16	.00	.00	-2,692.84	98.8%*
0017024 514000 REGULAR WAGES & SAL	219,460	219,460	166,336.35	.00	.00	53,123.65	75.8%
0017024 515100 OVERTIME WAGES & SA	5,000	5,000	8,164.42	.00	.00	-3,164.42	163.3%*
0017024 515200 PARTTIME WAGES & SA	515,000	515,000	460,132.01	.00	.00	54,867.99	89.3%
0017024 531000 PROFESSIONAL FEES &	8,500	8,500	4,479.50	.00	1,836.00	2,184.50	74.3%
0017024 541000 PUBLIC UTILITIES	53,000	53,000	22,864.29	.00	22,135.71	8,000.00	84.9%
0017024 541100 WATER & SEWER CHARG	18,000	18,000	19,707.03	.00	2,042.97	-3,750.00	120.8%*
0017024 543000 REPAIRS & MAINTENAN	25,000	43,777	87,029.67	.00	3,715.11	-46,967.78	207.3%*
0017024 561400 MAINT SUPPLIES & MA	30,000	30,000	36,467.09	.00	10,787.88	-17,254.97	157.5%*
0017024 561800 PROGRAM SUPPLIES	15,000	15,000	6,542.64	.00	6,642.09	1,815.27	87.9%
0017024 562100 HEATING OIL	6,000	6,000	1,753.10	.00	4,246.90	.00	100.0%
0017024 562200 NATURAL GAS	35,000	35,000	23,261.97	.00	11,738.03	.00	100.0%
0017024 581120 CONFERENCES & MEMBE	3,000	3,000	2,454.20	.00	.00	545.80	81.8%
TOTAL AQUATICS	707,960	726,737	616,885.11	.00	63,144.69	46,707.20	93.6%
TOTAL GENERAL FUND	707,960	726,737	616,885.11	.00	63,144.69	46,707.20	93.6%
TOTAL REVENUES	-225,000	-225,000	-222,307.16	.00	.00	-2,692.84	
TOTAL EXPENSES	932,960	951,737	839,192.27	.00	63,144.69	49,400.04	

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	707,960	726,737	616,885.11	.00	63,144.69	46,707.20	93.6%

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

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

ACCOUNTS FOR:			ORIGINAL	REVISED				AVAILABLE	PCT
132	PINE LAKE ADVENTURE PARK FUND		APPROP	BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
1321032 PINE LAKE ADVENTURE PARK									
1321032 422004	CHALLENGE COURSE FE		-51,750	-51,750	-16,439.00	.00	.00	-35,311.00	31.8%*
1321032 460000	INTEREST INCOME		0	0	-587.98	.00	.00	587.98	100.0%
1321032 515300	SEASONAL WAGES		29,450	29,450	10,005.00	.00	.00	19,445.00	34.0%
1321032 531000	PROFESSIONAL FEES &		17,000	17,000	1,606.70	.00	845.00	14,548.30	14.4%
1321032 557700	ADVERTISING		1,500	1,500	1,107.63	.00	.00	392.37	73.8%
1321032 561400	MAINT SUPPLIES & MA		1,350	1,350	.00	.00	.00	1,350.00	.0%
1321032 561800	PROGRAM SUPPLIES		950	950	.00	.00	.00	950.00	.0%
1321032 581120	CONFERENCES & MEMBE		1,500	1,500	.00	.00	.00	1,500.00	.0%
TOTAL PINE LAKE ADVENTURE PARK			0	0	-4,307.65	.00	845.00	3,462.65	100.0%
TOTAL PINE LAKE ADVENTURE PARK FU			0	0	-4,307.65	.00	845.00	3,462.65	100.0%
TOTAL REVENUES			-51,750	-51,750	-17,026.98	.00	.00	-34,723.02	
TOTAL EXPENSES			51,750	51,750	12,719.33	.00	845.00	38,185.67	

YEAR-TO-DATE BUDGET REPORT

FOR 2025 13

	ORIGINAL APPROP	REVISED BUDGET	YTD ACTUAL	MTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	0	0	-4,307.65	.00	845.00	3,462.65	100.0%

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



25-27' Strategic Plan (Year 1) Report
Board of Park Commissioners
May 21, 2025

Update from the Superintendent: A small data team comprised of Superintendent Medeiros, Deputy Superintendent Sarah Larson, Assistant to the Superintendent Amaris Estrada, Community Engagement Coordinator Erica Benoit, Recreation Supervisor Amry Shelby and Arts & Culture Supervisor Arianna Therriault convened to discuss the development of the data collection tools needed to collect baseline data to inform our strategic plan, specifically the measures of success. The team worked independently on the evaluation tools and then met 3 times to review drafts, provide team feedback and finalize the instruments. The data collection tools will be presented to the Board of Park Commissioners for their input at their regular meeting on May 21, 2025.

BPRYCS Data Collection Schedule

Data Collection Tool	Associated Objective/Measure of Success	Frequency	Anticipated Timeline for Collection
Annual Employee Satisfaction Survey	Objective 1.1: BPRYCS cultivates a workplace that is second to none in employee performance and satisfaction for maximum community impact	Annually	Launched at: <i>April 30, 2025 All-Staff Meeting</i>
Divisional Key Performance Indicators (KPI)	Objective 1.1: BPRYCS cultivates a workplace that is second to none in employee performance and satisfaction for maximum community impact	<i>Annually</i>	<i>Collected and submitted as part of the annual Budget Book due to Comptrollers June 20, 2025</i>
Annual Parks Satisfaction & DMAC Facility Satisfaction Survey	Objective 1.2: BPRYCS stewards clean, safe, and attractive parks, facilities and programs that encourage public visitation and play	<i>Annually</i>	<i>DMAC survey launched in March Parks Survey Launch: July 14, 2025 as part of July is Parks & Recreation Month</i>
Reach Database	Objective 1.2: BPRYCS stewards clean, safe, and attractive parks, facilities and	<i>Annually</i>	<i>Collected and submitted as part of the annual Budget Book due to Comptrollers June 20, 2025</i>

	programs that encourage public visitation and play		
CAPRA Workbook	Objective 1.3: BPRYCS develops, adopts, and implements best practices for operational efficiency and financial stewardship in alignment with industry and national standards to ensure organizational excellence	<i>On-going Basis</i>	<i>Placed on the Agenda for Parks Board Policy & Strategy Committee as an on-going item updated by Deputy Superintendent as needed</i>
City of Bristol Demographics/Census Block Data and Participation Service Areas	Objective 2.1: BPRYCS programs, services, and staff are diverse and reflective of the Bristol community	<i>Annually</i>	<i>Collected and submitted as part of the annual Budget Book due to Comptrollers June 20, 2025</i>
City of Bristol Demographics and BPRYCS Employee Demographics Comparison	Objective 2.1: BPRYCS programs, services, and staff are diverse and reflective of the Bristol community	<i>Annually</i>	<i>Completed as an accompanying report to the Annual Employee Satisfaction Survey in April 2025</i>
ADA Audit	Objective 2.2: BPRYCS creates opportunities that are inclusive, accessible, and welcoming to all members of the community	<i>Annually</i>	<i>Consult with a firm to provide initial technical review. Update every fall before budget season to inform ADA capital requests</i>
Special Needs Disabilities Disclosure Data	Objective 2.2: BPRYCS creates opportunities that are inclusive, accessible, and welcoming to all members of the community	<i>Annually</i>	<i>Collected and submitted as part of the annual Budget Book due to Comptrollers June 20, 2025</i>
Board Member Self-Assessment Profiles	Objective 2.3: BPRYCS develops and employs policies, practices, and procedures that amplify and engage diverse voices within the community bringing new perspectives to shape service delivery	<i>On-Going Basis</i>	<i>All Board members to complete at their regular meetings in May/June 2025. Board gap profiles are created and submitted to the Mayor's Office. New board members complete as part of their on-boarding</i>
Program Outcomes Report	Objective 3.1: BPRYCS identifies, implements and prioritizes programs and initiatives that directly result in	<i>Annually</i>	<i>Collected and submitted as part of the annual Budget Book due to Comptrollers June 20, 2025</i>

	increased access to benefits from the 7-dimensions of well-being Objective 3.3: BPRYCS' role as an essential health provider that influences community wellness benefits, is fully realized and reflected in both investment and resource allocation Objective 3.2: BPRYCS is the leader in projects, educational initiatives and policies that build an environmentally resilient community and empowers the next generation of park stewards as healthy green space champions		
Community Engagement Data	Objective 4.1: BPRYCS engagement, brand recognition, and communication efforts result in community members that are engaged, informed and part of the process of shaping their parks, programs and services	Annually	Collected and submitted as part of the annual Budget Book due to Comptrollers June 20, 2025

Appendix A: Year 1 (2025) Approach

After a 10-month engagement process the 2025-2027 Strategic Plan was adopted by the Board of Park Commissioners in December of 2024. The following is the draft action plan for how we are approaching the work in year 1 with an initial focus on collecting the baseline data needed for our Measures of Success. The baseline data will allow staff to more accurately reflect on current conditions which will provide opportunity to refine the measures of success and prioritize which activities to engage in first. The baseline data will also allow us to begin tracking our progress year after year in order to measure the impact of our work.

Q1 (January-March)	Q2 (April-June)	Q3 (July-September)	Q4 (October-December)
✓ Begin to develop the data collection tools needed for our strategic plan baseline data collection via a Data Development Team (see Appendix A) ✓ Initiate the work of <i>Objective 4.3</i> via the Parks Board Fund Development Committee to lay the groundwork for formation of a 501c3 foundation to serve as the philanthropic arm of BPRYCS	✓ Present the data collection tools to the Board of Park Commissioners for input and adoption • Re-initiate the work of <i>Objective 1.3</i> via the Parks Board Policy Committee to continue to advance the work towards CAPRA	• Launch the data collection process and begin to collect data throughout the summer when the parks are in peak season • Review the data and refine the measures of success in late Q3 as appropriate • Present the data findings to the Board of Park Commissioners and provide opportunity for commissioner input into priority activities based on data results	• Incorporate the priority activities into the FY27 Budget via the Parks Finance Committee as appropriate • Activate the SPOTs to engage in the work for priority activities. Develop a timeline for completion for Year 2 (2026) and begin to determine which activities are secondary priorities for Year 3 (2027).

Strategic Plan Data Collection Tools

Objective 2.2

ADA Audit

Park	Amentity	ADA Compliance (Y/N)	Universally Accessible (Y/N)	Notes
Brackett Park	Basketball Court			
	Gazebo			
	Sidewalks			
	Goodshell Toddler Playground			
Casey Field	Softball Field			
	Sidewalks			
	Parking Lot			
	Rectangular Field			
Chippens Hill Middle School	CHMS Baseball Field			
	CHMS Lower Soccer Field			
	CHMS Softball Field			
	CHMS Upper Soccer Field			
Dennis N Malone Aquatics Center	Lobby			
	Men's Locker Room			
	Women's Locker Room			
	Family Locker Room			
	Lifeguard Room			
	Pool			
	Seating Area			
	Starting Blocks/Diving Platform			
	Sidewalks			
	Parking Lot			
	Water Fountains/Vending Machine			
Edgewood School	ES T-ball Field			
	Federal Hill Gazebo			
	Federal Hill Open Field			
	Rec N' Read Library			

Strategic Plan Data Collection Tools

Objective 2.2

ADA Audit

Federal Hill Green	Riordan Toddler Playground			
	Parking			
	Sidewalks			
Greene-Hills School	GHS Baseball Field			
	GHS Soccer Field			
	GHS Softball Field			
Hoppers Birge Pond Nature Preserve	Parking			
	Pond Trails			
	Educational Signs			
	Hiking Trails			
	Fishing Pier			
Hubbell School	Front Field			
	HS Baseball Field			
Ivy Drive School	IDS Field			
	IDS Softball Field			
Kern Park	Hiking Trails			
	Educational Signs			
McCabe Waters Little League Fields	Softball Field #1			
	Baseball Field			
	Softball Field #2			
	Parking			
	Pavilion			
	Building			
	T-ball Field			
	Gazebo			
	Memorial Boulevard Track			
	Covered Picnic Area			
	Open Field			
	Parking			
	Educational Signs			
	Sidewalks			
	Ponds			

Strategic Plan Data Collection Tools

Objective 2.2

ADA Audit

Memorial Boulevard	Monuments			
	Softball Field			
Mix Street Field	Storage Shed			
	MV Lower Field			
Mountain View School	MV Softball Field			
	Field			
	Bathrooms			
	Umpire Rooms			
	Concession Stands			
	Seating			
	Picnic Area			
	Parking Lot			
	Press Box			
Muzzy Field	Concourse			
	Parking Lot			
Nelson Field	Field			
	NMS Baseball Field			
	NMS Side Field			
	NMS Soccer Field			
Northeast Middle School	NMS Softball Field			
	Playground			
	Basketball Court			
	Disc Golf Course			
	Hardball Diamond			
	Ingraham Field (Upper & Lower)			
	Outdoor Pool			
	Softball Field			
	Tennis Courts			
	Ski Lodge			
	Perry J. Spinelli Pavilion			
	Parking Lots			
	Paved Walking Trails			

Strategic Plan Data Collection Tools

Objective 2.2

ADA Audit

Page Park	Pickleball Courts			
	Splash Pad			
	Bathrooms			
	Shelter			
	Picnic Tables			
	Fishing Pier			
Peck Park	Baseball Field #1			
	Baseball Field #2			
	Tennis/Pickleball Courts			
	Playground			
	Parking			
	Paths			
	T-Ball Field			
	Building			
	Bathrooms			
Pigeon Hill Preserve	Parking			
	Hiking Trails			
Pine Lake Park	Pine Lake Adventure Park			
	Fishing Pier			
	Parking			
	Picnic Tables			
	Un-paved Walking Trails			
Quinlan Park	Benches			
	Monument			
Roberts Property	Parking			
	Un-paved Walking Trails			
	Educational Signs			
	Amphitheatre			
	B.A.R.K Park (Off-Leash Dog Park)			
	Back Playground Shelter			
	Basketball Court			
	Bike Pump Park			

Strategic Plan Data Collection Tools

Objective 2.2

ADA Audit

Rockwell Park	Gazebo at open field			
	Hiking Trails			
	Mountain Bike Trails			
	Mrs. Rockwell's Pavilion			
	Open Field			
	Outdoor Pool			
	Rockwell Park Pond			
	Skate Park			
	Stone House/ Summer House			
	T-Shelter			
	Volleyball Court			
	Playground			
	Maintenance Building			
	Rec N' Read			
	Educational Signs			
	Sidewalks			
	Un-Paved walking trails			
	Para-fitness Course			
	Fitness Pad			
	Disc Golf Course			
	Bathrooms			
	Parking			
Seymour Park	Basketball Court			
	Pickleball Court 1			
	Playground			
	Parking			
	Sidewalks			
Show Mobile				
South Side School	SSS Soccer Field			
	SSS Softball Field			
	SS Soccer Field			

Strategic Plan Data Collection Tools

Objective 2.2

ADA Audit

Stafford Elementary School	SS Softball Field			
	Basketball Court			
	Picnic Shelter			
	Volleyball Courts			
	Bathrooms			
	Playground			
	Sidewalks			
Stocks Playground	Parking Lot			
West Bristol School	WBS Baseball Field			
	WBS Soccer Field			
	WBS Softball Field			
Wilson Playground	Playground			
	Basketball Court			
	Rec N' Read			
	Softball Field			

Annual Employee Survey

Bristol Parks, Recreation, Youth & Community Services (BPRYCS) strives for a workplace that is second to none in employee performance and satisfaction in order to maximize our impact to the community. We believe that highly skilled, knowledgeable, and professional team members that love their work results in organizational excellence. We invite you to please take a 5-minute anonymous survey to share your feedback on the workplace. Thank you in advance for your reflections!

On a scale of 1-5 please rate your overall agreement with the following statements:

Question	Strongly Agree (5)	Agree (4)	Somewhat Agree (3)	Disagree (2)	Strongly Disagree (1)
My work gives me a feeling of personal accomplishment and satisfaction					
My work is impactful and meaningful					
I take pride in the work that I'm doing					
I feel comfortable sharing my opinions or ideas at work					
I am able to complete my work responsibilities while maintaining a healthy work-life balance					
I feel connected to and enjoy working with my colleagues					
I feel supported by my teammates					
There is good communication between my teammates					
Divisions work well together to accomplish goals					
I feel like a valued member of the team					
My immediate supervisor provides frequent and effective communication					
I feel like I can speak with my direct supervisor about matters that concern me					
I feel supported by my immediate supervisor					

I feel my immediate supervisor values and appreciates my work					
My immediate supervisor provides me appropriate levels of feedback and constructive ways to improve my work					
I understand what is needed to meet my position's goals and objectives					
I feel I have the knowledge and skills to successful meet my position's goals and objectives					
I am satisfied with the amount of training I receive to do my job					
I have opportunities to participate in professional development opportunities, mentoring and/or coaching					
I see opportunities for future career advancement (even if the jobs are not currently available)					

General Comments that can help us promote a culture of continuous improvement:

Satisfaction Metrics (Internal Use Only)

Employee Surveys	Personal Satisfaction (25pts)	Team Culture (25pts)	Management Support (25pts)	Training/Education/Career Development (25pts)	Overall Satisfaction (Total Possible Points= 100pts)
Employee 1					
Employee 2					
Employee 3					
Employee 4					
Employee 5					
Employee 6					
Employee 7					
Employee 8					
Employee 9					
Employee 10					
Employee 11					
Employee 12					
Employee 13					
Employee 14					
Employee 15					
Employee 16					
Employee 17					
Employee 18					
Employee 19					
Employee 20					
Employee 21					
Employee 22					
Employee 23					
Employee 24					
Employee 25					
Employee 26					
Employee 27					
Employee 28					
Employee 29					
Employee 30					
Employee 31					
Total Points Per Category					

Overall Satisfaction Score will inform our Measures for Success (Area of Improvement to track over 3 years), the individual categories will inform our activities for improvement.

Standard	Assignee	Status
1 - Agency Authority, Role and Responsibility		
1.0 - Agency Authority, Role, and Responsibility	-	Complete
1.1- Source of Authority		Complete
1.1.1– Approving Authority/Policy Body		Complete
1.1.2 – Citizen Advisory Boards/Committees		Complete
1.2 – Periodic Review of Documents		Complete
1.2.1 – Document Approval Authority		Complete
1.3 – Jurisdiction		Complete
1.4 – Mission		Complete
1.4.1 – Agency Goals and Objectives		Complete
1.4.2 – Personnel Involvement		Complete
1.5 – Vision		Complete
1.6 – Policies, Rules, Regulations, and Operational Procedures		Complete
1.6.1 – Administrative Policies and Procedures		Complete
1.7 – Agency Relationships		Complete
1.7.1 – Operational Coordination and Cooperation Agreements		Complete
2 - Planning		
2.1– Overall Planning Function within Agency	-	Complete
2.2 – Involvement in Local Planning	-	Complete
2.3 – Planning with Regional, State, and Federal Agencies	-	Complete
2.3.1 – Community Comprehensive Plan with Park and Recreation Component	-	Complete
2.4 – Park and Recreation System Master Plan	-	Complete
2.5 – Strategic Plan	-	Complete
2.6 – Feasibility Studies	Administration	Not Started
2.7 – Site Plans		Complete
2.8 – Historical and Cultural Resource Management Plans	Administration	Not Started
2.9 – Community Involvement	-	Complete
2.10 – ADA Transition Plan	-	Complete
3 - Organization and Administration		
3.1 – Organizational Structure	-	Complete
3.2 – Administrative Offices	-	Complete
3.2.1 – Support Services	-	Complete
3.3 – Internal Communication	-	Complete
3.4 – Public Information Policy and Procedure	Policy Committee	Not Started
3.4.1 – Public Information and Community Relations Responsibility	Policy Committee	In-Progress
3.4.2 – Community Relations Plan	Policy Committee	In-Progress
3.4.3 – Marketing Plan	-	Complete
3.4.3.1 – Marketing Responsibility	-	Complete
3.4.3.2- Social Media Policy	Policy Committee	In-Progress
3.5 – Utilization of Technology	-	Complete

3.5.1 – Management Information Systems	-	Complete
3.6 – Records Management Policy and Procedures	Policy Committee	Not Started
3.6.1 – Records Disaster Mitigation and Recovery Plan and Procedures	IT	Not Started
4 - Human Resources		
4.1 – Personnel Policies and Procedures Manual	-	Complete
4.1.1 – Code of Ethics	-	Complete
4.1.1.1 – Staff Acceptance of Gifts and Gratuities	-	Complete
4.1.2 – Recruitment Process	-	Complete
4.1.3 – Equal Opportunity Employment and Workforce Diversity	-	Complete
4.1.4 – Selection Process	-	Complete
4.1.5 – Background Investigation	-	Complete
4.1.6 – Employee Benefits	-	Complete
4.1.7 - Supervision	-	Complete
4.1.8 – Compensation Plan	-	Complete
4.1.9 – Performance Evaluation	Learning and Staffing Development Committee	Not Started
4.1.10 - Promotion	-	Complete
4.1.11 – Disciplinary System	-	Complete
4.1.12 – Grievance Procedures	-	Complete
4.1.13 – Termination and End of Employment	-	Complete
4.1.14 – Social Media Policies Regarding Staff Use	Policy Committee	In-Progress
4.2 – Staff Qualifications	-	Complete
4.3 – Job Analyses for Job Descriptions	-	Complete
4.4 - Chief Administrator	-	Complete
4.4.1 – Leadership Succession Procedure	-	Complete
4.5 – Workforce Health and Wellness Program	-	Complete
4.6 – Orientation Program	Learning and Staffing Development Committee	In-Progress
4.6.1 – Employee Training and Development Program	Learning and Staffing Development Committee	In-Progress
4.6.2 – Professional Certification and Organizational Membership	-	Complete
4.7 – Volunteer Management	Policy Committee	In-Progress
4.7.1 – Use of Volunteers	Policy Committee	In-Progress
4.7.2 – Volunteer Recruitment, Selection, Orientation, Training, and Retention	Policy Committee	In-Progress
4.7.3 – Supervision and Evaluation of Volunteers	Policy Committee	In-Progress
4.7.4 – Recognition of Volunteers	Policy Committee	In-Progress

4.7.5 – Liability Coverage for Volunteers	HR	Not Started
4.8 – Consultants and Contract Employees	Policy Committee	In-Progress
5 - Financial Management		
5.1 – Fiscal Policy	-	Complete
5.1.1 – Comprehensive Revenue Policy	-	Complete
5.1.2 – Agency Acceptance of Gifts and Donations	-	Complete
5.1.3 – Grants Procedures	-	Complete
5.1.4 – Private, Corporate, and Non-Profit Support Procedures	Policy Committee	In-Progress
5.2 – Fiscal Management Procedures	-	Complete
5.2.1 – Authority and Responsibility for Fiscal Management	-	Complete
5.2.2 – Purchasing Procedures	-	Complete
5.2.2.1 – Emergency Purchase Procedures	-	Complete
5.3 – Accounting System	-	Complete
5.3.1 – Financial Status Reports	-	Complete
5.3.2 – Position Authorization Procedures	-	Complete
5.3.3 – Fiscal Control and Monitoring Procedures	Administration	In-Progress
5.3.4 – Independent Audit	-	Complete
5.4 – Annual or Biennial Budget	-	Complete
5.4.1 – Budget Development Guidelines	-	Complete
5.4.2 – Budget Recommendations	-	Complete
5.5 – Budget Control Procedures	Administration	Not Started
5.5.1 – Supplemental/Emergency Appropriations Procedures	Administration	Not Started
5.5.2 – Inventory and Fixed Assets Controls	Policy Committee	Not Started
6 - Programs and Services Management		
6.1– Recreation Programming Plan	Program and Evaluation Committee	Not Started
6.1.1 – Program and Service Determinants	Program and Evaluation Committee	Not Started
6.1.2 – Participant Involvement	Program and Evaluation Committee	Not Started
6.1.3 – Self-Directed Programs and Services	-	Complete
6.1.4 – Leader-Directed Programs and Services	-	Complete
6.1.5 – Facilitated Programs and Services	-	Complete
6.1.6 – Cooperative Programming	-	Complete
6.2 – Program Objectives	Program and Evaluation Committee	In-Progress
6.3 – Scope of Program Opportunities	Program and Evaluation Committee	In-Progress

6.3.1 – Outreach to Diverse Underserved Populations	-	Complete
6.4 – Community Education for Leisure Process	Health and Wellness Committee	In-Progress
6.4.1 – Community Health and Wellness Education and Promotion	Health and Wellness Committee	In-Progress
6.5 – Code of Conduct	-	Complete
6.5.1 – Concussion Protocol	Program and Evaluation Committee	In-Progress
7 - Facility and Land Use Management		
7.1 – Parkland Acquisition Procedures	Administration	In-Progress
7.2 – Areas and Facilities Development Policies and Procedures	Policy Committee	Not Started
7.2.1 – ADA Existing Facility and Site Access Audit	Facility Supervisors	Not Started
7.3 – Defense Against Encroachment Procedures	Policy Committee	Not Started
7.4 – Disposal of Lands Procedures	Policy Committee	Not Started
7.5 – Maintenance and Operations Management Standards	Parks Division	In-Progress
7.5.1 – Facility Legal Requirements	Administration	Not Started
7.5.2 – Preventative Maintenance Plan	Parks Division	Not Started
7.6 – Fleet Management Plan	Parks Division	Not Started
7.7 – Agency-Owned Equipment, Materials, Tools, and Supplies Policies and Procedures	Policy Committee	Not Started
7.7.1 – Building Plans and Specifications	-	Complete
7.7.2 – Land and Lease Records	-	Complete
7.8 – Environmental Sustainability Policy and Program		Not Started
7.9 – Natural Resource Management Plans and Procedures	Administration	Not Started
7.9.1 – Recycling and/or Zero Waste Plan	Policy Committee	Not Started
7.10 – Maintenance Personnel Assignment Procedures	Parks Division	Not Started
7.11 – Capital Asset Depreciation and Replacement Schedule	-	Complete
8 - Public Safety, Law Enforcement, and Security		
8.1– Codes, Laws, and Ordinances	-	Complete
8.1.1– Staff Liaison to Law Enforcement Officers	-	Complete
8.2– Authority to Enforce Laws by Law Enforcement Officers	-	Complete
8.3– Law Enforcement Officer Training	-	Complete
8.4– Public Information on Laws, Ordinances, Rules, Regulations, and Policies	Park Sign Redesign Working Group	In-Progress

8.4.1– In-Service Training for Staff on Public Safety and Law Enforcement	Learning and Staffing Development Committee	Not Started
8.4.2– Handling of Disruptive Behavior Procedures	Policy Committee	In-Progress
8.4.3– Traffic Control, Parking Plans, and Crowd Control	Police Department	Not Started
8.4.4– Handling of Evidentiary Items Procedures	Police Department	Not Started
8.5– General Security Plan	Division Supervisors	In-Progress
8.6– Emergency Management Planning	-	Complete
8.6.1 – In-Service Training for Staff on General Security and Emergency Management	Learning and Staffing Development Committee	In-Progress
8.6.2 – Emergency Risk Communications Plan	Policy Committee	In-Progress
8.6.3 – Care and Shelter Procedures	-	Completed
9 - Risk Management		
9.1– Risk Management Policy	-	Complete
9.1.1– Risk Management Plan and Procedures	-	Complete
9.1.2– Accident and Incident Report Procedures	Policy Committee	Not Started
9.1.3– Personnel Involvement and Training	Learning and Staffing Development Committee	In-Progress
9.2 – Risk Manager	-	Complete
9.3 – ADA Compliance and Face-to-Face Resolution	-	Complete
10 - Evaluation, Assessment, and Research		
10.1– Systematic Evaluation Processes	Policy Committee	In-Progress
10.1.1– Responsibility for Evaluation	Program and Evaluation Committee	Not Started
10.1.2– Staff Training on how to Evaluate Programs, Services, and Facilities	Learning and Staffing Development Committee	In-Progress
10.2 – Outcomes Assessment	Program and Evaluation Committee	Not Started
10.3 – Performance Measurement	Program and Evaluation Committee	Not Started
10.3.1 – Level of Service Standards	-	Completed
10.4 – Needs Assessment	-	Completed

10.5 – Program and Service Statistics	Program and Evaluation Committee	Not Started
10.5.1 – Recreation and Leisure Trends Analysis	-	Completed
10.5.2 – Community Inventory	Program and Evaluation Committee	In-Progress
10.5.3 – NRPA Park Metrics	Administration	In-Progress
10.6 – Research Investigation	Administration	Not Started
10.6.1 – Quality Assurance	Program and Evaluation Committee	Not Started

Strategic Plan Data Collection Tools
Objective 2.1
City of Bristol Census Block Group Data

2020 Census Data														Number of MyRec Accounts	# of Members Participating in a 2024 Program
Census Block Group	Designation	Population Estimate	% of Non-Owner Occupied Housing Units	% of residents with a disability	% of residents in poverty	Race & Ethnicity									
						White alone, %	Black alone, %	American Indian and Alaska Native alone, %	Asian alone, %	Native Hawaiian and Other Pacific Islander	Two or More Races, %	Hispanic or Latino, %	White alone, not Hispanic or Latino, %		
4051															
4052															
4053															
4054.01															
4054.02															
4055															
4056															
4057															
4058.01															
4058.02															
4059															
4060.01															
4060.02															
4061															

Strategic Plan Data Collection Tools

Objective 2.1

City of Bristol Census Block Group Data

Divisional Key Performance Indicators (KPI)

Our Department KPI's reflect the approach of **Reach** (# of people impacted)> **Experience** (% of satisfied participants)> **Benefits** (% of outcomes achieved). Combined, they tell the story of how BPRYCS is impacting the lives of Bristol residents.

Divisions	Key Performance Indicators (KPIs)
Administration	# Of community members reached through community engagement (Source: Annual Community Engagement Report) # Of policies developed towards CAPRA Accreditation (Source: CAPRA Status Report)
Parks, Grounds & Facilities Maintenance	# Of work orders completed (Source: Work Order System Report) # Of park, field, and pavilion rental hours (Source: Participation Data Report) % Of park users that are satisfied with maintenance and upkeep of the parks (Source: Annual Parks Satisfaction Survey)
Recreation	# Of participants engaged in recreation programs (Source: Participation Data Report) # Of participants engaged in outdoor adventure programming (Source: Participation Data Report) % Of participants that report being satisfied with their program experience (Source: Program Satisfaction Survey Report) % Of participants reporting benefits aligned with 7-dimensions of well-being (Source: Program Satisfaction Survey Report) - Total Revenues associated with Pine Lake Adventure Park (Source: Munis Report)
Aquatics	# Of participants engaged in aquatics programs (Source: Participation Data Report) # Of patrons with pool membership (Source: Participation Data Report) # Of patrons visiting the pools (Source: Participation Data Report) % Of participants that report being satisfied with their program experience (Source: Program Satisfaction Survey Report) % Of patrons that report being satisfied with the aquatic's facilities (Source: Annual DMAC Survey) % Of participants reporting benefits aligned with 7-dimensions of well-being (Source: Program Satisfaction Survey Report)
Youth & Community Services	# Of youth engaged in services provided by the Youth Services Bureau (Source: Dillinger Report) # Of clients receiving social services through Community Services % Of participants that report being satisfied with their program experience (Source: Program Satisfaction Survey Report) % Of participants reporting benefits aligned with 7-dimensions of well-being (Source: Program Satisfaction Survey Report)
Arts & Culture	% Of patrons that report being satisfied with Downtown Live at Rockwell Theater programs (Source: Post-Show Surveys) # Of participants engaging in arts & culture programs (Source: Participation Data Report) - Total Revenues associated with Downtown Live at the Rockwell Theater (Source: Munis Report) % Of participants reporting benefits aligned with 7-dimensions of well-being (Source: Program Satisfaction Survey Report)

Strategic Plan Data Collection Tools

Objective 2.1

Staff Demographics

2024 - ALL DEPARTMENT STAFF												
Employee Number	Last Name	First Name	Name Suffix	Active Status	Job Class Code Desc	Hispanic or Latino Flag	American Indian Flag	Asian Flag	Black Flag	Pacific Islander Flag	White Flag	Current Effective Date

Employees/Ethnicity	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Total Employees						
	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

	Bristol %	BPRYCS %
Asian (NH)		
Black (NH)		
Hispanic/Latino		
White (NH)		
Other (NH incl. . American Indian, Alaska Native, Native Hawaiian or Pacific Islander)		

Strategic Plan Data Collection Tools

Objective 2.1

Staff Demographics

2024 - FULL TIME STAFF												
Employee Number	Last Name	First Name	Name Suffix	Active Status	Job Class Code Desc	Hispanic or Latino Flag	American Indian Flag	Asian Flag	Black Flag	Pacific Islander Flag	White Flag	Current Effective Date

Employees/Ethnicity	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Total Employees						
	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

	Bristol %	BPRYCS FT %
Asian (NH)		
Black (NH)		
Hispanic/Latino		
White (NH)		
Other (NH incl. . American Indian, Alaska Native, Native Hawaiian or Pacific Islander)		

Strategic Plan Data Collection Tools

Objective 2.1

Staff Demographics

2024 -LEADERSHIP STAFF												
Employee Number	Last Name	First Name	Name Suffix	Active Status	Job Class Code Desc	Hispanic or Latino Flag	American Indian Flag	Asian Flag	Black Flag	Pacific Islander Flag	White Flag	Current Effective Date

Employees/Ethnicity	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!
Total Employees						
	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

	Bristol %	BPRYCS Leadership %
Asian (NH)		
Black (NH)		
Hispanic/Latino		
White (NH)		
Other (NH incl. . American Indian, Alaska Native, Native Hawaiian or Pacific Islander)		



Strategic Plan – Data Collection
Objective 4.1 - Community Engagement Data

WEBSITE - <i>BristolRec.com / MyRec Software</i>	2024	2025	2026	2027
Alerts Posted	63			
Announcements Posted	10			
Text Blasts Sent	31			
Total Active Household Accounts	18,143			
Household Accounts Created/Added	1,514			
Total Active Member Accounts	42,338			
Members Created/Added to Existing Households	3,341			
Total Registrants	9,420			
"First Time" Registrants	1,317 (14%)			
Resident Registrants	7,841 (84%)			
Non- Resident Registrants	1,579 (16%)			
Total # of Programs Posted	162			
# of Programs Available to Residents by Age Category				
"Special Events"	23			
"Preschool (Ages 5 & Under)"	29			
"Youth (Ages 6 - 12)"	78			
"Teen (Ages 13 - 17)"	48			
"Adult (Ages 18+)"	40			
"Senior (Ages 60+)"	20			
Total # of Activities Posted	1,079			
# of Activities Available to Residents by Age Category				
"Special Events"	76			
"Preschool (Ages 5 & Under)"	348			
"Youth (Ages 6 - 12)"	440			
"Teen (Ages 13 - 17)"	289			
"Adult (Ages 18+)"	229			
"Senior (Ages 60+)"	149			

PARKS PROJECT PORTAL - <i>Hosted via Web.com</i>	2024	2025	2026	2027
Project Pages (Current & Completed)	16			
Comments Submitted	614			
Total Unique Visitors	6,781			
Avg. Amount of Time spent on the Portal – "Session Time"	3m 43s			
Bounce Rate	80 %			
<i>Visitors who leave the site after only viewing one page</i>				
Mobile Visitors	5,316			
Bounce Rate	83 %			
Session Time	2m 57s			
Desktop Visitors	1,468			
Bounce Rate	68 %			
Session Time	5m 2s			

SOCIAL MEDIA	2024	2025	2026	2027
BPRYCS - Facebook				
Total Number of Followers	7,556			
Number of Followers Added	719			
Number of Unfollows	170			
Total Reach <i>Number of accounts that saw any content from/about your Page</i>	499,649			
Total Content Views <i>The number of times your content was played or displayed</i>	220,926			
Total Content Interactions <i>Actions users take with posts, including likes, reactions, comments, saves, shares, and replies</i>	7,583			
Total Link Clicks	2,480			
Total Page Visits	36,316			
Total Number of Messages Received	96			
Total Number of Followers	7,556			
Number of Posts	192			
Number of Photos Posted	425			
Number of Videos Posted	10			
Downtown Live, Arts and Culture - Facebook				
Total Number of Followers				
Number of Followers Added				
Number of Unfollows				
Total Reach <i>Number of accounts that saw any content from/about your Page</i>				
Total Content Views <i>The number of times your content was played or displayed</i>				
Total Content Interactions <i>Actions users take with posts, including likes, reactions, comments, saves, shares, and replies</i>				
Total Link Clicks				
Total Page Visits				
Total Number of Messages Received				
Total Number of Followers				
Number of Posts				
Number of Photos Posted				
Number of Videos Posted				
BEST - Facebook				
Total Number of Followers				
Number of Followers Added				
Number of Unfollows				
Total Reach <i>Number of accounts that saw any content from/about your Page</i>				
Total Content Views <i>Number of times your content was played or displayed</i>				
Total Content Interactions <i>Actions users take with posts, including likes, reactions, comments, saves, shares, and replies</i>				
Total Link Clicks				
Total Page Visits				
Total Number of Messages Received				
Total Number of Followers				

Number of Posts				
Number of Photos Posted				
Number of Videos Posted				
BPRYCS - Instagram				
Followers	1,544			
New Followers Added	97			
Number of Unfollows	55			
Total Number of Messages Received	19			
Number of Posts	33			
Downtown Live, Arts and Culture - Instagram				
Followers				
New Followers Added				
Number of Unfollows				
Total Number of Messages Received				
Number of Posts				
BEST - Instagram				
Followers				
New Followers Added				
Number of Unfollows				
Total Number of Messages Received				
Number of Posts				

EMAIL - Constant Contact	2024	2025	2026	2027
Number of Emails Sent	465			
Total Number of Individual Emails Sent	381,937			
Total Number of Emails Opened	172,506			
Total Number of Clicks	10,614			
Total Number of Email Contacts	19,658			
Number of Email Contacts Added	4,949			
Email Unsubscribes	623			
Number of Program Surveys Created				
Program Survey Response Rate				
Total Number of Individual Program Surveys Taken				

PARKS PROJECT PORTAL - Hosted via Web.com	2024	2025	2026	2027
Project Pages (Current & Completed)	16			
Comments Submitted	614			
Total Unique Visitors	6,781			
Avg. Amount of Time spent on the Portal – “Session Time”	3m 43s			
Bounce Rate	80 %			
<i>Visitors who leave the site after only viewing one page</i>				
Mobile Visitors	5,316			
Bounce Rate	83 %			
Session Time	2m 57s			
Desktop Visitors	1,468			
Bounce Rate	68 %			
Session Time	5m 2s			

GENERAL	2024	2025	2026	2027
Emails Received - parksandrecreation@bristolct.gov				
Total Phone Calls Received Main Office (860) 584-6160 Youth & Community Services (860) 314-4690 DMAC (860) 584-3837				
Board of Park Commissioners Meetings <i>Includes special committee meetings</i>	25			
City Arts and Culture Commission Meetings	13			
Youth Commission Meetings	7			
Ribbon Cuttings / Grand Openings / Press Announcements	3			

Program	Cultural	Economic	Emotional	Environmental (Green Programs)	Intellectual	Physical	Social	Program Benefits	% of Participants Satisfied with the Program	% of Participants Reporting Benefits Associated with 7 Dimensions	Direct Costs of Administering the Program
Adult Co-Ed Pickleball						x	x	- Learn basic rules of Pickleball. - Learn fundamentals, such as serving, forehand, backhand and dinks. - Volley and score in a doubles match with like-skilled players.			
Adult Co-Ed Indoor Volleyball - Open Gym						x	x	- Participants will have the opportunity to play at least 3 games per night. - Participants will practice skills such as serving, passing, setting, and spiking. - Participants will face opponents with varying skill levels in a social environment.			
Adult Co-Ed Softball League						x	x	- improve on fundamental skills such as batting, catching, and throwing - develop teamwork and collaboration among team members - develop better communication skills - participate in games to compete for league championship			
Adult Co-Ed Volleyball League						x	x	- improve on fundamental skills such as serving, setting, passing, & attacking - develop teamwork and collaboration among team members - develop better communication skills - participate in games to compete for league championship			
April Vacation Camp		x	x			x	x	- develop social skills - develop self confidence - develop teamwork and collaboration skills			
April Vacation Climbing Camp at Pine Lake Adventure Park		x	x	x	x	x	x	By the end of the climbing camp week, participants will: - Enhance teamwork, communication, and problem-solving skills by collaborating with peers to solve group challenges. - Improve balance through various high and low elements. - Develop perseverance by facing and overcoming challenging physical tasks.			

Strategic Plan Data Collection Tools
Objective 2.2
Special Needs Disabilities Disclosure Data

Years	Total Number of Program Participants	Total Number of Participants with Disclosed Special Needs or Disabilities	Percentage
2024			

Category	Number	Percentage
Members in MyRec		
Members with Disclosed Special Needs or Disabilities		
Members with Disclosed Physical Special Needs or Disabilities		
Members with Disclosed Cognitive Special Needs or Disabilities		
Members with Disclosed Mental Health Special Needs or Disabilities		
Members with Disclosed Unspecified Special Needs or Disabilities		

Special Needs disclosures were identified via Myrec, based on information provided by account holders under the 'Allergies/Conditions' section of their profile.

PROGRAM PARTICIPANT REACH

AQUATICS	2024	2025	2026	2027
Number of Programs Offered	29			
Total Program Participant Registrations	3559			
Membership Scans	14,006			
Daily Drop-Ins	17,887			
Number of Facility Rentals	154			
Number of Facility Rental Hours	389			
Total Number of Volunteers				
Total Number of Volunteer Hours				
Total Volunteer Full-Time Equivalent (FTE)				

ARTS & CULTURE	2024	2025	2026	2027
Number of Programs Offered	33			
Daily Drop-Ins	99			
Number of Tickets Sold	3565			
Ticket Sales	\$126,013.77			
Total Number of Volunteers				
Total Number of Volunteer Hours				
Total Volunteer Full-Time Equivalent (FTE)				

PARKS & MAINTENANCE	2024	2025	2026	2027
Number of Facility Rentals	549			
Number of Facility Rental Hours	4365.23			
Total Number of Volunteers				
Total Number of Volunteer Hours				
Total Volunteer Full-Time Equivalent (FTE)				

RECREATION	2024	2025	2026	2027
Number of Programs Offered	66			
Total Program Participant Registrations	5444			
Daily Drop-Ins	700			
Number of Facility Rentals	2			
Number of Facility Rental Hours	8			
Total Number of Volunteers				
Total Number of Volunteer Hours				
Total Volunteer Full-Time Equivalent (FTE)				

YOUTH & COMMUNITY SERVICES	2024	2025	2026	2027
Number of Programs Offered	10			
Total Program Participant Registrations	321			
Total Number of Volunteers				
Total Number of Volunteer Hours				
Total Volunteer Full-Time Equivalent (FTE)				

BPRYCS DEPARTMENT TOTALS	2024	2025	2026	2027
Number of Programs Offered	687			
Total Program Participant Registrations	9,324			
Membership Scans	14,006			
Daily Drop-Ins	18,686			
Number of Facility Rentals	705			
Number of Facility Rental Hours	4762.23			
Number of Tickets Sold	3565			
Ticket Sales	\$126,013.77			
Total Number of Volunteers				
Total Number of Volunteer Hours				
Total Volunteer Full-Time Equivalent (FTE)				

2025 | Dennis N. Malone Aquatics Center Facility Impact Report



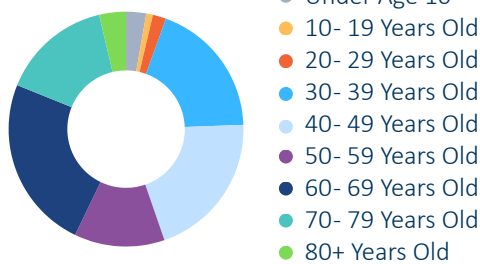
The 2025 Dennis Malone Aquatics Center Facility Survey was an anonymous 30 question survey measuring customer experience issued by the Dennis Malone Aquatics Center (DMAC) and Bristol's Department of Parks, Recreation, Youth and Community Services. The report reflects responses from 2/3/25 - 3/9/25.

Gender Identity



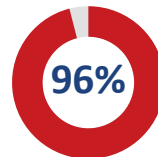
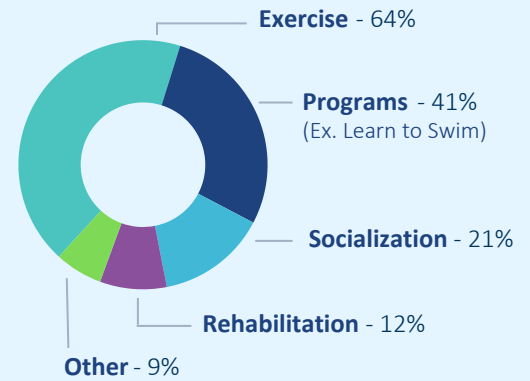
"I feel extremely lucky to live in a city with such a high quality amenity like DMAC."
DMAC Patron/ Community Member

Age of Pool Users



72% of Respondents are Satisfied or Extremely Satisfied with pool and facility cleanliness

Reason for Pool Use



Overall Satisfaction

96% of Survey Respondents are Satisfied or Extremely Satisfied **OVERALL** with the Dennis Malone Aquatics Center

Program Satisfaction

Percent of Survey Respondents who reported they are **Satisfied or Extremely Satisfied** with the following programs



Service Satisfaction

Percent of Survey Respondents who reported they feel satisfied with the following services:



Why do you choose DMAC for your aquatics needs?



"You do a very nice job and I'm proud to have my children apart of this facility and program."

DMAC Patron/ Community Member

"Great facility that I feel fortunate to be able to use."

DMAC Patron/ Community Member

We have been at Dennis Malone Aquatics Center since 2014 and we feel like it is our second home."

DMAC Patron/ Community Member



63% of Respondents live less than five miles away from DMAC

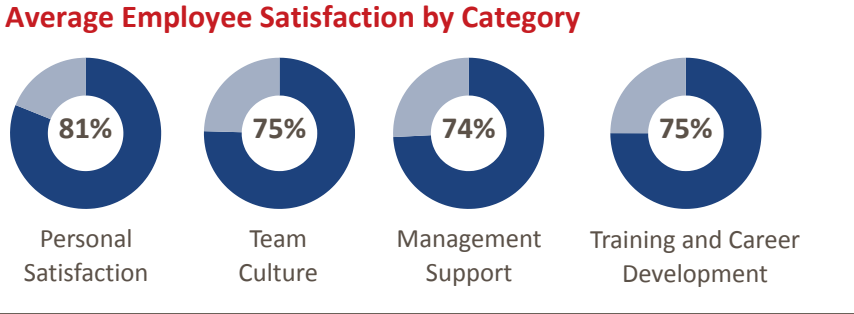
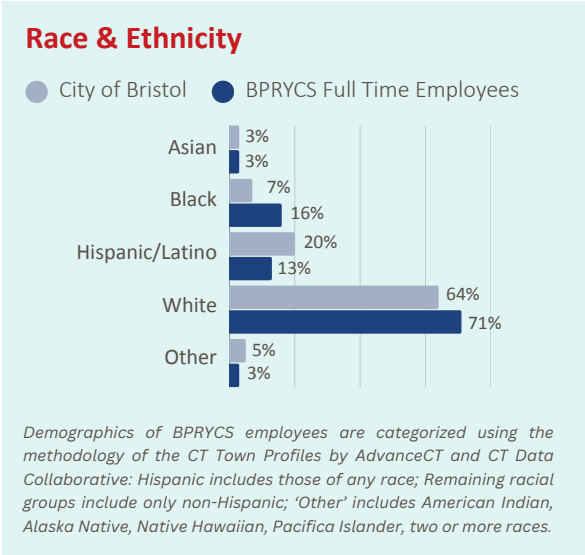
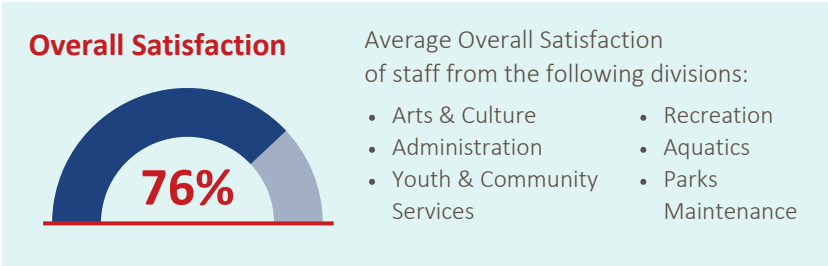
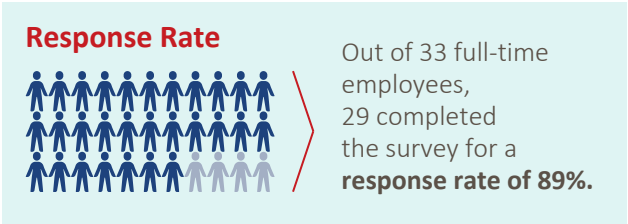
91% of Respondents would recommend the Dennis Malone Aquatics Center to a friend



2025 Employee Profile and Satisfaction Report



Aligned with the City of Bristol Parks, Recreation, Youth and Community Services (BPRYCS) 2025 - 2027 Strategic Plan objective to cultivate a workplace that is second to none in employee performance and satisfaction, an Annual Employee Satisfaction Survey was anonymously administered in April 2025. The survey was created by a staff driven data development team and included 20 statements organized into 4 categories: (1) personal satisfaction, (2) team culture, (3) management support, and (4) training/education/career development. Staff ranked their agreement level with each statement on a Likert scale from strongly agree to strongly disagree.





Annual Employee Satisfaction Survey (2025 Report)

Executive Summary

Aligned with our *Strategic Plan Objective 1.1. to cultivate a workplace that is second to none in employee performance and satisfaction*, an Annual Employee Satisfaction Survey Instrument was developed (Appendix A). The survey was created by a staff driven data development team and it included 20 statements organized into 4 categories: (1) personal satisfaction, (2) team culture, (3) management support, and (4) training/education/career development. Staff ranked their agreement level with each statement on a Likert scale from strongly agree to strongly disagree. The survey was administered anonymously at the All-Staff Meeting on Wednesday, April 30, 2025. Out of 33 full-time employees, 29 completed the survey for a strong response rate of 89%.

Key Findings

- The average **Personal Workplace Satisfaction** was 81%
- The average **Team Culture Satisfaction** was 75%
- The average **Management Support** was 74%
- The average **Training/Education/Career Development** was 75%
- The average **Overall Employee Satisfaction** was 76%

Next Steps: The Measure of Success adopted in the *2025-2027 BPRYCS Strategic Plan* stated, *by 2027, 70% of BPRYCS employees will report satisfaction in the work place*. Based on findings of the survey results, **BPRYCS has already exceeded the 2027 goal**. As a result, in our effort for continued improvement, we are pushing the goal to a desired 80% employee satisfaction level by 2027. To meet our goals we will be engaging in strategic activities that include development and implementation of improved Orientation Programs for all new employees customized for each position in the department and the creation of a Work Force Development Program that builds customized staff trainings, cross training opportunities, a standardized annual training calendar, financial competencies, supervisory/management skill building, professional coaching/mentoring, certifications, and more designed to accommodate each specific employees needs and goals.

Appendix A: Annual Employee Survey

Bristol Parks, Recreation, Youth & Community Services (BPRYCS) strives for a workplace that is second to none in employee performance and satisfaction in order to maximize our impact to the community. We believe that highly skilled, knowledgeable, and professional team members that love their work results in organizational excellence. We invite you to please take a 5-minute anonymous survey to share your feedback on the workplace. Thank you in advance for your reflections!

On a scale of 1-5 please rate your overall agreement with the following statements:

Question	Strongly Agree (5)	Agree (4)	Somewhat Agree (3)	Disagree (2)	Strongly Disagree (1)
My work gives me a feeling of personal accomplishment and satisfaction					
My work is impactful and meaningful					
I take pride in the work that I'm doing					
I feel comfortable sharing my opinions or ideas at work					
I am able to complete my work responsibilities while maintaining a healthy work-life balance					
I feel connected to and enjoy working with my colleagues					
I feel supported by my teammates					
There is good communication between my teammates					
Divisions work well together to accomplish goals					
I feel like a valued member of the team					
My immediate supervisor provides frequent and effective communication					
I feel like I can speak with my direct supervisor about matters that concern me					
I feel supported by my immediate supervisor					

I feel my immediate supervisor values and appreciates my work					
My immediate supervisor provides me appropriate levels of feedback and constructive ways to improve my work					
I understand what is needed to meet my position's goals and objectives					
I feel I have the knowledge and skills to successful meet my position's goals and objectives					
I am satisfied with the amount of training I receive to do my job					
I have opportunities to participate in professional development opportunities, mentoring and/or coaching					
I see opportunities for future career advancement (even if the jobs are not currently available)					

General Comments that can help us promote a culture of continuous improvement:

Appendix B: Raw Scores from 2025 Employee Satisfaction Survey

Employee Surveys	Personal Satisfaction (25pts)	Team Culture (25pts)	Management Support (25pts)	Training/Education/Career Development (25pts)	Overall Satisfaction (Total Possible Points=100pts)
Employee 1	21	18	22	18	79%
Employee 2	13	16	17	12	58%
Employee 3	21	20	7	16	64%
Employee 4	13	13	5	18	49%
Employee 5	20	16	21	16	73%
Employee 6	25	25	25	25	100%
Employee 7	19	19	18	18	74%
Employee 8	17	11	7	23	58%
Employee 9	22	18	25	18	83%
Employee 10	19	12	16	13	60%
Employee 11	23	21	20	16	80%
Employee 12	18	20	25	18	81%
Employee 13	20	20	20	24	84%
Employee 14	22	22	25	22	91%
Employee 15	18	18	12	16	64%
Employee 16	25	20	24	25	94%
Employee 17	25	17	22	21	85%
Employee 18	21	17	19	17	74%
Employee 19	19	22	15	16	72%
Employee 20	22	15	16	21	74%
Employee 21	19	19	19	13	70%
Employee 22	21	23	25	25	94%
Employee 23	23	24	18	19	84%
Employee 24	22	19	20	20	81%
Employee 25	13	11	13	18	55%
Employee 26	21	25	23	20	89%

Employee 27	23	19	15	15	72%
Employee 28	18	22	19	20	79%
Employee 29	25	25	25	21	96%
Total Points Per Category	588/725pts	547/725pts	538/725pts	544/725pts	2217/2900
Total Percentage of Satisfaction	81%	75%	74%	75%	76%

Annual Parks Satisfaction Survey

Demographics

- Are you a Bristol resident?
- What is your age?
- What is your Gender Identity?
- Please specify your ethnicity
- What is your primary language?
- Do you identify as a person with a disability and/or are you a person with accessibility needs?

****Use same answer key as the DMAC survey****

Park Usage

What do you use the parks for? (Select all that apply)

- To exercise and work on my physical health (*Physical Dimension*)
- To socialize with family and friends (*Social Dimension*)
- To find space to work on my mental health (*Emotional Dimension*)
- To participate in free or low-cost programs (*Economic Dimension*)
- To participate in an event or activity that allows me to experience something new (*Cultural Dimension*)
- To be out in nature (*Environmental Dimension*)
- To learn a new skill (*Intellectual Dimension*)

What amenities do you use in the parks? (Select all that apply) do we want to be explicit here and name specific amenities i.e. Rockwell park pool, Seymour park playground, etc. or keep it generic. i.e. x % of residents use basketball courts

- Basketball courts
- Pavilions/Shelters
- Playground
- Baseball field
- T-ball field
- Soccer field
- Swimming Pool
- Splash Park
- Walking/Hiking Trails
- Fitness Pad/parafitness course
- Mountain Bike Trails
- Pumptrack
- Skatepark

- Volleyball courts
- Fishing Pond
- Veterans' monuments
- Disc Golf Courses
- Tennis courts
- Dog Parks
- Pickleball courts
- Pine Lake Adventure Park
- Rockwell amphitheater

How often do you visit Bristol parks?

- Daily
- A few times a week
- Once a week
- A few times a month
- Every few months

What time of day do you prefer to visit Bristol parks?

- Morning
- Afternoon
- Evening

Please Rank in Order of your preferred spending priorities for the parks

- Maintenance for existing amenities
- New recreation amenities
- Additional Restroom Facilities
- Additional pavilion and rental spaces
- Increased security features (more cameras, security, improvement lighting, emergency call buttons)
- More free or affordable park programs

Park Benefits (7-Dimensions of Well-Being Associated Benefits)

True or not true statements? Associated with 7-dimensions. Use the data to say 70% of Bristol residents survey believe Bristol parks influence the social dimensions of well-being, etc.

- Do you believe Bristol Parks are inclusive and welcoming spaces that help build social connections? (Social dimension)?
- Do you believe Bristol Parks provide safe spaces for physical activity and recreation? (Physical dimension)

- Do you believe Bristol Parks provide education, enrichment and lifelong learning experiences? (Intellectual dimension)
- Do you believe Bristol Parks provide connection to the outdoors, green space and protected natural habitats? (Environmental dimension)
- Do you believe Bristol parks provide opportunities for mindfulness and social-emotional learning? (Emotional dimension)
- Do you believe Bristol parks enhances the local economy and provides free and low-cost amenities? (Economic Dimension)
- Do you believe Bristol parks provide culturally relevant community events and celebrations? (Cultural dimension)

Park Safety & Access

How safe do you feel in Bristol parks?

- Very safe
- Safe
- Neutral
- Unsafe
- Very unsafe

How satisfied are you with the accessibility (parking/public transportation/walkways) of public parks?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

Do you feel the parks and amenities are accessible and inclusive of your specific needs?

- Yes
- No
- Open Ended

Have you experienced any barriers (physical or otherwise) that have prohibited you from accessing Bristol parks and recreational amenities?

- Yes
- No
- Open ended

How satisfied are you with Police Presence in the parks?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

Overall Satisfaction

How satisfied are you with Bristol parks?

Rate 1-5 Likert scale: Very satisfied, Satisfied, Neutral, Dissatisfied, Very dissatisfied

- Quality of recreational amenities
- Maintenance and upkeep
- Cleanliness of park grounds
- Cleanliness of park facilities
- Proximity of parks to your home
- Diversity of recreational amenities
- Park programs offered
- Amount of available parking
- Hours of operation (Daylight to 10pm)

What additional amenities or improvements would you like to see in Bristol Parks? (Open-Ended)

Please describe any additional comments regarding your satisfaction with Bristol parks? (Open-Ended)

Board Member Self-Assessment

The following self-assessment tool was created to allow existing and prospective new board members to reflect on their service and experiences that help or will help inform how they participate in their board work. The self-assessment also helps staff identify gaps in expertise that we can then recruit for with future vacancies in order to have a board that is diverse in both areas of interest, skill and community make-up. From the identified gaps, desired board member profiles will be developed and submitted to the Mayor's Office for future consideration.

1. What was your motivation for serving on a board?

2. Please circle which skills and/or areas of experience you have (select all that apply).

☐ Accreditation ☐ ADA/Accessibility ☐ Architecture/Engineering ☐ Arts & Culture ☐ Business Management ☐ Communications ☐ Community Engagement ☐ Education ☐ Environment ☐ Event Planning ☐ Finance ☐ Fundraising ☐ Governance	☐ Grant Writing/Management ☐ Health & Wellness ☐ Insurance/Liability/Risk Management ☐ Law ☐ Marketing ☐ Park Operations ☐ Planning/Design ☐ Policy ☐ Recreational Programming ☐ Research/Data Analysis ☐ Strategic Planning ☐ Technology ☐ Youth Development
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3. Are there other skills, experiences, relationships or areas of expertise that can be utilized in your board service to benefit the BPRYCS Department in our service to the Bristol community?