



*City of Bristol
Board of Park Commissioners*

INFORMATION TO ACCESS MEETING

<https://bristolct-gov.zoom.us/j/83273071199?pwd=GBclP4rC65fJuRusznzi0cRC9WnHtW.>

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The special Board of Park Commissioners meeting will be held on Wednesday, September 24, 2025, at 5:00 PM. in City Hall Meeting Room 1-2 111 North Main Street, Bristol, CT 06010.

AGENDA

1. Call to Order
 - a. Pledge of Allegiance
2. Approval of Minutes
 - a. Approval of Minutes: March 19, 2025, Special Meeting Minutes
3. Public Participation
4. New Business
 - a. Annual review of the BPRYCS Policy Manual
 - b. 2025 Parks Satisfaction Survey Results
 - c. Review the updated BPRYCS 2025-2027 Strategic Plan Workbook and determine priority activities based on the baseline data.
5. Adjournment

PER ORDER OF THE CHAIRPERSON
Cindy Donovan, Chair



*City of Bristol
Board of Park Commissioners*

INFORMATION TO ACCESS MEETING

<https://bristolct-gov.zoom.us/j/87561745971?pwd=pXZn6RPJEZ0DOsn0NXkNJsXAOba66B.1>

Ladies and Gentlemen:

The Special Board of Park Commissioners Meeting was held on Wednesday, March 19, 2025, at 5:00 PM in Meeting Room 1-2 in City Hall, 111 North Main Street, Bristol, CT 06010.

AGENDA

1. Call to Order

Chair Sandy Bogdanski called the meeting to order at 5:00 p.m.

a. Attendance

Members Present:

Sandra Bogdanski, Chair
Leonard Lamothe, Commissioner
Aaron Weber, Commissioner

Dr. Joshua Medeiros, Superintendent
Sarah Larson, Deputy Superintendent
Erica Benoit, Community Engagement
Coordinator
Cindy Donovan, Commissioner
Robert Fiorito, Commissioner

2. Approval of Minutes

a. Approval of Minutes - September 18, 2024, Special Meeting Minutes

MOTION: Made by Commissioner Lamothe to approve the September 18, 2024, Special Meeting Minutes.

Seconded by Chair Bogdanski, all in favor; motion carried.

3. Public Participation

None.

4. New Business

a. To Review a Timeline for Planning Work on the 501c3 Philanthropic Foundation and Discuss Next Steps

The Parks and Recreation, Youth and Community Services, Community Engagement Coordinator Erica Benoit presented a timeline for planning work on the 501c3 philanthropic foundation and discussed the next steps to getting started; discussion followed.

b. To Consider a Request to Withdrawal \$3000 from the Friends of Bristol Parks and Recreation Fund to send the Community Engagement Coordinator to NAPF establishing and advancing a Park Foundation and Fundraising Training

Community Engagement Coordinator Erica Benoit presented the National Association of Park Foundations' (NAPF) Establishing and Advancing a Park Foundation Training to the committee. Community Engagement Coordinator Erica Benoit requested she attend the training, in order to gain knowledge about starting a 501c3. Discussion followed.

MOTION: Made by Chair Bogdanski to refer the request to the Board of Park Commissioners to withdrawal \$2500.00 from the Friends of Bristol Parks and Recreation Fund to allow the Community Engagement Coordinator, Erica Benoit, to attend the NAPF Establishing and Advancing a Park Foundation Training and Membership.

Seconded by Commissioner Weber, all in favor; motion carried.

5. Adjournment

MOTION: Made by Commissioner Lamothe to adjourn at 5:52 p.m.

Seconded by Chair Bogdanski, all in favor; motion carried.

Respectfully Submitted,
Amaris Estrada
Recording Secretary
Board of Park Commissioners



Policy Manual 2025

Revised & Approved: 10/2024

Submitted by: Dr. Joshua Medeiros, Ed.D., CPRE
Superintendent of Parks, Recreation, Youth &
Community Services

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Chapter 1: Agency Authority, Role and Responsibility



Policy: Mission, Vision, Values

Adopted by Board of Park Commissioners: February 2021

The BPRYCS department's mission, vision and core values were refined and formally adopted at the conclusion of the 2020 Master Plan process. The mission statement defines the purpose of the organization, while the vision statement extends the mission into a vision for the future. The core values centralize our organizations principal beliefs that help staff execute the mission and achieve our vision.

Mission Statement

It is the mission of the Bristol Parks, Recreation, Youth and Community Services Department to deliver high-quality services and facilities that enhance the community's quality of life, meet the diverse needs of all citizens, and build a sustainable future.

Vision Statement

The Bristol Parks, Recreation, Youth and Community Services Department is an essential department impacting the lives of all Bristol residents by shaping positive public perceptions, fostering cultural unity, creating responsible and healthy citizens, and inspiring advocacy.

Core Values

- **Commitment to Service:** Utilize a responsive, customer-centric, resident-driven professional approach to all areas of service delivery which includes transparency, strong communication and public outreach.
- **Commitment to Partnership:** Develop strong internal and external partners and sponsors to ensure the changing recreation, leisure, and community service needs of a diverse community are being met.
- **Commitment to Diversity, Inclusion and Social Equity:** Ensure every resident feels welcome and has access to high-quality parks and services; regardless of age, ability, ethnicity, gender, sexual orientation and socio-economic status.
- **Commitment to Stewardship and Conservation:** Manage city parks and open space to preserve natural resources and park assets for future generations.
- **Commitment to Fiscal Stewardship:** Engage in strong financial leadership across every level of the organization to ensure all areas of service are administered in a fiscally responsible way.
- **Commitment to Innovation:** Commit to being at the forefront of solution-based problem solving and creativity to address current and future challenges facing the City of Bristol.

Policy: Operational Divisions and Core Functions

Adopted by City Council: Annually

In order to achieve the department's mission, BPRYCS is organized into 6 operational divisions with specific scope of responsibilities and core functions.



Administration is responsible for developing a fiscally responsible department budget that meets the changing and dynamic needs of the community. Administration provides stewardship to the many benefactors of the Parks, Recreation, Youth and Community Services Department which include 8 trust and endowment funds, as well as, the Friends of Bristol Parks and Recreation Fund through the Main Street Community Foundation. The division interfaces and

coordinates with dozens of non-profits, sports organizations, and civic groups that utilize park space for events including the Mums Festival, West End Association Summer Festival, and Veterans organizations - drawing thousands of visitors into the city each year. Administration manages the department master/strategic plans, establishes fundraising events, pursues new funding sources and provides direct project management for the pursuit of CAPRA (Commission for Accreditation of Park and Recreation Agencies) accreditation.



Parks, Grounds and Maintenance Division is responsible for over 800 acres of park land which includes two major active parks with over 100 acres each, eight neighborhood parks, a lighted stadium, an indoor aquatics facility, a veteran's memorial park, and four open space, passive parks. The division is responsible for the upkeep of park amenities including 3 splash

parks, 14 tennis courts (5 lighted), 6 lighted sand volleyball courts, 6 pickleball courts, 7 fishing areas, 2 horseshoe pits, 2 bocce courts, 6 basketball courts, 6 pre-school playscapes, an ADA compliant accessible playground, para-fitness course, 4 baseball diamonds, 6 (3 lighted) softball diamonds, jogging path, metered walking path, hiking trails, mountain bike trails, 2 eighteen hole disc golf courses, 2 off-leash dog parks, and a skate park plaza.



Recreation Division is responsible for administering hundreds of recreational programs and special events throughout the year. A variety of programs are offered; serving the varied interests of Bristol residents from pre-school to senior citizens. This includes popular summer camps, sports clinics, after school programs and much more. Recreational programs increase physical, social, and emotional wellness and serve to enhance community spirit, as well as, the quality of life for every resident. The former Pine

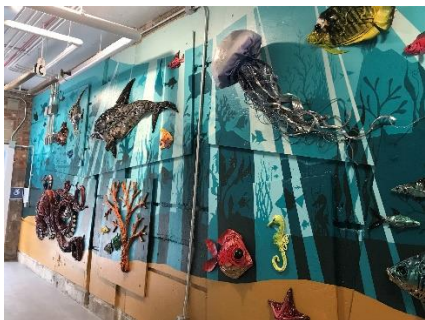
Lake Challenge Course was rebranded as the Pine Lake Adventure Park, and re-aligned within the recreation division in order to provide a well-rounded recreational and outdoor adventure-based experiential learning program.



Aquatics Division is responsible for the oversight of the Dennis Malone Aquatics Center and two outdoor park pools at Page and Rockwell. The division offers seasonal memberships and daily passes for thousands of patrons annually. An extensive American Red Cross Learn to Swim program is offered at all 3 facilities; annually teaching thousands of Bristol youth this critical life skill. In addition, the division offers water fitness programs, training classes, recreational swim teams, special events, and more. The Dennis Malone Aquatics Center is also host to Bristol Central High School/Bristol Eastern High School Swim Teams, St. Paul and Lewis Mills Swim Teams, private rentals and Bristol Health for water therapy.

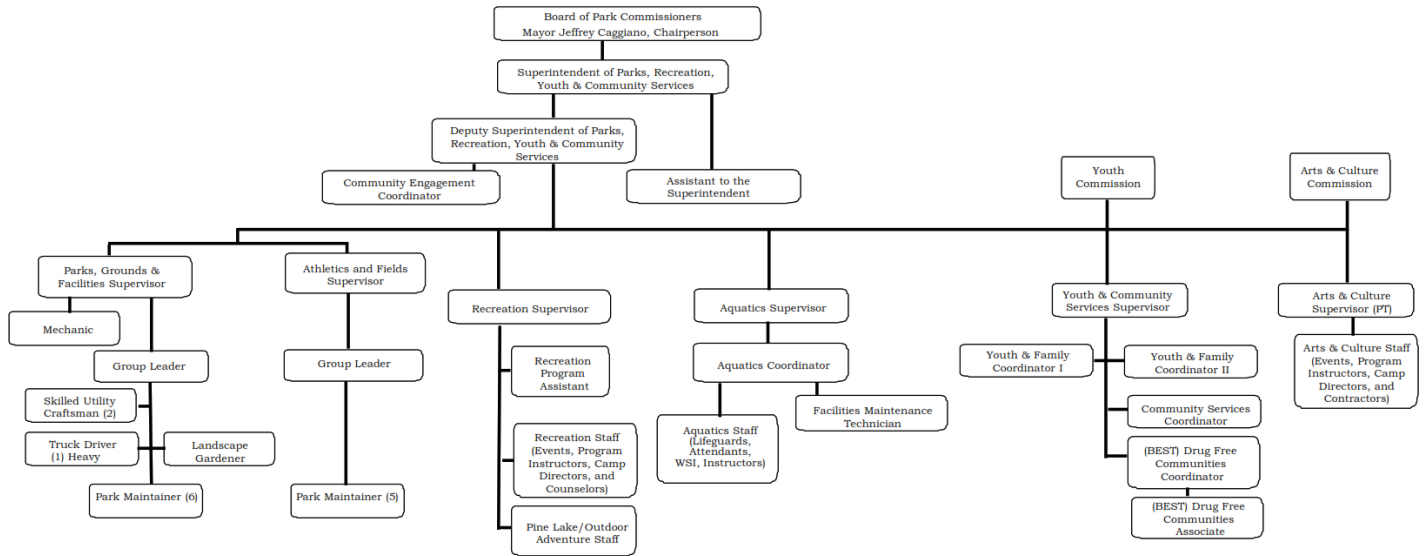


Youth and Community Services Division is responsible for the coordination of a comprehensive community-based youth services bureau and the delivery of essential life services for Bristol residents in need. The Bureau strives to enhance the networking and support between family, school, peer and community environments. Direct services including juvenile diversion programming, individual and family counseling, outreach support, crisis support and case management, youth employment training and positive youth development opportunities. Community Services provides adults with critical information and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource. Short term case management and support is provided to individuals in transition and/or emotional distress. One-time assistance is available to residents descending into a long-term crisis or life altering circumstances. The division is also responsible for over \$500,000 of youth services grants including the Drug Free Communities Program and B.E.S.T.-4- Bristol Prevention Coalition. In July 2020 the Parent and Child Center formally housed with Bristol Health merged into the Youth and Community Services Division and became the Parent and Child Program which is supported by the Bristol Exchange Club.



Arts & Culture Division is responsible for administering comprehensive year-round arts and culture programs and events for the community. Launching in the fall of 2023, the division develops high caliber shows through Downtown Live at the Rockwell Theater which features comedy, music, and culture. Division staff work with the City Arts & Culture Commission to implement an annual Cultural District Celebration event, public art projects and initiatives. This division collaborates with the City's Diversity Council, Interfaith Coalition, and local business partners to bolster cultural awareness and celebration throughout the community. Not only is arts and culture a means of communication and creative expression, but also a way of preserving our history.

Policy: Organizational Chart
Adopted by City Council: Annually



Policy: Goals and Objectives

Adopted by City Council: Annually

BPRYCS Department Goals and Objectives are formally codified every year in the City of Bristol budgeting process. Narratives are submitted to the Comptroller's Office and published in the *City of Bristol Annual Adopted Budget Book*. Narratives include:

- Division Narratives
- Fiscal Year Goals and Accomplishments
- Summary of Fiscal Year Budget
- Next Fiscal Year Goals
- Long Term Goals
- Performance Measures

Goals and objectives are reviewed annually by Division Supervisors and the Superintendent and are connected back to the department's overarching goals from the *City-Wide Parks, Recreation, Youth and Community Services Master Plan* and *Strategic Plan*.

(Source: City of Bristol Annual Adopted Budget Book available at www.bristolrec.com).

Policy: Citizen Advisory Boards and Commissions**Adopted by Board of Park Commissioners:** November 2021

The work of the BPRYCS Department is supported and guided by 3 City Commissions including a policy (1) Board of Park Commissioners, and an advisory (2) Youth Commission and (3) Arts and Culture Commission. Citizen board members are appointed by the Mayor and City Council and serve 3 year terms. All commission meetings are open to the public. While the Superintendent or his/her designee sets board agendas, commissioners may also request to have an item placed on the agenda no later than 72 hours prior to the legally required public posting of the agenda. The Assistant to the Superintendent serves as the board liaison assisting commissioners with board schedules, packets and other logistics as required.

(1) Board of Park Commissioners

The Board of Park Commissioners was established in 1913 to provide stewardship and policy oversight of the Parks Department. The commission consists of the Mayor as an ex officio, chairman, six commissioners, a City Council Liaison and a Board of Finance Liaison. The Board of Park Commissioners meets the 3rd Wednesday of every month at 6:00 p.m. (unless otherwise noted). In order to thoroughly vet policy, 3 sub-committees comprised of board members (as assigned by the Mayor) are established and convene on an as needed basis. This includes:

- **Policy & Strategy Committee:** To act as the policy development committee responsible for: Annually reviewing and approving the Policy Manual, reviewing Superintendent's policy change recommendations, introduces new policies for staff to develop, assists with conduct of research regarding policies under consideration by the board, assists with review and approvals of CAPRA accreditation reports, and may review and make policy determination on special projects, requests or initiatives.
- **Finance Committee:** To act as the fiduciary committee responsible for: Reviewing financials on a monthly basis, providing input and approving the Superintendent's annual operating and capital improvement budget, reviewing and modifying park use fee schedules as appropriate, reviewing trust fund reports and evaluating requests to utilize trust funds for qualifying capital improvement projects, and providing input into department Business Plans as appropriate. May provide input into other financial issues throughout the year as needed.
- **Fund Development & Advocacy Committee:** To act as the philanthropic committee responsible for: Partnering with staff to institutionalize philanthropic processes, provides input and approves the annual Fundraising strategy and goals, cultivating partnerships and community relationships, assisting with securing sponsorships and donations, providing input on and assisting with fundraising events or initiatives as requested by staff.

(2) Youth Commission

The Youth Commission was established in 1978 to study continuously the conditions and needs of the youth of the city in relation to employment, health and development of their skills and talents so as to become participating and contributing members of the community. The commission shall analyze the

needs and shall make recommendations to the Mayor and the City Council regarding the programs and policies available to serve those needs.

The Youth Commission shall consist of eleven (11) members. There shall be at least three (3) members currently under twenty-one (21) years of age, a representative of the school system, a representative of the police department, a private youth serving agency member, a city councilman, four (4) citizens, and at least one-third (1/3) of the total membership shall be people who receive less than fifty (50) percent of their livelihood by delivering services to youth and their families. The Youth Commission meets 6 times a year, every other month on the 2nd Wednesday of every month at 6:15 p.m. (unless other noted).

(3) Arts and Culture Commission

The Arts and Culture Commission was established in 2018 to encourage tourism, entertainment, and arts in order to foster the development of community pride and improve the quality of life for Bristol residents by promoting community activities and showcasing Bristol's cultural events; make recommendations to the Mayor and City Council concerning the financial sponsorship of various activities and events and investigate other means of securing funding for commission activities such as paid advertising and grant opportunities. Coordinates the publication of a community calendar of events and any other appropriate publications which will showcase the large number of quality arts, cultural, tourism and family-oriented activities occurring locally.

The Arts and Culture Commission shall consists of seven (7) members. A chairperson, vice-chairperson, and secretary shall be elected by members of the City Arts and Culture Commission from among their members. The Arts and Culture Commission meets the 1st Wednesday of every month at 6:00 p.m. (unless other noted). In order to assist the Arts and Culture Supervisor administer special programs, 2 advisory sub-committees were established and convene as needed. This includes:

- **Cultural District Committee:** In 2022 the City of Bristol obtained a Cultural District Designation for the downtown area established by the Cultural District Committee. Per state requirements the Cultural District committee will meet a minimum of once per year with responsibilities to annually review and approve the elements and assets of the cultural district.

Policy: City of Bristol Charter Sec. 43: Department of Parks and Recreation

Adopted by City of Bristol Residents: Founding of the City in 1911

A municipal charter is the basic document that defines the organization, powers, functions and essential procedures of the city government. The charter is, therefore, the most important legal document of any city. Section 43 of the City of Bristol Charter covers the Department of Parks and Recreation.

Sec. 43. - Department of parks and recreation.

- (a) The public parks and playgrounds of the City of Bristol existing and maintained or which may be established or maintained by said city, or, which may be assigned by the city council, whether within or without the corporate limits of the city, together with all park property which may be acquired, shall be under the general care and control of the board of park commissioners. Said board shall consist of the mayor as a member ex officio and chairperson of the board, and six commissioners.
- (b) As each commissioner completes the commissioner's term, the mayor shall nominate and the council shall appoint a commissioner who will serve for three years, and all commissioners thereafter appointed will hold office for three years or until a successor shall be appointed.
- (c) All nominations and appointments for full three-year terms shall be made in the month of December next preceding the expiration of the term of any commissioner, and such appointments will take effect on the first of January following the appointment.
- (d) In the case of a vacancy, a successor shall be nominated by the mayor and appointed by the council in the next month after the vacancy occurs. Such successor shall take office on the first day of the ensuing month and shall serve out the unexpired portion of the term.
- (e) The board of park commissioners shall elect from its membership a vice-chairperson who shall act as chairperson in the absence or disability of the mayor. The board shall elect a secretary, who, at the discretion of the board, may be one of its members. At all meetings, four members of the board shall constitute a quorum for the transaction of business. No member of the board of park commissioners shall receive compensation, but each commissioner shall receive actual disbursements for necessary expenses in the performance of any duty imposed upon the commissioner by direction of said board. Said board shall have the care, management and control of all parks and playgrounds of the city and of all constructions thereon and it may give proper designating names thereto. Said board shall have power to lay out and improve, with walks, drives and roads, the parks and other property thus held and acquired, and shall have the power to build necessary culverts and bridges and to drain, plant and otherwise, at their discretion, to improve and adorn such properties thus held or acquired. It may erect such buildings as may be needed for the use, protection and refreshment of the public, provided no expenditure shall be made in excess of the amount appropriated by the board of finance for the use of the parks or otherwise provided. It shall recommend to the city council rules, regulations and ordinances necessary to the maintenance of such parks and for safety and order therein. The board shall nominate a duly qualified individual to serve as acting or interim superintendent for a specific term in the absence or during a vacancy in the superintendent of parks and recreation's position to be approved by the city council.
- (f) Said board shall have exclusive power to make rules and bylaws for the ordinary transaction of business and shall keep proper records and books of account, subject to the supervision of the board of finance. Books of account and record shall, at all times, be open to the inspection of the mayor

and city council and to the board of finance and shall be subject to annual audit by the proper municipal officials.

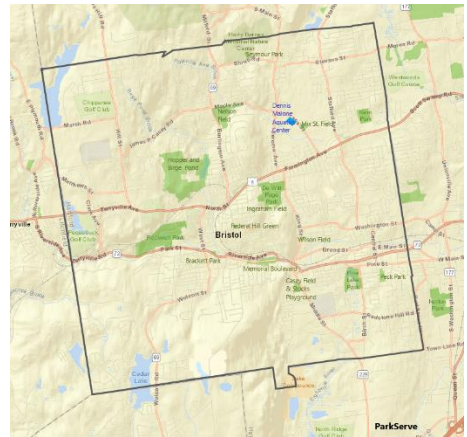
- (g) Said board shall have sole power to determine the places in said parks, grounds and other property under their control, where sewer, gas and water pipes shall be laid, and no trench for such purposes shall be opened without written consent from said board. No telegraph, telephone or electric light, or other wires or posts or supports therefor shall be erected in, upon, through or over said park or parkways without the consent in writing of said board.
- (h) The superintendent of parks and recreation shall be nominated by the mayor and appointed by the city council for a term of four years. The mayor shall notify such superintendent of parks and recreation at least one month prior to the expiration of the term in writing that such person will or will not be re-nominated. Notwithstanding the provisions of this section, the full-time superintendent of parks and recreation in office on the effective date of this section shall continue in office until the expiration of the term. The superintendent of parks and recreation shall be (1) a graduate of a four-year college or university with a degree in parks and/or recreation or related field and shall have at least two years of administrative experience in parks and recreation or park planning and development, or (2) shall have had at least six years administrative experience in the park and recreation field and two-year college degree in parks and/or recreation or related field. Under the direction of the board of park commissioners and subject to the approval of the city council, the superintendent of parks and recreation shall exercise general supervision over the public parks and the public recreation program, shall be responsible for the efficiency and discipline and conduct of the department of parks and recreation and shall appoint and remove such deputies, assistants and employees as the superintendent of parks and recreation may deem necessary. The board shall nominate a duly qualified individual to serve as acting or interim superintendent for a specific term in the absence or during a vacancy in the superintendent of parks and recreation's position to be approved by the city council.
- (i) Property heretofore and hereafter acquired for squares or highway parkways, grass parks or plots at street intersections, and between travelled ways and highways not on park properties, shall be under the general care and control of the director of public works. In the event of doubt whether any portion of city properties shall properly be under the care of the board of park commissioners or of the director of public works, the city council shall determine such question. It shall, in its discretion, have power to lease any buildings or land for a term not to exceed three years, and to dispose of timber, gravel and stone.
- (j) Rents, profits or income from properties acquired for park or playground purposes shall be paid into the city treasury to be placed at the disposal of the board of park commissioners as an addition to the annual appropriation, unless otherwise provided by the terms of acceptance by the city council.
- (k) The term "park property" shall include all parks and areas of land within the management of said board, and all buildings, structures, improvements, seats, benches, fountains, boats, walks, drives, roads, trees, plants, flowers and other things thereon and enclosures of the same, and all resting places, watering stations, playgrounds, and parade grounds, or the like, and all connecting parkways, and all birds, animals or curiosities, or objects of interest or instruction, and all tools and implements placed in or on any of such enclosures, ways, parkways, roads, or places.
- (l) A listing of the city-owned property, under the care of the board of park commissioners, is on file in the office of the town and city clerk. Said board shall have the general care and control of that real property cited above and any additions as may be acquired by the City of Bristol from time to time.

- (m) The City of Bristol shall have power to acquire and hold real estate or other property for the purpose of establishing or enlarging public parks and squares for boulevards and parkways or for the improvement or ornamentation of parks and playgrounds or for the establishment or maintenance therein of museums, gardens, collections, monuments, statues, fountains or other works of art, by condemnation or by contract, and to accept conveyances of any such properties and to receive gifts, donations or devises of land or other property upon such conditions as may be prescribed by the grantors or devisors and accepted by the city council. Said properties may be so acquired by a vote of the city council, which shall first submit a proposal to acquire the same to the board of park commissioners and the city planning commission for recommendations and to the board of finance for advice and counsel concerning the effect of acceptance of such gift or gifts upon taxation. No such vote of the city council shall go into effect before fourteen days from the date of its publication in a newspaper of general circulation in the city. If, during such fourteen days, a petition signed by at least ten per cent of the qualified electors protesting against such acceptance is filed, the council shall submit the question of such acceptance to the vote of the electors of the city, either at the next general municipal election or at a special election called for that purpose and, if such question shall be so submitted to the electors, such vote of acceptance by the city council shall not go into effect unless a majority of the qualified electors voting thereon shall vote in favor thereof. The sufficiency of such petition shall be determined, the election ordered and conducted, and the result declared as provided in section fifty hereof, so far as such provisions are applicable.

(Amend. eff. 11-9-77; Amend. eff. 11-9-83; Amend. eff. 11-7-89; Amend. eff. 12-8-11; Amend. eff. 12-5-13)

Policy: Jurisdiction**Adopted by City Council:** Park Department Formed in 1932

The BPRYCS Department and Board of Park Commissioners has been given jurisdiction over all public park areas and open spaces within the corporate boundaries of the City of Bristol per City Charter. The term "park property" shall include all parks and areas of land within the management of said board, and all buildings, structures, improvements, seats, benches, fountains, boats, walks, drives, roads, trees, plants, flowers and other things thereon and enclosures of the same, and all resting places, watering stations, playgrounds, and parade grounds, or the like, and all connecting parkways, and all birds, animals or curiosities, or objects of interest or instruction, and all tools and implements placed in or on any of such enclosures, ways, parkways, roads, or places. A listing of the city-owned property, under the care of the Board of Park Commissioners, is on file in the office of the town and city clerk. [Bristol, Connecticut, Municipal Code, § 43, \(a\), \(k\), \(l\).](#)

**Parks and Facilities (under BPRYCS Jurisdiction)**

The BPRYCS Department is responsible for the stewardship of over 730 acres of city parks and open space including:

The Parks, Recreation, Youth and Community Services Department is responsible for the stewardship of approximately 800 acres of city parks and open space. Parks and facilities include:

Park/Facility Name	Description
Brackett Park	Two acres purchased from Carlyle F. Barnes in 1917 and later named for Dr. A. S. Brackett who was instrumental in securing the purchase. Entrances are located on School Street and North Main Street. Amenities: Basketball court, gazebo, enclosed toddler playground, and memorial garden. Goodsell Toddler playground was established in 1974.
Casey Field	Nine acres transferred from the Sewer Department in 1950 and later named for former Mayor James P. Casey. The entrance is located on Lake Avenue. Amenities: Lighted softball field, parking, and youth football facility.
Dennis Malone Aquatics Center	Built in 1995 and named after Superintendent Dennis Malone, located on Mix Street. Amenities: Indoor swimming pool which offers daily and seasonal memberships, as well as, swim lessons, water exercise programs, swim teams, and rentals.
E. G. Stocks Playground	One and a half acres transferred from the Sewer Department in 1954 and later named for former Superintendent of Parks, E. Gordon Stocks. The entrance is located on Middle Street. Amenities: Basketball court, playground, four lighted sand volleyball courts, restrooms, pavilion shelter, and water-spray park. The facility received a major renovation in 2006.

Federal Hill Green	Two acres, designated park controlled when the Board of Park Commissioners was formed in 1913, located at Maple Street and Queen Street. Amenities: Community green area, lighted walkway, regular playground, playfield, gazebo and park benches. Riordin Toddler Playground was established in 1974.
Hoppers/Birge Pond Nature Preserve	Two hundred and seventy acres acquired in 1973 and located at Beech Street and Ambler Road. Amenities: Open space with geological kettles, hiking paths, boardwalk, fishing pond, and kayaking and canoeing.
Kern Park	Twenty-two acres deeded to the City in 1966, Kern Park is a larger parcel which now consists of Ivy Drive School to its north. The park is named after long time Park Commissioner Herbert L. Amenities: a passive recreation area with nature trails connecting the school grounds to surrounding neighborhoods, wetlands and upland habitats.
Mix Street Field	Ten acres of land provided by the New Britain and Bristol Water Departments in 2014. Amenities: Lighted softball field and multi-use youth field.
Muzzy Field	Eight and a half acres given in 1912 by future Park Commissioner Adrian Muzzy in memory of his two sons. The field is located on Muzzy Street. Amenities: Lighted baseball, football, and soccer stadium complex with a seating capacity for baseball-4,900 and football/soccer-5,800.
Nelson Field	Fifty acres acquired in 1988 under the Recreation and National Heritage Trust Program and the State of Connecticut D.E.E.P. The entrance is located on Burlington Avenue. Amenities: Parking, passive recreation and sledding hill.
Page Park	Eighty-six acres given by DeWitt and May Rockwell Page in 1933. Entrances are located at King Street, Moody Street, Page Avenue and Woodland Street. Amenities: Outdoor swimming pool, boundless playground, fishing lagoon, 18-hole disc golf course, rain garden, water spray park, picnic areas, five lighted tennis courts, lighted softball field, hardball diamond, horseshoe pits, basketball court, pavilion and lodge buildings which house arts and camp programs through the year. Ingraham Field (a section of Page Park): Eight acres given in 1936 by Edward Ingraham. The entrance is located on Woodland Street. Amenities: Playfield located within confines of Page Park.
Peck Park	Eight acres transferred from the Board of Education to the Parks and Recreation Department in 1976. It was developed and constructed through Community Development funding and completed in 1977. A trust fund was established to help maintain the park under the will of Constance Y. Peck. Entrance is located on Daley Street, additional parking at Greene-Hills School. Amenities: Four tennis courts four pickleball courts, regular playground, and youth softball fields.
Pigeon Hill Preserve	Sixty-three acres acquired by the City in 2021. The preserve is comprised of a 3-parcel collection (2 parcels in Bristol owned by the City and 1 parcel in Burlington owned by the Environmental Learning Centers of Connecticut) of mixed forest, fields, and wetlands. The property has immense environmental and historical value as it will preserve the entire glacial esker between a now contiguous preserve made of Pigeon Hill and Barnes Nature

	Center. The site provides passive recreation opportunities to park users. Amenities: hiking trails
Pine Lake	Fifty-four acres acquired from the Conservation Commission on May 27, 1968. The entrance is located at Emmett Street, Pine Street, and Birch Street. Amenities: Fishing Pond, accessible fishing pier and parking lot, ropes challenge course, and Bristol Soccer Club Facility. The Pine Lake Challenge course became part of the purview of the Parks and Recreation Department in 2019 when the Youth Services Department merged.
Quinlan Park	Located on Broad Street in Forestville, the Thomas W. Quinlan Forestville Veterans Park was acquired by the City in June of 1979. Amenities: Memorial Bell, Forestville Honor Roll
Roberts Property Park	Seventeen acres of open space was acquired by the City in August 10, 2004. The site was studied for a multi-use sports complex but the project was shelved in favor of passive recreational use. Amenities: Off leash dog park and walking trails.
Rockwell Park	One hundred and five acres given by Albert and Nettie Rockwell in 1911. Entrances are located at Jacob Street, Dutton Avenue, Park Street, and Terryville Road. Amenities: Lagoon, fishing pond, regular playground, toddler playground, outdoor swimming pool, water-spray park, 18-hole disc golf course, picnic areas, basketball court, para-fitness course, multi-purpose field, walking/hiking trail, mountain bike trails, pavilions, dog park, concrete skate park plaza, and lighted sand volleyball courts. Fraser Field (a section of Rockwell Park): Given by Albert Rockwell in 1914 and later named for former Park Superintendent, Willis P. Fraser. The entrance is located on Park Hill Road and Terryville Road. Amenities: Four little league fields for McCabe-Waters Little League.
Seymour Park	Five acres acquired through the estate of George Dudley Seymour in 1971. The park is located on Shrub Road next to Barnes Nature Center. Amenities: Hardball diamond (Riley Field), basketball court, two tennis courts, picnic area, and regular playground. Riley Field was dedicated to former Superintendent Sarge Riley in 1974.
Veterans Memorial Boulevard	Twenty-five acres given in 1921 by Albert Rockwell along with the school property. The entrance is located at Main Street, South Street, and Riverside Ave. Amenities: Passive recreation parallel to the Pequabuck River with benches, two fishing ponds, memorial monuments, parking, multi-use athletic field and walking path with mile markers. The Parks Department assumed maintenance responsibilities of the Memorial Boulevard fields in June 2013. The tennis courts were closed down in 2016 due to their condition.
Wilson's Field	Two acres given by Bristol Brass Corporation in memory of Albert Wilson in 1950. The playground is located on King Street. Amenities: Regular playground, youth softball field and basketball court.

Policy: Policies and Standard Operating Procedures
Adopted by Board of Park Commissioners: 2006

The BPRYCS Department Policy Manual was established in 2006 by department personnel in conjunction with the Board of Park Commissioners. The Policy Manual provides guidance and direction for department personnel in order to carry out their work and achieve the department's mission. While policies can be introduced or modified throughout the year, the Policy Manual is formally reviewed and adopted by the Board of Park Commissioners on an annual basis.

Policy Approval Structure

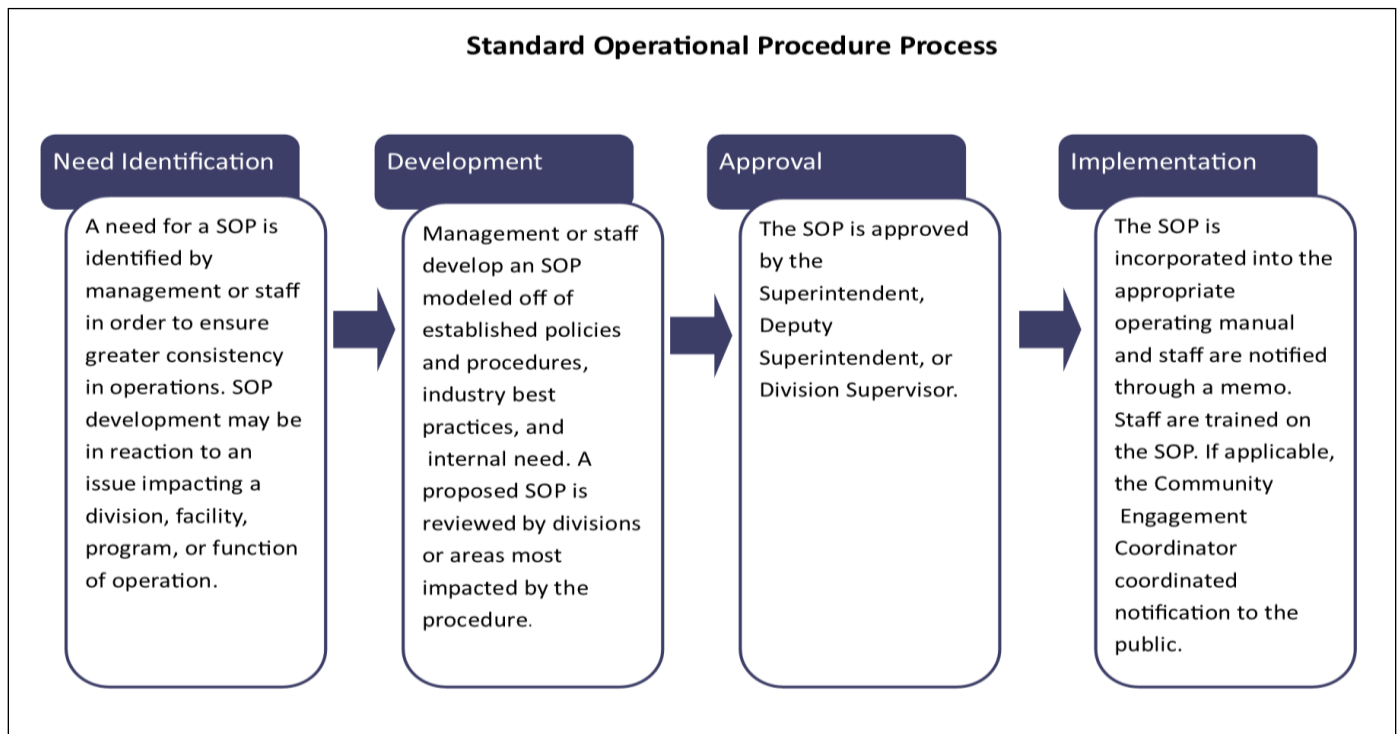
Steps	Phase	Actions
1	Initiation	A new policy or policy revision is deemed to be needed through internal or external factors.
2	Development	The Superintendent or designee engages in research and development of a policy incorporating industry and national best practices, policies adopted by similar agencies, and other data relevant to the policy creation. The Superintendent may incorporate feedback from impacted staff members, user groups, and internal committees as deemed appropriate.
3	Review & Approval	The Superintendent presents the new or modified policy to the Policy Committee of the Board of Park Commissioners for their input. Committee input is incorporated and then presented to the full Board of Park Commissioners for formal adoption.
4	Publication & Management	Newly approved policies are incorporated into the Policy Manual and communicated out to department personnel. Training on the new policy may be provided to staff as appropriate. New policy is monitored for success in achieving desired outcomes.

Policies Requiring Ordinance Change

Policies that require ordinance changes are referred by the Board of Park Commissioners to the City of Bristol Ordinance Committee. The Ordinance Committee review the policy and may seek input from other departments impacted by the policy. A public hearing is scheduled regarding the proposed ordinance. Following the public hearings, the Ordinance Committee votes to oppose the change or refer it to the City Council for final approval. The City Council votes to approve or oppose the ordinance change. Should the ordinance be approved, it goes into effect two weeks following council approval.

Standard Operating Procedures

A Standard Operational Procedure (SOP) is a rule or process established by the Superintendent, Deputy Superintendent, or Division Supervisor that typically impacts the operation or use of a specific area, such as a division, facility, program, or function. SOPs are designed to support the staff in executing the department's mission through detailed operational instruction. SOPs are the responsibility of the Superintendent or designee and do not require Board approvals. SOP's do not supersede federal, state, and/or local laws, Board of Park Commissioner policies, or administrative policies, rules and regulations, but may provide more clarification to these governing rules. Standard Operating procedures are located in the department's shared Parks "O" Drive.



Policy: Operational Coordination and Cooperative Agreements
Adopted by Board of Park Commissioners: October 2023

The BPRYCS Department holds cooperative agreements for the operation and management of several key facilities through Memorandums of Understandings (MOU). This includes:

- **Pigeon Hill Preserve-** This 66-acre passive open space park was opened in the spring of 2023 and is supported by a Habitat Management Plan created by the Environmental Learning Centers of Connecticut (ELCCT). In November 2022 the Board of Park Commissioners approved an MOU for a joint Maintenance Management Plan between the BPRYCS Department and the ELCCT. The plan outlines shared maintenance responsibilities and is available at [5325_mou_signed.pdf \(myrec.com\)](#).
- **Board of Education (BOE) School Fields-** In May 2023 the Board of Park Commissioners adopted a Board of Education School Fields Maintenance and Management Plan aligned with long standing priorities established in the Master Plan. The agreement provides scheduling and maintenance jurisdiction to the BPRYCS for the elementary school fields, middle school fields and BAIMS field. The plan is available at [5326_boe_school_field_proposal_adoption_plan.pdf \(myrec.com\)](#).
- **Downtown Live at the Rockwell Theater-** In alignment with the opening of BAIMS in September 2022, the BOE and BPRYCS entered into an agreement for the joint use of the Rockwell Theater. The BOE retains responsibility of the theater and its assets as well as the educational programs and rentals. Black-out dates are assigned annually for BPRYCS to program community shows as part of the Downtown Live at the Rockwell Theater series.

MOU's are reviewed on an annual basis by associated personnel and relevant boards and commissions including the Board of Park Commissioners and the City Arts and Culture Commission.

Chapter 2: Planning



Policy: Overall Planning Function within the Agency
Adopted by Board of Park Commissioners: October 2023

At the BPRYCS Department, the Board of Park Commissioners, Youth Commission and City Arts and Culture Commission provides the planning of parks, facilities and programs by working with the Superintendent and staff. Qualified consultants are often engaged to assist with planning work within the agency in order to provide comprehensive direction for the department's work. Examples of consultants hired for recent planning projects have included:

Project	Consultant	Evidence of Experience
Page Park Revitalization	Jon Tunsky, RLA, CPSI Project Manager, Weston & Sampson	(2) Jonathan Tunsky LinkedIn
Kern Park Development and Renovations Plan	Phil Barlow, PLA, AICP, LEED AP Manager Landscape Architecture, FHI Studio	(2) Phil Barlow LinkedIn
Youth & Community Services Strategic Plan	Kristianna Smith, Liberation Consulting Practice	Kristianna Smith — kristianna smith
Comprehensive Master Plan	Patrick Maguire, RLA, LEED AP Managing Principal, Activitas & Neely Bhatt, Principal, Pros Consulting	(2) Patrick Maguire LinkedIn (2) Neelay Bhatt LinkedIn

Plans are adopted by the BPRYCS Department's Boards and Commissions and published on the Park Projects Portal: [Parks Project Portal - Home - BPRYCS - PROJECT PORTAL \(constantcontactsites.com\)](#)

Policy: City Wide Parks, Recreation, Youth & Community Services Master Plan
Adopted by Board of Park Commissioners: February 2021

In 2020, the BPRYCS Department retained the services of *Activitas* and *Pros Consulting* to guide the staff and Board of Park Commissioners in the formation of the first *City Wide Parks, Recreation, Youth & Community Services Master Plan*. The overarching goal of the plan was to identify current and future needs for the City of Bristol to help guide the Department for the next 5 to 10 years. Additional goals that were codified in the master plan include:

- Gain a better understanding of community needs
- Identify gaps of service, programs and facilities not currently being met
- Identify future trends and benchmarking through the National Recreation and Parks Association and other standards
- Creation potential park renovation/improvement designs for future development with estimated associated costs for such improvements
- Address plans for deferred maintenance
- Define future Capital Improvement Projects as well as staffing/equipment needs to meet recreation and park objectives
- Guidance in the prioritization of projects
- Develop a phased plan for ADA Compliant Upgrades
- CAPRA Accreditation Review

In order to achieve these goals, the following tasks were completed:

- Review and research of existing documentation to build upon what has been previously developed
- Comprehensive, systematic community engagement process
- In-depth site analysis for all of the city parks
- Review each park for ADA compliance and provide recommendations where necessary
- In-depth comprehensive site plan for Page Park
- High level overview of Board of Education facilities
- Inventory of existing city park assets and review of city open space and properties
- Identify and recommend programming and maintenance plans
- Identify sustainability plans and green initiatives
- Recommendations for aggressive and sustainable funding sources

The *City Wide Parks, Recreation, Youth & Community Services Master Plan* process was conducted during the COVID-19 pandemic. Therefore, the process was slightly altered due to the inability to conduct in-person public meetings, and focus group interviews, however, by use of virtual meetings, the process was able to be altered in order to achieve the same result that would have occurred without the pandemic. Best practices dictate that a system wide master plan should be conducted every ten years. The BPRYCS department will endeavor to retain a professional firm for a new Master Plan in 2030.

(Source: *City Wide Parks, Recreation, Youth & Community Services Master Plan* available at www.bristolrec.com).

Policy: Parks, Recreation, Youth & Community Services Strategic Plan

Adopted by Board of Park Commissioners: December 2024

In March 2021, BPRYCS initiated a strategic planning effort to establish a road map for the department's internal operations through 2024. The *Strategic Plan* serves as the implementation tool to execute the community's vision for BPRYCS established in the *City Wide Parks, Recreation, Youth & Community Services Master Plan*. The 5 focus areas of strategic work for the 2022-2024 plan include:

- **Park & Facility Development**
 - Develop a comprehensive capital improvement and outlay plan that addresses deferred maintenance, ADA transition and supports healthy expansion
 - Implement site specific master plans for every park across the system in order to plan for the future
 - Establish and engage in processes that amplify and empower diverse community voices for the design and development of park and facility improvements
- **Park & Facility Management**
 - Establish and implement maintenance standards for all parks, facilities and infrastructure within the system
 - Define and implement best practices for parks, grounds and facilities maintenance
 - Increase public access to recreational and park spaces through critical community partnerships including the Board of Education
- **Programs & Services**
 - Align program offerings with the needs and priorities of the community
 - Define core programs and services to effectively balance the need for cost recovery with affordable access
 - Clearly define, track, and utilize participant outcomes to report on success and future programming development
 - Build a comprehensive volunteer program to engage residents and enhance program delivery
- **Financial & Budgetary Development**
 - Administer a transparent financial planning process that amplifies the voices of staff, stakeholders and the broader community
 - Research, propose and pursue alternative funding sources to support the work of the department
 - Review and update department fee schedules on an annual basis reflecting both market trends and community goals
- **Policies & Practices**
 - Annual review of Policy Manual with new policies established to meet CAPRA Accreditation
 - Continue to strategically invest in department staff to develop highly qualified and technically skilled professional team
 - Enhance public awareness of the department through the development of a strategic marketing plan and the implementation of new technology

A new strategic planning process will commence in 2024 to build the 2025-2027 Strategic Plan.

(Source: *Parks, Recreation, Youth & Community Services 2022-2024 Strategic Plan* available at www.bristolrec.com).

Policy: Community Engagement Plan**Adopted by Board of Park Commissioners:** May 2022

Aligned with BPRYCS Department mission and vision to deliver high-quality services and facilities while shaping positive public perceptions, the BPRYCS Department has adopted a formal Community Engagement Plan (CEP) to be utilized in design and development of public parks and recreational amenities. The plan provides the Community Engagement Process framework, engagement toolkit, and explicitly identifies methods of engagement for the inclusion of diverse perspectives. A CEP helps build trust among community members and the department, increases civic participation, develops a community's sense of ownership over park spaces, decreases unforeseen conflicts or problems, and creates an overall higher-performing public parks and recreation agency that is reflective of the community.

Community Engagement Process Framework

The Community Engagement Process framework provides the roadmap by which department staff will interface with and intentionally solicit feedback from the residents of Bristol.

Figure 1. Community Engagement Process Framework

Phases of Community Engagement	Examples
Planning	• Develop project description, budget, and scope. • Establish a timeline for engagement that is aligned with project time frame • Define engagement spectrum (inform, consult, or collaborate) • Select engagement tools applicable to the project (note: there is no one size fits all). • Identify engagement venues and reserve space if needed. • Assign staffing for community engagement activities • Develop the engagement materials (i.e. surveys, handouts)
Communications	• Develop media releases (social media, press release, newsletter, flyers) to communicate engagement opportunities, schedules and timelines. • Prepare schedule for communicating results of the community engagement activities.
Implementation	• Execute the planned community engagement activities • Utilize established tools to properly collect data.
Analysis	• Review and analyze the results of the community engagement activities.

Reporting	• Develop a community engagement project report that reflects the findings and any analysis completed from the process. • Communicate the results with staff, boards/commissions, elected officials, and the public as appropriate.
Evaluation	• Review and evaluate the success of the community engagement process. • Document the challenges and successes of the engagement process. Define improvements for future processes.

Community Engagement Toolkit

Whereas the Community Engagement Framework outlines the process by which staff will conduct public engagement, the toolkit provides a menu of options and methods for collecting data. There is no “one size fits all” for community engagement and thought needs to be put into which tools and methods are needed for a specific project. Where possible, a mixed methods approach is desirable in order to vary the collection methods to capture different audiences.

Figure 2. Community Engagement Toolkit

Collection Method/Instruments	Description
Focus Group	• Organize a small group of stakeholders to discuss the project and provide input. Focus group recruitment should be intentional with specific users identified.
Tabling	• Set up a table on a BPRYCS or community special event to discuss the project. Posters or visuals should be available. QR codes and integration of technology for feedback should also be included.
Interviews	• Conduct 1-on-1 interviews with specific stakeholders of the project.
Public Meeting	• Hold a public meeting to allow community members to discuss, provide input and review plans. Meeting locations should vary and ideally be held in walking distance to the end users.
Online Survey	• Develop an online survey utilizing survey monkey to ask questions and gather quantitative data.
Social Media	• Utilize BPRYCS social media pages to solicit feedback, engage in voting
Knock doors/house visits	• Staff representatives can go door to door with materials for area neighbors to hand out information and solicit informal

	feedback into projects directly impacting them.
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Inclusion of Diverse Perspectives

Ensuring the community engagement process is inclusive and meaningful requires thoughtful and deliberate planning to ensure our city parks and recreational amenities are created by the people they are intended to serve. Community engagement attempts can fail to truly represent when people that experience inequities, high risk living in poor environments and/or experiencing negative health outcomes (e.g., people of color, low-income neighborhoods, people with physical and cognitive disabilities, etc.) are not engaged.

During the community engagement planning process, staff should identify potential stakeholders and community groups that should be included in the data collection. Where possible, representatives from those communities should be contacted to see if there are interested parties to participate in the engagement activities. Community engagement planners should consider going to organizations with connections to diverse populations (BARC, NAACP, and Interfaith Coalition for example).

Demographic information should be collected at each of the community engagement activities. Data should be reviewed and included in the final reports in order to determine if the demographics reflect the larger community. Data should inform deficits in which community groups were missing from the engagement activities and then plans developed for future engagements.

(Source: NRPA Parks for Inclusion Policy Guide, NRPA Community Engagement Resource Guide)

Policy: Americans with Disabilities Act (ADA) Transition Plan
Adopted by Board of Park Commissioners: May 2022

In order to achieve the department's vision to impact the lives of all Bristol residents, further its core value of commitment to diversity, equity and inclusion, and meet the legal requirements of the Americans with Disabilities Act (ADA); BPRYCS has developed a comprehensive ADA Transition Plan.

Site accessibility deficiencies and compliance issues are well documented within the *City Wide Parks, Recreation, Youth & Community Services Master Plan*. Millions of dollars' worth of upgrades are estimated to be required to address the deficiencies and even more for universal design access. Recognizing that work cannot be completed overnight, the ADA Transition Plan details the methods to be used to ensure compliance with ADA accessibility requirements. The ADA Transition Plan includes the following components:

- Overview of ADA and its Relationship to Other Laws
- Designation of Responsibility
- Agency Self-Evaluation
- Communications, Information & Facility Signage
- Building Facilities and Related Parking Lots
- Pedestrian Facilities/Public Rights-of-Way
- Public Outreach
- Public Notice of ADA Requirements and Grievance Procedure
- Progress Monitoring and Transition Plan Management

In accordance with 28 CFR 35.107(a), BPRYCS has designated the Deputy Superintendent as the department's ADA Title II and Transition Plan Implementation Coordinator, to oversee the department's policies and procedures, monitor the department's progress and manage review and updates of the transition plan in conjunction with the formal approvals of the Board of Park Commissioners.

(Source: ADA Transition Plan available at www.bristolrec.com).

Chapter 3: Organization and Administration



Policy: Internal Communications**Adopted by Board of Park Commissioners:** October 2022

BPRYCS leadership strives to ensure department staff receive timely and up-to-date communications regarding department happenings, policy changes, and general expectations. Supervisors engage in a variety of means of internal communication on a regular basis. The communication matrix demonstrates how internal communications are managed within the agency.

Communications Matrix

Communication	From	To	Frequency	Delivery Media
General Updates & Highlights	Superintendent Deputy Superintendent Community Engagement Coordinator	City Officials, Board Members, & All Staff	Once a week Monthly report	Weekly Emails Monthly Report Document Weekly newsletter Monthly division updates at leadership meeting
Important Documents & Forms	Superintendent Deputy Superintendent Community Engagement Coordinator Assistant to the Superintendent Division Supervisors	All Staff	As needed	City Intranet, MyREC employee classroom, Shared "O" Drive, Marketing Toolkit
Urgent Issues	Front end administrative staff, Superintendent, Deputy Superintendent, Division Supervisors/Coordinators	Division Supervisors, coordinators or appropriate front line staff member	As needed	Verbal (phone/radio/face-to-face), with follow-up email as needed
Policy Changes	Superintendent Deputy Superintendent	Leadership Team & full time employees	As needed	Formal Memo circulated by email, information boards, and face-to-face at leadership meetings
Budget Usage	Superintendent Deputy Superintendent Asst. to the Superintendent	Leadership Team	Monthly & as needed	Email, & Munis report at leadership team meetings
Special Presentations	Superintendent Deputy Superintendent Community Engagement Coordinator	Boards & Commissions (Parks, Youth, Arts & Culture),	Annually & as needed	PowerPoint presentations, posted on website for

	Division Supervisors	Board of Finance, City Council, Commission of Persons with Disabilities		internal/external access
Skill Building & Professional Development	Leadership Team External facilitator	All staff	Quarterly, monthly & as needed	In-person division specific trainings, webinars,

General Updates & Highlights: The Superintendent compiles weekly updates on department happenings and sends them to all commissioners (Board of Park Commissioners, Youth Commission, and Arts & Culture Commission) as well as City Councilors and department staff. The emails highlight major staff work accomplishments, upcoming events and important dates. Additionally, Division Supervisors prepare a monthly report that includes qualitative and quantitative data on their programs, events, and services. The monthly report is included in commission board packets as part of the agenda. Division updates are also shared by the supervisors at the monthly Leadership Team meetings as a means to communicate important happenings and upcoming dates with colleagues. Finally, the Community Engagement Coordinator prepares a weekly newsletter that is emailed to our external users through Constant Contact; department staff are also signed up for the newsletters as another means of receiving general information on department happenings.

Important Documents & Forms: Staff utilize a shared “O” Drive for storing, sharing and updating work files and important documents. Staff also have access to a City Intranet where general human resources/benefits/access forms are stored. The Community Engagement Coordinator also maintains a marketing toolkit through the “O” drive where department programming staff can access templates for press releases, flyers, and other marketing materials to aid in the marketing of their programs, events and services. Finally, an internal employee classroom is maintained by Division Supervisors for part time/seasonal staff to access various forms, paperwork and training materials associated with their position.

Urgent Issues: In the event of an urgent or pressing issue, the department staff member receiving the issue will inform the appropriate supervisor or staff member in person, over the phone, or via the Parks radio system depending on the nature of the situation. Follow-up emails are also sent in the event further action is needed. For critical issues staff members inform the Superintendent and/or Deputy Superintendent as soon as possible.

Policy Changes: Policies are reviewed on a regular basis and are added, modified and adopted by the Board of Park Commissioners. The Superintendent and/or Deputy Superintendent may consult appropriate staff members for policy input depending on the nature of the policy. Once the policy has been formally adopted by the Board of Park Commissioners the policy is introduced to impacted department staff through a formal memo. Memos are sent via email, posted in staff common areas on information boards, and communicated in person at leadership meetings.

Budget Usage: Financials are tracked on a regular basis by the Superintendent, Deputy Superintendent, Assistant to the Superintendent and division supervisors. Year to date financials are reviewed monthly as a standing agenda item in the Leadership Team meeting. The Year-to-date financials are also presented by the Superintendent monthly at the regular Parks, Youth & Arts & Culture commission

meetings. Issues with budget usage are communicated to the appropriate supervisor face-to-face, over the phone and/or via email depending on the nature of the issue. The Superintendent provides updates on the fiscal year budget process during the Leadership Team meetings.

Special Presentations: Leadership team members deliver special presentations to the various boards and commissions upon request and as needed. The Superintendent presents the Annual Year in Review presentation which highlights department accomplishments and goals for the year, the Deputy Superintendent presents the Annual CAPRA Update to inform Park Commissioners of the accreditation status, and the Community Engagement Coordinator presents the Annual Fundraising Strategy which highlights fundraising events, amounts, and strategy. The plan is endorsed by the Fund Development Committee of the Board of Park Commissioners. Various department staff are called on to present updates, and special informative sessions on various topics as needed.

Skill Building & Professional Development: Department staff engage in regular professional development opportunities as appropriate to their position in the department. Full time staff attend annual conferences (state and nationally), quarterly trainings, webinars, and other trainings as professional development budgets permit. In addition, in-service trainings, orientations and other staff meetings are held by Supervisors to review expectations and build division specific skills. Quarterly Diversity, Equity and Inclusion trainings are organized by the DEI committee of the department and are mandatory for all full-time staff.

Policy: Marketing and Communications Plan

Adopted by Board of Park Commissioners: October 2023

Public Information / External Communications – Overview

As outlined in the City of Bristol’s Personnel, Policies, and Procedures Manual, The City of Bristol Parks, Recreation, Youth and Community Services Department is committed to informing the residents of Bristol, the Mayor and City Council, local organizations, the business community and the local media of events, activities, services, programs, facilities, future projects, and recognitions involving the Department. It is the Department’s policy that information will be provided in a timely, accurate and objective manner with equal access to all interested parties.

Publicity about city resources, upcoming projects, programs, and special events is disseminated to the public through many different media channels. Staff responsible for each event, in conjunction with the Community Engagement Coordinator, will determine the appropriate media timing, frequency and market penetration needed based on the target audience, size and scope of the program, applicable marketing research, and budget.

Public Information and Media Communication

The City of Bristol’s Media Relations policy states only the Mayor or his/her designee is authorized to present the City of Bristol’s official position on any issue to the media. Employees who choose to speak to the media on a matter of public concern should affirmatively state that they are not speaking on the City of Bristol’s behalf, unless authorized to present the City of Bristol’s position by the Mayor or his designee. Under no circumstances may employees disclose confidential information. Any employee who has a question about whether particular information may be confidential should contact the Corporation Counsel’s Office.

Situational Analysis/Assessment (CAPRA 3.4.3)

The Park, Recreation Youth and Community Services Department is organized into 5 operational divisions: Administration, Parks, Grounds & Facilities, Recreation, and Aquatics, Youth and Community Services. The professional staff consists of 31 full-time employees and more than 200 part-time seasonal employees. Policy is set by a 7 member Board of Park Commissioners.

Administration is responsible for developing a fiscally responsible department budget that meets the changing and dynamic needs of the community. Administration provides stewardship to the many benefactors of the Parks and Recreation Department which include 8 trust and endowment funds, as well as, the Friends of Bristol Parks and Recreation Fund through the Main Street Community Foundation.

The Parks, Grounds and Maintenance division is responsible for over 730 acres of park land which includes two major active parks with over 100 acres each, eight neighborhood parks, a lighted stadium, an indoor aquatics facility, a veteran’s memorial park, and four open space, passive parks.

The Recreation division is responsible for administering hundreds of recreational programs and special events throughout the year. A variety of programs are offered; serving the varied interests of Bristol

residents from pre-school to senior citizens. This includes popular summer camps, sports clinics, arts instruction, Summer Concerts, Santa Land Village, and much more. Recreational programs increase physical, social, and emotional wellness and serve to enhance community spirit, as well as, the quality of life for every resident.

The Arts & Culture Division is responsible for administering comprehensive year-round arts and culture programs and events for the community, including the annual Rockin' Out at Rockwell Summer Concert Series. This division administers the Downtown Live program out of the Rockwell Theater inside the Memorial Boulevard Magnet Arts School, providing the community with a diverse and dynamic performing arts and visual arts program. This division collaborates with the City's Diversity Council, Interfaith Coalition, and local business partners to bolster cultural awareness and celebration throughout the community.

The Aquatics division is responsible for the oversight of the Dennis Malone Aquatics Center and two outdoor park pools at Page and Rockwell. The division offers seasonal memberships and daily passes to thousands of patrons annually. An extensive American Red Cross Learn to Swim program is offered at all 3 facilities; annually teaching thousands of Bristol youth this critical life skill. In addition, the division offers water fitness programs, training classes, recreational swim teams, special events, and more.

The Youth & Community Services Division is responsible for the coordination of a comprehensive community-based youth services bureau and the delivery of essential life services for Bristol residents in need. The Bureau strives to enhance the networking and support between family, school, peer and community environments. Direct services including juvenile diversion programming, individual and family counseling, crisis support and positive youth development opportunities. Community Services provides adults with short-time case management, critical information, and referrals to available community and state resources. Advocacy and referrals are made for housing, mental/physical health, medical insurance, state benefits, and utilization of the statewide 211 resource.

Community Profile

Bristol is situated in Central Connecticut, 20 miles southwest of Hartford with easy access to all major highways. It is a wonderfully diverse and family friendly community that offers a wide range of historical, entertainment, and dining opportunities.

Nestled in the heart of Connecticut and located just two hours from Boston and New York City, the City of Bristol is known for its innovation: from the bicycle brake and historic Lake Compounce Theme Park, to ESPN and the some of the nations' most niche museums. The City of Bristol boasts the 2nd largest municipal park system in Connecticut and is one of the top ten largest municipal park systems in New England.

Demographics (CAPRA 3.4.3)

Demographic data was obtained from City Wide Parks, Recreation, Youth and community Services Master Plan, U.S. Census Bureau, and from the Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS), and specializing in population projections and market trends. All data was acquired in September

2019 and reflects actual numbers as reported in the 2010 Census. ESRI then estimates the current population (2019) as well as a 5-year projection (2024). PROS utilized straight line linear regression to forecast demographic characteristics for 2029 and 2034.

Population:	Age:	Race:	Income:
○ 60,111 people currently live in Bristol	○ Median age: 42.3	○ 83% of the population is "White Alone"	○ Median household income: \$61,134
○ City is expected to decrease to 59,806 by 2034	○ By 2034, the 55+ age segment will encompass 32% of the population	○ 6% of the population is "Some Other Race"	○ Median household income is significantly above the state and national averages

Comparative Demographic Summary:

- The City's recent population annual growth rate (0.07%) is significantly lower than the U.S.'s (0.85%) growth rate.
- The City's household annual growth rate (0.11%) is also significantly lower than the national (0.80%) average.
- When assessing age segments, Bristol exhibits a slightly older population.
- The City's racial distribution has a significantly higher White Alone population (83%), lower Black Alone, and Asian populations when compared to national and state percentage distributions.
- The percentage of Hispanic/Latino population (14%) is moderately below the national average (18.6%).
- The City's per capita income (\$33,546) and median house income (\$61,434) are both very close to the per capita income and median household income averages (\$33,028 and \$60,548 respectively).

Collaborators

Partnerships, cooperative agreements, and joint ventures are an effective and efficient way to deliver specific programs and/or services. Partnerships also help offset the cost to develop, operate, and maintain the park system. Common partners include:

- City Departments
- Federal, State and local agencies
- Businesses
- Board of Education and Schools
- Community Members
- Local Organizations / Non-Profits

Competitors

The City of Bristol's Department of Parks, Recreation, Youth and Community Services (BPRYCS) is tax supported. As a result, BPRYCS serves the various needs of all citizens. In general, BPRYCS operates in a market with many similar providers who compete for the leisure time and, in many instances, the associated leisure time/entertainment dollars of Bristol's residents. Competitors include the Boys and Girls Club, the local school district and Board of Education, and a wide spectrum of private businesses who serve the needs of a specific demographic or interest groups within the larger community. Examples of these groups include youth sports organizations, childhood learning companies, private fitness clubs, and private schools. BPRYCS also competes with local nonprofits for specific target markets. In addition to competing with other providers of leisure and recreation, BPRYCS also competes with technology, social media, video games, and TV for the time and attention of community members.

Objectives (CAPRA 3.4.3)

- Provide accurate, timely information about programs and services to the citizens of the City of Bristol.
- Cultivate transparency surrounding department procedures, funding/budgeting, and operations.
- Encourage participation from under-served groups within the City.
- Improve community relations through partnerships with groups and organizations to enhance community services.
- Further support and advocate for the City of Bristol Parks, Recreation, Youth and Community Services Department and the department's mission.
- Motivate/encourage the public to participate in planned parks, recreation, youth, special event, and community service programs.

Market Research (CAPRA 3.4.3)

Segmentation and Targeting (CAPRA 3.4.3)

The volume and range of programs challenge us to reach specific target audience based on subsets of commonalities. In doing so, we're able to streamline marketing and outreach, maximize our funds, and customize content. Each segmentation has subsets that we cross match to help us identify the most effective strategies.

- **Segmentation by Location** - Audiences are targeted based on proximity to a facility hosting an event, program, or activity. Used to streamline public information and/or outreach based park developments in certain a neighborhood or community.
- **Segmentation by Demographics** - Audiences are targeted based on people-based segments such as age, family size, and income. Information is used to identify/refer underserved households that might qualify for assistance and local resources.
- **Generational Segmentation** - Audiences are targeted based on unique generational characteristics or trends that shape the way they make decisions. This segmentation maximizes cross platform strategies and requires relevant content marketing

- **Segmentation by Interest** - Audiences are targeted based on variables such as lifestyle, values, needs, and interests. Health seekers and sports leagues are heavily marketing by interest.

Positioning (CAPRA 3.4.3)

BPRYCS has identified the following core program areas and developed a Program Lifecycle Analysis as outlined in the BPRYCS Master Plan Program Assessment (4.1)

- Special Events
- Day Camps
- Preschool Programs
- Youth Programs
- Teen Programs
- Adult Programs
- Adventure Education
- Aquatic Programs
- Youth Development Programs

Brand Standards Guide

- **Color and Font Specification Guide** - The color palette for Bristol, Connecticut is bright, energetic, and impactful. The palette includes red to highlight the theme of “heart” in the brand and passionate spirit of Bristolites. The red combined with the blue creates a Bristolian patriotism, honoring our strong veteran’s community. The blue represents the blue collar backbone evident in the hearts of Bristolites, and the reason we have produced great results throughout time. The complementary colors provide neutral and playful tones that can enliven the logo in use materials, like ads. Bristol’s brand personality utilizes typefaces that are bold yet accessible, strong yet elegant, personable yet professional.
- **Brand Voice** - The voice of Bristol’s brand is assertive but helpful, knowing but kind, passionate but personable. Bristol’s personality exhibits a self-confidence in our self and our abilities to get any job done, and a charm that expresses humble roots behind a workman like demeanor. This hearty vocal spirit must always represent the brand personality through an uplifting and positive tone in all media and mediums.
- **The Bristol Brand Narrative** - The Bristol Brand Narrative acts as our City’s biography. It uses emotional language to establish a written character of the Bristol brand. Stakeholders throughout the community should be encouraged to use all or some of the copy when describing the Bristol community or the unique relationship an organization, event or business has to Bristol.

Media Mix and Marketing Methods (CAPRA 3.4.3)

Due to the demographic makeup of The City of Bristol, it is imperative to utilize a diversified marketing mix to provide messaging that will attract all residents. Bristol’s Department of Parks, Recreation, Youth and Community Services (BPRYCS) utilizes several marketing strategies to convey information and promote upcoming programming and events. In addition, BPRYCS utilizes numerous marketing channels to aid in delivering messaging for all events, programs activities and facilities.

Marketing and Outreach Toolkit

The Marketing and Outreach Toolkit provides BPRYCS staff with the tools and resources needed to help deliver clear, consistent, and professional messaging on behalf of the BPRYCS department. The toolkit supports staff in software use, copy writing, organizational procedure, and content and information distribution, and best practices. Toolkit materials include brand files, checklists, “how-to” guides, visual aids, timelines, templates, examples, training documents, content thought starters, and more. The toolkit lives digitally on the city’s “O-Drive” and accessible to all full time staff. As documents and materials are produced for meetings and programs they are added to the Toolkit by the Community Engagement Coordinator and distributed as needed.

See Also Internal Communications Matrix in BPRYCS Policy Manual - 3.3

See Also Public Information Policy and Procedure in BPRYCS Policy Manual - 3.4

BPRYCS External Communications Matrix

Communication	From	Frequency	Delivery Media
General Updates & Highlights	- Superintendent - Deputy Superintendent - Community Engagement Coordinator - Division Supervisors	Daily/ Weekly / Monthly/ As Needed	- Parks Board Reports - Newsletters (E-Mail) - Parks Project Portal - Social Media (Facebook/Instagram) - BristolRec Website - All Heart City Website - Local/Community Calendars - In Person Updates (Verbal) - MyRec Account Disclaimer - Annual Report - Press Release - Commission Agendas and Minutes - Board of Parks Commission - Youth Commission - Arts and Culture Commission - Connecticut Recreation and Parks Association (CRPA) & National Recreation and Parks Association (NRPA) - Flyers - Media Coverage - Advertisement (Radio/Billboard) - City Town Hall Meetings
Important Documents & Forms	- Superintendent - Deputy Superintendent - Community Engagement Coordinator - Assistant to the Superintendent - Division Supervisors - Program Instructor	As needed	- BristolRec Website - Parks Project Portal - All Heart City Website - MyRec Account - Email - Physical Mail/Distribution
Urgent Issues / Emergency Communication	- Superintendent - Deputy Superintendent - Division Supervisor/ Coordinators - Recreation Program Assistant - Program Instructors	As needed	- BristolRec Website Alert Banners - Email Blast - Text Blast - Individual Phone Calls - In Person Updates (Verbal) - BristolRec Website Program Page Updates - Annual Report
Policy Changes	- Superintendent - Deputy Superintendent - Assistant to the Superintendent	Monthly / As needed	- Commissioner Agendas and Minutes - BristolRec Website - All Heart City Website - Email

	- Board of Parks Commissioners - Policy Development Committee - Community Engagement Coordinator		- MyRec Account Disclaimer
Special Presentations	- Superintendent - Deputy Superintendent - Assistant to the Superintendent - Board of Parks Commissioners - Policy Development Committee - Community Engagement Coordinator	Annually & as needed	- BristolRec Website - Parks Project Portal - Annual Report - Commission Agendas and Minutes - Board of Parks Commission - Youth Commission - Arts and Culture Commission
Program Specific Information & Updates	- Deputy Superintendent - Division Supervisor/ Coordinators - Recreation Program Assistant - Program Instructors	As Needed / Seasonally	- Bristol Rec Website - Email - Text Blast
Park and Event Announcements	- Superintendent - Deputy Superintendent - Community Engagement Coordinator - Division Supervisors - Arts & Culture Commission - Board of Parks Commission	As Needed	- Press Release - Newsletter - Bristol Rec Website - Electronic Sign Boards - Email - Flyers - Media Coverage - Advertisement (Radio/Billboard) - City Town Hall Meetings

Policy: Marketing Responsibility

Adopted by Board of Park Commissioners: October 2022

The BPRYCS Department offers a comprehensive annual calendar of programs, events, and services that improve the quality of life for Bristol residents. Marketing and communication of department activities is essential in order to properly reach customers and achieve desired goals and outcomes. Although professional communications and marketing of department services is expected of employees at every level of the organization, the Community Engagement Coordinator (CEC) is designated as the organizations chief marketing and engagement officer. In order to ensure clarity of roles with the CEC and programming staff, a Marketing Responsibility policy was developed.

Marketing Roles & Responsibilities

Community Engagement Coordinator Responsibilities	Program Staff Responsibilities
Develop strategy, tools, and training for staff in order to enhance marketing which will increase public engagement in department services: • Design and release weekly department newsletters to all users. • Provide training to staff on marketing techniques, and various software's/platforms. • Lead regular marketing meetings to help educate staff on best practices as well as new tools for marketing. • Create brochure timeline and design/develop department brochure. • Create specific marketing materials for the department as assigned by the Superintendent/Deputy. • Provide advice and consultation on marketing strategy for divisions, events, programs and facilities. • Develop, monitor and evaluate department marketing and fundraising goals in conjunction with the Superintendent/Deputy. • Develop presentations for department boards and commissions to report on metrics. • Maintain and provide recommendations for improvements to the <i>Marketing and Communications Plan</i>.	Utilize the Marketing Tool Kit to: • Write program/event specific press releases and send to CEC for distribution. • Send emails via constant contact/MyREC for targeted emails • Create social media events for program • Create and <i>schedule</i> posts via Social Media. • Create event flyers (to brand standard). Division supervisors to approve before distribution. • Add programs to MyREC including event flyers and other materials. • Engage in targeted recruitment for participants depending on nature of program (i.e. direct calls, emails, tabling). • Provide CEC with accurate and complete program descriptions within the prescribed timelines for the seasonal brochure. Supervisor must approve content before it is sent to CEC. • Regularly uploading photos to "O" drive for use in seasonal brochure and other department marketing. • Coordinate w/Program Admin Assistant to produce physical copies of flyers to display at main office, YS, DMAC, and other venues.

Policy: Utilization of Technology

Adopted by Board of Park Commissioners: October 2023

The BPRYCS Department is continuously identifying new technology resources to enable the department to operate more efficiently and better serve the community. Technology resources utilized by the department include: communication and security systems, energy and records management systems, data management and sharing systems, lighting and irrigation systems, work orders and assignment applications, financial systems, class registration systems, graphic and web design tools, social media, photo tools and storage devices/applications, document creation tools, and payroll systems. The purpose of this policy is to catalogue all technology being utilized in the administration of department services and outline a process for retiring technology and pursuing new ones.

It shall be the responsibility of the BPRYCS staff and organizational members to demonstrate user responsibility, ethical and professional use of the technological tools and services provided as they are property of The City of Bristol and their purpose is to facilitate and support organizational functions and community accessibility. This policy shall also be in accordance with the Information Technology Procurement as described in Sec. 2.Q. of *The City of Bristol's Purchasing Manual*, and includes receiving authorization of use by IT (hardware, credit card & networking impacting software), Comptrollers (financial software), and/or Corporation Counsel (contractual agreements) prior to acquisition.

Utilization of Technology

Technology	Communications & Security Systems	Energy & Records Management	Data Management & Sharing Systems	Lighting & Irrigation Systems	Work Orders & Assignment Applications	Financial Systems	Class Registration Systems	Graphic & Web Design Tools/Services	Social Media	Photo Tools & Storage	Document Creation Tools	Payroll Systems
Accucom												
Alarm New England	☒											
(a)squaredstudio								☒				
Authorized.net					☒							
BeFunky									☒			
BlueInk										☒		
Camera									☒			
Canva								☒				
CivicPlus	☒									☒		
Dilinger		☒										
Control Link			☒									
Constant Contact	☒		☒									
DropBox										☒		
DUO	☒											
Facebook								☒				
Google Docs			☒									
Google Drive			☒						☒			
Go! Motion	☒											
Instagram								☒				
Interact Landmark				☒								
Kronos												☒
Landline	☒											
Microsoft Office										☒		
MUNIS	☒		☒		☒							☒
MyRec	☒	☒	☒		☒	☒						
Nitro Pro										☒		
O Drive		☒	☒									
Outlook	☒											
Radio/Intercom	☒											
Samsara	☒											
Smartphone	☒											
Survey Monkey			☒					☒	☒			
Synergy Fire Systems	☒											
Team Snap	☒											
TicketTailor					☒	☒						

Key of Applications:

- **Accucom:** Workorder system.
- **Alarm New England:** Security systems.
- **(A)squared Studio:** Web design, development, and graphic services.
- **Authorized.net:** Credit card payment processor.
- **Befunky:** Graphic design and photo editor.
- **Blueink:** Electronic notarization, e-signature, and document creator.
- **Camera:** Digital imaging device.
- **Canva:** Graphic design tool.
- **CivicPlus:** Government digital interaction platform for community engagement.
- **Control Link:** Remote facility management system.
- **Constant Contact:** Digital marketing platform.
- **Dillinger:** Records and information management system.
- **Landline:** Telephone communication system.
- **Microsoft Office:** Desktop productivity applications for document creation and maintenance.
- **Munis:** ERP system for the management of government financials, procurement, human resources, payroll and revenues.
- **MyRec:** Recreation and registration management platform.
- **Nitro Pro:** Document creation, editing, and e-signature tool.
- **O-Drive:** Cloud-based file management and storage service.
- **Outlook:** E-mail communication and personal information manager system.
- **Radio/Intercom:** Two-way frequency communication system.

• Dropbox: Digital file hosting service. • Duo: Cybersecurity, multi-factor remote authentication product. • Facebook: Social networking platform. • Google Docs: Digital work processor and editor. • Google Drive: Digital file storage and synchronization service. • Go! Motion: Motion-detecting data collection interface. • Instagram: Photo and video sharing social networking platform. • Interact Landmark: Lighting and irrigation system. • Kronos: Payroll management system.	• Samsara: GPS fleet tracking platform. • Smartphone: Mobile communication, social networking and photo storage tool. • Stripe: Multinational financial payment processing software. • Survey Monkey: Online survey development and analytics software. • Synergy Fire System: Fire sprinkler and fire alarm systems. • Team Snap: Team management software. • Ticket Tailor: Event ticketing platform. • TotilPay: Point-of-sale system for EBT, SNAP, and WIC payments. • Zoom: Video communication software. • Zubtitle: Online video subtitling and editing tool.
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Technology Improvements

Current and new technology resources will be reviewed annually by BPRYCS staff and the Policy & Strategy Committee. As needs change staff may opt to retire outdated technologies and report changes on an annual basis through the policy manual approval. New technology may be pursued, thoroughly vetted and referred to the Finance Committee for approval as part of the annual budget process.

Chapter 4: Human Resources



Policy: Personnel Policies and Procedures
Adopted by City Council: October 2022

All BPRYCS Department personnel adhere to the policies and procedures established by the Human Resources Department and codified in the *City of Bristol Personnel Policies and Procedures Manual*. The manual includes:

- Equal Employment Opportunities
- Affirmative Action Policy Statement
- Alcohol and Controlled Substances Policy
- Business Travel and Reimbursement
- Dress Standards
- Emergency Closings-Weather Conditions
- Employee Conduct
- Employment of Relatives
- Ethics and Conflict of Interest
- Hiring Procedure
- Information Systems Policy
- Media Relations
- No Smoking Policy
- Orientation
- Payroll Deduction
- Personal Property and Workplace Privacy
- Personnel Records
- Political Activities
- Punctuality and Attendance
- Safety and Health
- Telephone Policy
- Use of City Vehicles
- Work Rules
- Workplace Harassment, including Sexual Harassment
- Workplace Violence Policy
- Family and Medical Leave/Maternity Leave/Military Leave
- Employee Assistance Program
- Retirement Plans
- Workers' Compensation

Staff are also responsible for additional policies and procedures specific to work they may perform in department programs or facilities, codified in *Aquatics Division Manual* and *Summer Camp manual*.

(Source: *City of Bristol Personnel Policies and Procedures Manual* available at www.ci.bristol.ct.us.com).
(Source: *Aquatics Division Manual* and *Summer Camp Manual* available at www.ci.bristol.ct.us.com).

Policy: Recruitment and Promotion Process

Adopted by City Council: October 2023

BPRYCS employs over 300 full-time, part-time and seasonal workers throughout the year to execute the department's mission.

Recruitment Goals and Strategy

BPRYCS strives to attract highly-qualified applications for every position and desires to select employees who bring a combination of talent and passion to the department. BPRYCS Department's recruitment objectives include:

- To attract highly-qualified applicants with desired education and certifications,
- To attract applicants who possess a combination of talent and passion, and
- To encourage workplace diversity by following all applicable laws related to equal opportunity employment.

Employment opportunities are posted at the City of Bristol website [EMPLOYMENT | Bristol, CT - Official Website \(bristolct.gov\)](https://www.bristolct.gov/employment). Per union contracts all Local 1338 and Local 233 positions are first posted internally via an internal posting job board located at the BPRYCS Main Office and satellite offices including the Dennis Malone Aquatics Center and Rockwell Maintenance Building. All Bristol Professional Supervisors Association (BPSA) jobs are posted both internally and externally at the same time. In addition to local postings, notifications for department openings are posted at relevant state associations including the Connecticut Recreation and Parks Association and the Connecticut Youth Services Association websites.

Promotion Process

When possible, the BPRYCS prioritizes the promotion of internal staff members that qualify. For 233 and 1338 union positions, the employee with the most seniority, that meets the qualifications, has the first opportunity to qualify for the job. Promotions, testing and probationary qualification periods are established in *Article IV Promotions* of the collective bargaining agreements between the City of Bristol and Local 233 and 1338. For BPSA positions promotions are outlined in *Article VI Appointments and Classifications* which states fair consideration is given to any applicant within the bargaining unit. The City reserves the right to select the best qualified applicant, but in the event qualifications are equal the applicant from within the bargaining unit is given preference.

(Source: City of Bristol Collective Bargaining Agreements at [Labor Contracts | Bristol, CT - Official Website \(bristolct.gov\)](https://www.bristolct.gov/labor-contracts)).

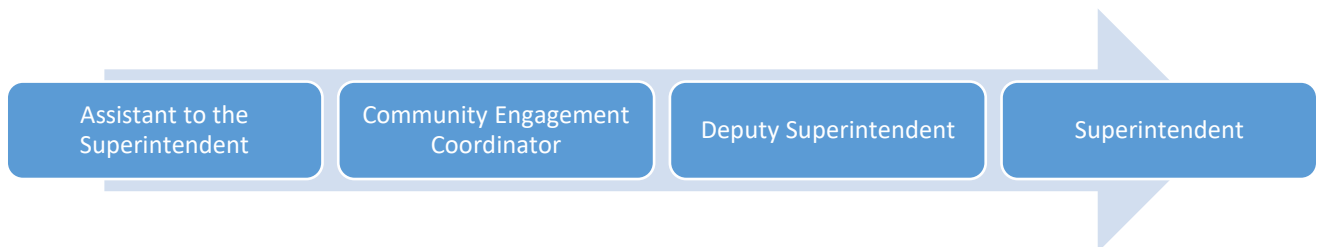
Policy: Leadership Succession Procedure
Adopted by City Council: October 2022

The BPRYCS Department has adopted the following leadership succession procedures to plan for an unexpected incapacitation of the Superintendent or for a planned retirement/resignation of department supervisors. Succession planning is a process of identifying and developing new leaders to succeed current leaders. It is a proactive and systematic investment in building a pipeline of leaders within an organization and identifying strong candidates, so that when transitions are necessary, leaders at all levels are ready to act. The Leadership Succession Procedure does not guarantee advancement to any one individual as qualifications, accomplishments, certifications, interview processes, and other factors will ultimately play a role in final appointments. The plan does create clear trajectories and opportunities for internal advancement within the organization to ensure continuity of the BPRYCS mission of delivering high-quality services and facilities to Bristol residents.

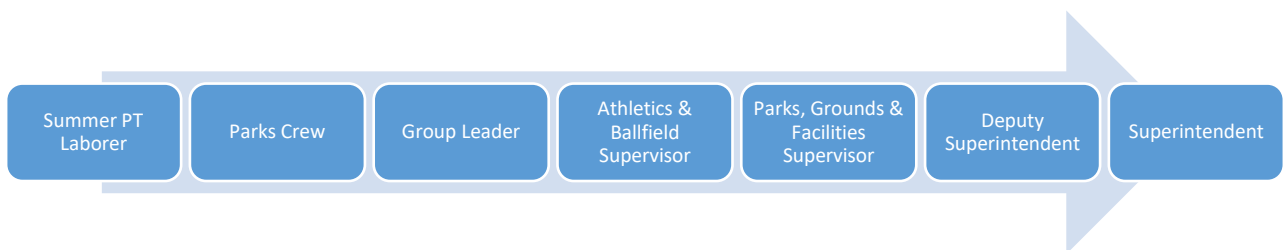
Leadership Trajectory

The BPRYCS Department has developed a leadership trajectory plan to allow employees at every level of the organization opportunity to move up in their careers.

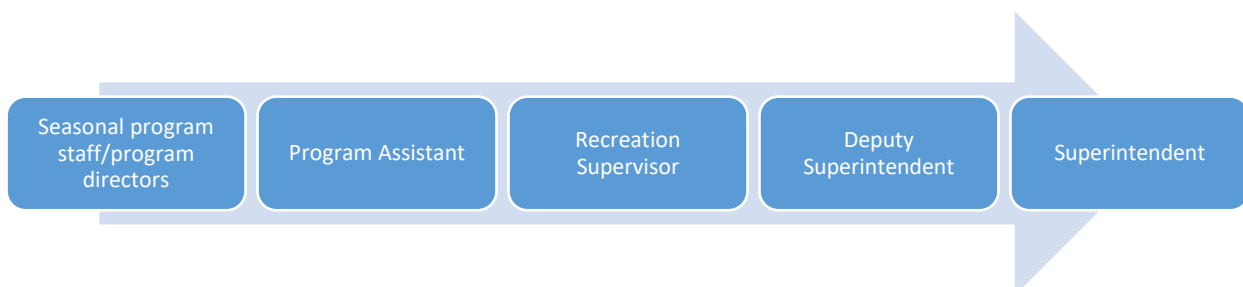
Administration Pathway



Parks, Grounds & Facilities Pathway



Recreation Pathway



Aquatics Pathway



Youth & Community Services Pathway



Temporary Succession Procedure

In the event of a temporary incapacitation or extended leave of absence for a leadership position in the department, a temporary succession protocol will be implemented to ensure continuity and no disruption in service. When a division supervisor is incapacitated the Deputy Superintendent or Coordinator/Assistant of the division may be asked to serve in the Acting Supervisor capacity. In the event of a specific term of absence or vacancy of the Superintendent, the Board of Park Commissioners shall nominate a duly qualified individual to serve as acting or interim Superintendent to be approved by the City Council (per section 43.h of the City Charter). Per the Leadership Succession Procedure policy, it is strongly recommended that the acting or interim Superintendent shall be the Deputy Superintendent unless there is a significantly compelling justification against the appointment.

Policy: Staff Acceptance of Gifts and Donations

Adopted by Board of Park Commissioners: May 2023

The BPRYCS Department accepts gifts and donations that support the organizations mission from private donors in the form of cash or physical property subject to the *Restricted Gift Donations* policy.

Employees of the department may not solicit or accept personal gifts given because of their official position with the city. The staff acceptance of gifts and donations policy is described in Sec. 2-129.

Conflict of Interest in the *City of Bristol Code of Ordinances*.

Sec. 2-129. Conflict of Interest

No official shall accept or solicit anything of value whether in the form of a gift or promise of a gift from any person. For the purposes of this section a person shall mean an individual, sole proprietorship, trust, corporation, union, association, firm, partnership, committee, club or other organization or group of persons. A gift shall include the receipt of any payment, subscription, rendering of service, deposit of money or anything of value unless the amount paid by the official is that normally charged to the general public for like goods, services or loans. This section shall not apply to the receipt of any food or beverage or both, consumed on a single occasion. This section further shall not apply to campaign contributions.

No official who has a financial or personal interest, either individually or as a member of a group that has a financial or personal interest, direct or indirect, in any transaction or contract with the city, or decision of any board, body, or commission, or in the sale of real estate, material, supplies, or services to the city, on which he may be called to act upon in his official capacity, shall vote upon or otherwise participate in the transaction, contract, or decision and shall excuse himself from the proceedings in accordance with sections 6 and [64](#) of the Charter of the City of Bristol.

Policy: Job Analysis

Adopted by City Council: October 2022

Personnel are critical to the success of the BPRYCS Department meeting the mission of delivering high-quality services and facilities that enhance the community's quality of life, meet the diverse needs of all citizens, and build a sustainable future. In order to ensure the BPRYCS Department is operating as efficiently as possible, job analysis is conducted on a formal basis.

Annual Budget Process

During the Annual Budget Process division supervisors in conjunction with the Superintendent and Deputy Superintendent review the anticipated personnel needs for the next fiscal year. This includes review of current full-time and part-time positions as well as recommendations for new positions that may improve operations, increase efficiencies, meet a department/city goal, or advance the work of the master and strategic plans. Any new positions must be formally proposed and accompanied by thorough justification and analysis. This may include: cost analysis, impact assessment, efficiency projections, and other supporting data that illuminates the significant need. If endorsed by the Superintendent the proposal will require approvals from the City's Salary Committee before being included in the operating budget for commissioner review.

Vacancy Review

Any time a position is vacated within the department, the Superintendent in conjunction with the Division Supervisor will review the continued need for the position and discuss if job description modifications are required or if a different position would better serve the operation. After analysis is completed the Superintendent will move forward through the proper approval channels to have the position posted.

Job Revision Task Force

Every 3-5 years an internal Job Revision Task Force comprising of representation from all divisions and unions within the department will be convened. Task force members will be charged with conducting a wholesale review of job description language, consistently with descriptions and codes. The task force will make formal recommendations to the Superintendent who will then work with the unions and Human Resources Department to implement changes.

Policy: Code of Ethics

Adopted by City Council: October 1977

BPRYCS Department employees and commissioners are expected to conduct business according to the highest ethical standards, including avoiding conflicts of interest arising from outside employment, family interests, or personal investments. A potential or actual conflict of interest occurs if an employee is in a position to influence a decision that may result in a personal or financial gain for the employee or an immediate family member, as a result of the City of Bristol's business dealings. An immediate family member means any spouse, children or dependent relative who resides in the individual's household. Although it is not possible to specify every action that might create a potential or actual conflict of interest, the *City of Bristol's Code of Ethics and Section 55 of the City Charter* identify some of the situations that most often create a conflict.

Effective January 2023, and every subsequent January, commissioners will be required to sign an Ethics/Conflict of Interest Form provided by the City of Bristol Town and City Clerk.

If an employee or board member has any question whether an action or proposed course of conduct would create a conflict of interest, they should immediately seek advice on the issue from the Superintendent or the City Ethics Board.

(Source: City of Bristol Personnel Policies and Procedures Manual available at www.ci.bristol.ct.us.com).

(Source: City of Bristol Code of Ethics and Ethics Board Ordinance available at www.ci.bristol.ct.us.com).

Chapter 5: Financial Management



Policy: Annual Budget Process**Adopted by Board of Park Commissioners:** May 2022

The Annual Budget Process is a year-round endeavor that establishes a methodical and organized approach for BPRYCS staff and commissioners to outline and advocate for department needs and associated funding from City Officials. Aligned with BPRYCS core values; commitment to Fiscal Stewardship, department staff strive to create a transparent, inclusive and responsible budget, that amplifies the voices of staff and stakeholders while achieving department objectives outlined in the master and strategic plans. The following Annual Budget Process is presented to the Finance Committee of the Board of Park Commissioners every May for review and adoption:

Activity	Important Date(s)
Leadership Team Strategic Retreat & Budget Kick-Off	August/September
Individual Division meetings to review 4-year spending trends and other budget analysis with the Assistant to the Superintendent & Deputy Superintendent	September
Equipment Needs & Project Workshop with Parks Crew	October
Community Stakeholder Engagement Meeting w/ Finance Committee	October
Final Division Budget Documents submitted to the Superintendent	November
Division Supervisors Budget Meetings with the Superintendent	November/December
Superintendent and Arts & Culture Supervisor present Arts & Culture Special Revenue budget to the Arts & Culture Commission	December
Superintendent and Youth & Community Services Supervisor present Youth & Community Services Division budget to the Youth Commission	December
Superintendent presents Parks & Recreation budget to Finance Committee of Board of Park Commissioners (second meeting scheduled if needed)	December
Superintendent presents Parks & Recreation budget to full Board of Park Commissioners for approval	December
Superintendent and Deputy Superintendent present budget to the City Comptroller & Finance Team	January/March
Budget Hearing Presentation to the Board of Finance	February/March/April
FY 23-24 Budget is adopted by the Board of Finance and the City Council	May
Fiscal Year begins and FY 23-24 Budget & CIP Funding becomes available	July

Policy: Authority and Responsibility for Fiscal Management

Adopted by Board of Park Commissioners: October 2022

As Department Head, the BPRYCS Superintendent exercises supervision and overall management of all department budgets in cooperation with division supervisors and administrative staff. As a best practice for fiscal control and monitoring of accounts, the following chain of authority and responsibility has been adopted (not meant to be an all-inclusive list of responsibilities):

Employee	Responsibility
Board of Park Commissioners	The Board of Park Commissioners serve as a fiduciary to the BPRYCS park budgets. The board monitors spending at a high level through a monthly report provided by the Superintendent.
Superintendent	The Superintendent has the ultimate authority of all budgets within the department and provides financial reports to the Mayor, the Board of Park Commissioners, City Comptroller's Office and the Board of Finance.
Deputy Superintendent	The Deputy Superintendent assists with the monitoring of all department budgets, makes recommendations to the Superintendent, and provides budget guidance to division supervisors.
Assistant to the Superintendent	Serving as an ex officio chief financial officer, the Assistant to the Superintendent monitors all accounts, enters requisitions/processes purchase orders, coordinates with supervisors on purchase orders and approved vendors, prepares appropriate and transfer requests to the Board of Finance at the direction of the Superintendent, and prepares financials through Munis software to the Superintendent and Department Boards and Commissions.
Supervisors	Division Supervisors are responsible for monitoring all expenditures and revenues within their division budgets and associated accounts, responsible for ensuring subordinate division staff are purchasing responsibility, ensuring programs and facilities are staffed in accordance with allocated budgets, and preparing narrative reports at the request of the Superintendent.
Coordinators and Other staff with purchasing authority	Purchase with approvals from Division Supervisors following all city purchasing processes.

Policy: Department Accounts and Management Responsibility
Adopted by Board of Park Commissioners: October 2022

The BPRYCS Department is responsible for the administration of a variety of general fund, special revenue funds, revolving accounts, donation and grant accounts in order to administer high quality programs, facilities and services for Bristol residents.

Types of Accounts

- **General Fund:** Funds received from tax payers through the annual city budget process
- **Donation Accounts:** Funds received from donors and sponsors on a rolling basis
- **Grants:** Funds received from local, state or national sources appropriated at varying times depending on the grant cycle
- **Revolving Accounts:** Funds received from user fees meant to cover the cost of non-general funded programs. Funds are received and expended on a rolling basis.
- **Special Revenue Fund:** Funds are generated and maintained in a dedicated account tied to a special program operated as a business. SRF are formally budgeted through the annual city budget process.
- **Friends of Bristol Parks and Recreation Fund:** The Main Street Community Foundation (MSCF) is the fiduciary of the Friends of Bristol Parks and Recreation Fund (FBPRF). FBPRF was established in 2014 by the Board of Park Commissioners to support donations for the 100th anniversary of Muzzy Field event. The fund is now the primary account for departmental fundraisers. The FBPRF requires Board of Park Commissioner authorization prior to funds being disbursed from the MSCF. Funds can be used to benefit any parks and recreation project or initiative.

Account Overview

Department Budgets/Accounts	Org Codes	Type of Account	Direct Managing Supervisor
Administration	*0017021	General Fund	Superintendent
Parks, Grounds & Facilities	*0017022	General Fund	Parks, Grounds & Facilities Supervisor
Recreation	*0017023	General Fund	Recreation Supervisor
Aquatics	*0017024	General Fund	Aquatics Supervisor
Youth & Community Services	*0017025	General Fund	Youth & Community Services Supervisor
Capital Improvement Projects	*Varies	General Fund	Superintendent
Grants	*Varies	Grant Source	Superintendent or designee

Arts & Culture Fund- Arts & Culture Programming	*1757033	Special Revenue Fund	Arts & Culture Supervisor
Arts & Culture Fund- Theater	*1757034	Special Revenue Fund	Arts & Culture Supervisor
Pine Lake Adventure Park	*1321032	Special Revenue Fund	Recreation Supervisor
Community Services	*1064012	Donation Account	Youth & Community Services Supervisor
Parent & Child Program	*1061031-PARNT	Donation Account	Youth & Community Services Supervisor
Drug Free Community Grant	*1061031	Grant- Project Code FYG03	DFC Project Coordinator
Parks & Recreation Capital Outlay	*1017000	Equipment & Building Sinking Fund	Superintendent
Camps	*1067026	Revolving Account	Recreation Supervisor
Special Events	*1067027	Revolving Account	Recreation Supervisor
Adult Programs	*1067028	Revolving Account	Recreation Supervisor
Aquatics	*1067029	Revolving Account	Aquatics Supervisor
Youth Programs	*1067030	Revolving Account	Recreation Supervisor
Credit Cards	*1067031	Revolving Account	Superintendent
Arts & Culture	*1067033	Revolving Account	Arts & Culture Supervisor
Friends of Bristol Parks & Recreation Fund	N/A	MSCF Fund	Superintendent via Board of Park Commissioners

Policy: Grants Procedures**Adopted by Board of Park Commissioners: October 2022**

Department personnel regularly pursue a variety of local, state, and federal grants to support the work of BPRYCS. The following process was established in alignment with the City of Bristol general policies for grants administration:

Grant Approval Structure

Steps	Phase	Actions
1	Initiation	A grant opportunity is identified that meets a fiscal or programmatic need and helps advance a department goal or objective aligned with the master and strategic plan. The Superintendent or designee reviews and determines BPRYCS meets the grant eligibility and can meet established timelines, matching requirements, staff capacity, and other key aspects of the grant.
2	Pre-Approvals	The Superintendent approves the grant proposal and places it on the Board of Park Commissioner and City Council agendas for approvals to apply.
3	Development	Once the pre-approvals have been secured, the Superintendent assigns the grant to the applicable staff person to draft the application. The City Grants Administrator may be consulted or asked to contribute to the grant development where applicable.
4	Review & Submission	The grant application is sent to the Superintendent for final review and approval before the application is submitted to the sponsoring agency.
5	Publication & Management	Upon receipt of a favorable grant award appropriate announcements will be distributed to all media channels. Assigned staff member will engage in grant administration, management and applicable reporting.

Due to the nature of grants, announcements and application deadlines can often be narrow with minimal notice. In these cases, the Superintendent reserves the rights to pursue the opportunity without board endorsement to ensure the funding opportunity is not lost. In the event that the board or City Council deny the grant, the application can be withdrawn.

Policy: Purchasing Procedures

Adopted by Board of Park Commissioners: October 2022

The City of Bristol Purchasing Department coordinates all procurement and contracting activities for the city in order to obtain cost-effective pricing, ensure consistent quality in products and services, comply with city, state and federal guidelines, and provide overall purchasing transparency for the city. BPRYCS staff adhere to the policies and procedures established in the City's *Purchasing Manual*. The manual is reviewed and modified on a regular basis by the Board of Finance. The *Purchasing Manual* includes policies on:

- General Provisions (Governing authority, role of purchasing, federal procurement standards)
- Policies (Bidding Guidelines, Request for Proposals, Emergency Waiver of Bids, Procurement Cards)
- Procedures (Bidding specifications, evaluation of bids, bonding and insurance requirements)
- Professional Services (Conditions for use, development of scope/specifications, review/evaluation, award considerations)
- Contracts Administration (Authority, guidelines, standard contract clauses)
- Specific Transaction Types (Exempt transactions, blanket orders)

While Department staff are expected to adhere to all aspects of the *Purchasing Manual*, the following are widely understood regular practices:

Purchase Orders - All purchases, not paid for via a procurement card, *must* have an open P.O. *prior* to ordering. Open P.O.s can be found on MUNIS under *P.O. Inquiry*. Select department staff have been issued procurement cards in order to provide a purchasing option for situations or purchases that require immediate purchase. Blanket P.O.'s are opened in order to accommodate vendors the department regularly purchases from in order to expedient purchases.

Tax Exemption - The City of Bristol is a tax exempt organization, and as such, Comptrollers does not process any invoices that includes tax. All staff are required to actively remind cashiers that the purchases are tax exempt and check their receipts before they leave the store. Should staff require a tax exempt certificate for a particular business, the Purchasing Department must be contacted with the name of the company and their address.

Quotes and Bidding - Effective July 2019 the Board of Finance has modified the quote threshold requirements as follows. *Purchasing Manual, 5-6.*

- \$.01 - \$4,999 – no quotes
- \$5,000 - \$9,999 – 3 verbal quotes
- \$10,000 - \$24,999 – 3 written quotes
- \$25,000+ - sealed bids

(Source: *Purchasing Manual* available at www.ci.bristol.ct.us).

Policy: Financial Aid**Adopted by Board of Park Commissioners: October 2022**

Aligned with the BPRYCS Department core value; commitment to diversity, equity and inclusion, staff strive to ensure every resident has access to high-quality parks and services regardless of socio-economic status. To ensure BPRYCS meets its vision of impacting the lives of all Bristol residents, the department administers a comprehensive financial aid program. The program is administered by the Youth and Community Services Supervisor who reviews applications, qualifies families through federal approved guidelines, disburses scholarship and communicates with families and serve providers.

The main financial aid program of the BPRYCS is the Scholarship Fund through Youth and Community Services Project Aware Program approved annually by the Youth Commission. The Scholarship Fund has been established to aid children living in high risk situations and in need of social, emotional and recreational programming in order to thrive. Funds are available to children who struggle to cope with neurological, mental health or cognitive challenges, physical disabilities, severe family distress, trauma and /or complicated grief and loss issues. Scholarships shall go towards a program of the child's choice that will enhance their positive social and emotional development and physical well-being. Types of programs may range from music lessons, to swim classes, basketball clinics, self-defense training, performing arts programs, Boys and Girls club membership or to a summer camp. Scholarship funds may also cover costs of supplies needed to participate in a program, such as, a scout uniform, art supplies, or special equipment for a sporting activity.

Eligibility Factors:

1. Financial hardship based on the families current income
2. A commitment from the family to work toward resolving difficulties and nurturing the healthy development of the child.
3. The program or services for which funds are being requested will assist the child in developing his or her skills as part of an overall service plan.

Children are referred to the scholarship program by professional staff working with the child, such as a social worker, parent aide, school psychologist, visiting nurse or therapist or parent. Awards may range from \$10.00 to \$150.00 per child per year. Awards will be paid directly to the vendor. The referring agent must receive permission from the parent for Bristol Parks, Recreation, Youth and Community Services to contact the vendor to make arrangements and obtain an invoice with documentation of attendance.

Policy: Refunds

Adopted by Board of Park Commissioners: October 2022 Revised: July 2024

Bristol Parks, Recreation, Youth and Community Services provides account credits or refunds in line with the below policy. Account credits may be used towards any future Parks, Recreation, Youth and Community Services Department program or reservation. Account credits can be refunded upon request. Credit card refunds can be provided for transactions within 90 days of original purchase, assuming the credit card is still active. Refunds for non-credit card purchases, transactions longer than 90 days, or with inactive cards will be provided via check and take 2-3 weeks to process.

Program Refunds:

1. If insufficient enrollment causes a class to be cancelled, notification will be given and full tuition refunded or credited for future use. The Bristol Parks, Recreation, Youth and Community Services Department reserves the right to cancel, postpone, combine classes, or change instructors.
2. Persons canceling out of a program prior to the start date will receive a credit or refund in the full amount of the program cost. No credit or refund will be issued after the start date of the program (unless the participant is medically unable to attend).
3. A person canceling out of Summer Fun, Little Explorers, Teen Adventure Camp, or Splash, prior to the start date will receive a credit or refund for half of the amount of the program cost.
4. Should a participant be medically unable to attend a program after it has begun, a prorated refund or credit will be provided upon receipt of a doctor's note.

Reservation Refunds:

1. If inclement weather results in Bristol Parks, Recreation, Youth and Community Services cancelling a reservation, a refund or credit will be provided for that reservation date.
2. Persons cancelling a reservation prior to the date of the reservation will receive a credit or refund in the full amount of the reservation cost.
3. Persons cancelling a pavilion rental, due to inclement weather, up to one week following the date of reservation, will be provided an account credit for future use.

Policy: Accounts Payable and Receivables

Adopted by Board of Park Commissioners: October 2022

The following processes for accounts payable and receivable are administered by the Assistant to the Superintendent as ex officio chief financial officer for the department.

Accounts Payable: Division Supervisors are expected to initial any receipt that corresponds with a P.O. prior to turning them into the Assistant to the Superintendent for processing. Supervisor initials indicates that the invoices have been reviewed for accuracy (including that it is tax exempt). Initialed receipts are due by Thursday of every week. Supervisors are asked to initial any invoice received that corresponds with their division. This ensures accuracy, fiscal responsibility, and to prevent duplication of payment. Upon receiving an invoice the Assistant to the Superintendent shall stamp the date received on the back of the invoice and will receive upon the invoice in MUNIS according to the P.O. number designated by the Division Supervisor. Out of respect for the financial situations of our vendors, invoices shall be received upon by BPRYCS as soon as possible and sent up to Comptrollers for processing. The received upon invoice shall be scanned and saved in the 'O-drive' under *Parks -> Accounts Payable -> Vendor Files -> FY -> First Letter of Vendor Name -> Vendor Name*. The scanned document shall be labeled as *Invoice Date – Vendor Name – Invoice Number – Amount*. For invoices pertaining to large contracts, the Superintendent must sign the invoice and it shall be placed on top of the invoices sent to Comptrollers.

Accounts Receivable: All monies collected by the BPRYCS Department must be reconciled through MyRec either through an account invoice or a point of sale. In order to promote secure and accountable cash management, deposits shall be made to the Treasurer's Office daily from June through August, and at least twice a week from September through May. Deposit slips shall be produced by reconciling the *Income Summary Report* and *Disbursement Detail Report* for the corresponding dates in MyRec. Credit Card settlement reports from Authorize.net shall be reconciled with the credit card revenue generated from the *Income Summary Report*. Deposits returned from the Treasurer's Office along with the supporting documentation shall be scanned and saved under *Parks -> Accounts Receivable -> FY -> Month* by the date range of the deposit.

Policy: Restricted Gift Donations

Adopted by Board of Park Commissioners: February 2022

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

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

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

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

(Source: *Donation and Gift Agreement Form* available at www.bristolrec.com).

Chapter 6: Programs and Services Management



Policy: Inclusion Process

Adopted by Board of Park Commissioners: October 2021

The mission of the BPRYCS Department is to deliver high-quality services and facilities that enhance the community's quality of life, meet the diverse needs of all citizens, and build a sustainable future. In order to achieve that mission, BPRYCS has embedded social equity and inclusion as a core value guiding the department's work.

Social Equity, Inclusion and ADA Statement

The BPRYCS Department believes that equitable access to high-quality services and facilities is a right, not just a privilege. Our team is committed to providing financial scholarships to families in need, inclusion services and reasonable accommodations to foster environments that are safe, fun and respectful to all. The City of Bristol will comply with the requirements of the Americans with Disabilities Act.

Inclusion Process

When someone inquires (in person, over the phone or via email) about participating in a program for an individual with a disability, staff members should do the following:

1. Inform them of our department's commitment to social equity, inclusion and ADA statement
2. Encourage them to register for the activity of interest
3. Ask how we can help you? This will ensure the modification or accommodation being requested is clear.
4. Indicate that the Program Supervisor will follow-up to review the details and establish a plan as soon as possible.
5. Inform the Program Supervisor of the communication right away to ensure a timely response to the participant as well as allowing for adequate time for a request to be granted.
6. In the event that the accommodation requires special funding or there are questions pertaining to reasonableness of the request, the Program Supervisor will consult the Superintendent or Deputy Superintendent.

Aligned with our commitment to social equity, inclusion and in compliance with the Americans with Disabilities Act every effort shall be made to accommodate an individual with a disability into a department program. Rare situations may arise in which we are unable to accommodate a request. This may include situations where:

- The modification or accommodation request is deemed unreasonable (see Appendix A for reasonable modifications as defined by ADA).
- It is determined that the individual (or other individuals) will be unsafe in the program even with the supports/accommodations/modifications provided by the department.

Only the Superintendent or Deputy Superintendent may deny a request for accommodation.

Policy: Behavior Redirection and Restorative Justice Philosophy
Adopted by Board of Park Commissioners: October 2021

The BPRYCS Department is committed to ensuring public facilities and programs are safe, inclusive environments for patrons and participants. In order to keep participants, staff, and facilities safe, policies and rules specific to programs and/or facilities have been developed. Due to the public nature of the department, every effort is made to educate participants and patrons on appropriate policies and rules, as well as provide redirection and implement restorative justice when possible. Should a circumstance occur in which redirection is required, the following steps are to be taken, in this order (depending upon the seriousness), until the problem is resolved:

1st offense: The patron or participant is informed of the rule violation and asked to stop the behavior. Staff are to explain the reason for the rule and future consequences should this behavior continue.

2nd offense: The patron or participant is informed of the rule violation again and asked to sit out of the activity for fifteen (15) minutes. If appropriate, a guardian is informed of the rule violation, why the rule is in place and future consequences should this behavior continue. An incident report must be completed.

3rd offense: Depending on the seriousness of the issue, the patron or participant will be referred to the supervisor on duty, who will determine the length of time for suspension. An incident report must be completed. Incidents will be reviewed on a case-by-case situation with consideration to restorative justice and incident context.

For more information regarding program or facility specific implementation of this policy please refer to the specific division's manual or program guidelines.

Policy: Program Cancellations

Adopted by Board of Park Commissioners: October 2019

In order to streamline and create process cohesion amongst the dozens of programs being offered across departmental divisions, the following Program Cancellation Policy has been developed.

1. School Closing or Early Dismissal- If the Bristol Public Schools are closed or have an early dismissal all Parks, Recreation, Youth and Community Services programs are cancelled.
2. If it is an outdoor activity and inclement weather appears to be entering the area the instructor will attempt to notify participants 1 hour prior to the scheduled start time via e-mail, phone call or text message.
3. The Parks, Recreation, Youth and Community Services Department will make every attempt to schedule a make-up class if missed due to inclement weather. If the staff are unable to do so due to scheduling conflicts at the schools, a refund credit will not be issued.

Policy: New Program Proposals

Adopted by Board of Park Commissioners: October 2019

Aligned with the BPRYCS Department's Commitment to Innovation and mission to meet the diverse needs of all citizens; new programs are regularly encouraged and pursued. New programs are generally developed through the initiative of a department employee or from a 3rd party instructor from the public. In the event that a department employee or 3rd party instructor wants to propose a new program, the employee will complete a *Program Proposal Worksheet* and submit to the Division Supervisor for review and then on to the Deputy Superintendent for final approval. Applicable seasonal deadlines are imposed in order to meet marketing/brochure and scheduling timetables. Components of the *Program Proposal Worksheet* includes:

- Program Description
- Program Justification (why it's needed, what unmet need will the program satisfy, connection to master plan/needs assessment)
- Program Summary (ages/grades, gender, days of the week, times/dates)
- Facility/Space Requirements
- Program Goals
- Program Budget (expenditures and revenue projection breakdown)
- Equipment Requirements
- Rate of Pay

Both staff driven and externally driven programs are evaluated on a number of factors including but limited to:

- Alignment with mission, vision, values
- Community demand/market research
- Relevance to department/city objectives
- Existing programs (both internally and from external community organizations or departments)
- Potential for cost recovery
- Availability of facility space
- Completeness and accuracy of submission

(Source: *Program Proposal Worksheet* is available at www.bristolrec.com).

Policy: Participant and Spectator Code of Conduct

Adopted by Board of Park Commissioners: October 2023

In order to meet the mission of delivering high-quality services, BPRYCS has adopted a code of conduct to establish expected behaviors from program participants, coaches, spectators, volunteers, program leads and officials. The policy emphasizes good sportsmanship, proper conduct, and the expectations for full compliance with all of the department's behavioral policies. The code of conduct is utilized for all athletic programs, clinics, and camps as well as external rental groups that utilize park property.

General Code of Conduct

All program participants, coaches, spectators, volunteers, program leads and officials are expected to:

1. Display good sportsmanship and team play at all times. All participants will conduct themselves in a professional manner consistent with recreational play and the department's mission.
2. Focus on the efforts and performance of participants, rather than winning or losing.
3. Follow all directions and respectfully comply with decisions of department and program staff, coaches, and league officials and encourage others to do likewise.
4. Respect the rights, dignity, and worth of all opponents, coaches, players, umpires and league members regardless of their gender, ability, cultural background or religion.
5. Refrain from negative behaviors such as ridiculing, demeaning, threatening or engaging in verbal or physical confrontations.
6. Abstain from abusing or damaging public and private property including acts of littering.
7. Respect everyone's time by making every attempt to be punctual and remaining in the agreed upon time frames of the program or rental.
8. Observe all rules established in the *Park and Facility Use Rules and Regulations*.

The BPRYCS Department reserves the right to administer progressive discipline for violations of the *Participant and Spectator Code of Conduct* consistent with the *Behavior Redirection and Restorative Justice Philosophy* at its sole discretion.

Policy: All-Heart Parks Advocate of the Year Award Program
Adopted by Board of Park Commissioners: February 2023

The purpose of the All-Heart Parks Advocate of the Year Award program is to recognize and honor outstanding volunteers in the community that have made significant contributions to improving the quality of the Bristol Park system. This policy establishes timeline and criteria for the program.

Annual Timeline for Program

- Call for Nominations (February)
- Board of Park Commissioners review nominations and votes to select the All-Heart Parks Advocate of the Year (March-April)
- Award recipient is honored at the Annual Dinner on the Diamond which includes a free admission for the award winner and 1 guest of their choice (May)

Criteria

Nominees for the All-Heart Parks Advocate of the Year Award must meet the following criteria to be selected:

- An advocate, volunteer, or unpaid official
- An individual shall demonstrate outstanding contributions to parks and recreation in the form of land, money, services, equipment, in-kind labor or other relevant forms of donation or assistance rendered
- An individual that has received financial compensation for services rendered (i.e. employee, vendor) shall not be eligible
- Active commissioners and current elected city officials may not be considered for the award. Past commissioners and city officials may be considered
- Preference shall be given to Bristol residents when applicant credentials are equal, but non-residents that meet the other qualifications may be considered

Chapter 7: Facility and Land Use Management



Policy: Park Hours**Adopted by Board of Park Commissioners: May 2023**

Parks are open daylight to 10:00 P.M. and shall be considered closed after 10:00 P.M. even if the park does not have gates or barriers which prevent access to the park. Some Park facilities may only be open during times posted at the facility. No person should be in any park between the hours of 10:00 P.M. and daylight unless they're participating in a department sanctioned activity, driving through the park on a parkway, hold a permit issued for an afterhours rental at a facility, have been granted permitted parking connected to a contracted vendor, or have written permission from the Superintendent.

Park hours are subject to change by the Superintendent in consultation with the Board of Park Commissioners. Any Park or section of park may be closed by the Superintendent at any time. A notice will be posted in any area which is closed.

Policy: Field and Court Rentals

Adopted by Board of Park Commissioners: February 2019

In pursuit of the BPRYCS mission and vision to offer high-quality facilities that enhance the community's quality of life and create healthy citizens; fields and courts are available for private group, non-profit and for-profit rentals. In 2019, in an effort to "Go Green" and streamline the request process, BPRYCS eliminated paper request forms and now user groups looking to reserve fields or courts may submit a request online through www.bristolrec.com. Once the Facility Reservation Request is submitted, accompanying documentation including proper insurance, league rosters (if applicable), and other documents may be requested by the BPRYCS Department prior to a permit being issued. Department staff will be in touch with the organization representative regarding status of their request as soon as possible.

Prioritization of General Field & Court Permits and Fee Schedules

The Department strives to establish a system for the equitable and orderly distribution of the City of Bristol athletic fields and courts. Additionally, there are costs associated with the maintenance and upkeep of fields and courts so a fee schedule was adopted. Permits will be issued with respect to the following priority and fee schedules:

Priority Level	Priority Group	Fee Schedule
1	BPRYCS sponsored programs and events	No charge
2	Bristol Board of Education sponsored athletic programs and events	No charge
3	Bristol based non-profits, 501c(3) organizations and local athletic or sports-affiliated groups (comprised of at least 80% Bristol residents verified by certified registration/rosters)	- No charge- Youth serving organizations \$25/per practice (2hrs), \$35/per game (4hrs)/field with lights- Adult serving organizations
4	Non-Bristol organizations (comprised of 79% or fewer Bristol residents), non-resident groups and for-profit organizations	\$25/per practice (2hrs) \$100/per game (4hrs)

Additional charges may be assessed at the discretion of the Superintendent or designee (i.e. lights/electricity, bathrooms, maintainers, police, etc.)

The following courts and fields are available for permitting under the jurisdiction of BPRYCS:

- **Baseball Fields:** Page Park, Riley Field, Muzzy Field (different fees apply to Muzzy)
- **Softball Fields:** Mix Street, Page Park, Casey Field, Wilson Field
- **Football/Lacrosse/Soccer Fields:** Casey Field, Memorial Boulevard
- **Volleyball Courts:** Stocks Playground, Rockwell Park
- **Basketball Courts:** Page Park, Wilson Field, Brackett Park, Stocks Playground, Seymour Park, Rockwell Park
- **Tennis/Pickleball Courts:** Page Park, Seymour Park, Peck Park

The BPRYCS Department and Board of Park Commissioners reserves the right to refuse any organization the use of its facilities when it deems necessary.

Prioritization of Muzzy Field and Fee Schedules

Muzzy Field is considered a premier sports facility for the City of Bristol. Significant resources are dedicated to maintain and upkeep the facility on an annual basis. Due to contractual obligations, the level of maintenance required, facility accessibility (locked stadium), and additional staffing requirements; a unique set of priority and fee schedules has been adopted:

Priority Level	Priority Group	Fee Schedule
1	Bristol Blues (regular and post season games)	Negotiated per Contract
2	BPRYCS sponsored programs and events	No charge
3	Bristol Board of Education sponsored athletic programs and events	No charge
4	Bristol based non-profits, 501c(3) organizations and local athletic or sports-affiliated groups (comprised of at least 80% Bristol residents verified by certified registration/rosters)	\$135/rental + \$50/hr for maintainer
5	Non-Bristol organizations (comprised of 79% or fewer Bristol residents), non-resident groups and for-profit organizations	\$235/rental + \$50/hr for maintainer

Additional charges may be assessed at the discretion of the Superintendent or designee (i.e. lights/electricity, bathrooms, maintainers, police, etc.)

Policy: Park Rentals for Special Events

Adopted by Board of Park Commissioners: February 2019

In pursuit of the BPRYCS mission to offer high-quality facilities that enhance the community's quality of life; park spaces are available for private group, non-profit and for-profit rentals. User groups looking to reserve park space may submit a request online through www.bristolrec.com. User groups may be required to submit a *City Wide Special Event Application* for larger scale events (gatherings of 50+ people) depending on the nature of the activity. Depending on the nature and scope of the event, the applicant may be required to present to the Board of Park Commissioners for approval at the discretion of the Superintendent. Long standing annual events do not require annual approval unless there are substantial changes that warrant board review. Park permits will be issued with respect to the following priority and fee schedules (*Note: City Wide Special event permits will be issued once all applicable city departments sign off on the approval*):

Priority Level	Priority Group	Fee Schedule
1	BPRYCS sponsored programs and events	No charge
2	Bristol Board of Education sponsored athletic programs and events	No charge
3	Bristol based non-profits, 501c(3) organizations and local athletic or sports-affiliated groups (comprised of at least 80% Bristol residents verified by certified registration/rosters)	No charge**
4	Non-Bristol organizations (comprised of 79% or fewer Bristol residents), non-resident groups and for-profit organizations	\$235/rental + \$50/hr for maintainer

**Park Maintainer hourly fees may be assessed if the event requires staffing support. These fees will be assessed depending on the nature of the event at the discretion of the Superintendent or designee.*

***Additional fees may be assessed from other departments at the discretion of the Department Head (i.e. police officers, health permits, etc).*

(Source: *City Wide Special Event Application* is available at www.bristolrec.com).

Policy: Pavilion Rentals**Adopted by Board of Park Commissioners: January 2020. Revised: May 2023**

In pursuit of the BPRYCS mission to offer high-quality facilities that enhance the community's quality of life; indoor and outdoor park pavilions are available for private group, non-profit and for-profit rentals. User groups looking to reserve a pavilion may submit a request online through www.bristolrec.com. Permits are issued on a first- come- first served basis. Pavilions may be requested starting January 1st for the following year.

The following pavilions are available for permitting under the jurisdiction of BPRYCS:

Park Location	Available Pavilions
Rockwell Park	• Back Playground Shelter • T-Shelter, • Stonehouse/Summerhouse • Open Field Gazebo • <i>Mrs. Rockwell's Pavilion (indoor)</i>
Page Park	• Upper Playground Shelter • Tennis Court Picnic Area • Ingraham Field Picnic Area • Ski Hill Picnic Area • <i>Perry J. Spinelli Pavilion (indoor)</i>
Stocks Playground	• Picnic Area Shelter
Veterans Memorial Boulevard	• Gazebo • Covered Picnic Area
Federal Hill Green	• Gazebo
Brackett Park	• Gazebo

In February 2019, the Board of Park Commissioners approved a fee schedule for use of the outdoor pavilions in order to help off-set clean-up and maintenance costs. In January 2020 an indoor pavilion fee schedule was approved to accommodate costs associated with offering indoor rentals to the community.

Pavilion Type	Bristol resident Fee	Non-Profit Fee	For-Profit Fee
Outdoor	\$25 (4hr rental)	\$50 (4hr rental)	\$100 (4hr rental)
Mrs. Rockwell Pavilion	\$300 (4hr rental) + \$75/each additional hr	\$300 (4hr rental) + \$75/each additional hr	\$400 (4hr rental) + \$75/each additional hr

Perry J. Spinelli Pavilion	\$350 (4hr rental) + \$75/each additional hr	\$350 (4hr rental) + \$75/each additional hr	\$450 (4hr rental) + \$75/each additional hr
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Pavilion Alcohol

Consumption of alcohol at park pavilions is not permitted with the following exceptions:

- During a permitted rental of the Perry J. Spinelli Pavilion with the following conditions met:
 - The individual reserving an indoor pavilion must be 21 years or older and is responsible for the behaviors of all guests throughout the event. Failure to follow rules may result in ejection from the facility without refund.
 - Beer and wine only- served under the supervision of a licensed bartender that carries their own Liquor Liability insurance and names the City as Additional Insured.
 - Licensed bartenders must be pre-approved by the City as a preferred vendor for use during rentals.
 - Vendor will submit a Certificate of Insurance naming the City as additionally insured
- Other event specifically authorized by the Board of Park Commissioners and confined within those areas specifically designated (Sec.16-2 Code of Ordinances).

Policy: Showmobile Rentals**Adopted by Board of Park Commissioners:** February 2019

The BPRYCS Department owns and operates a 28ft x 52ft showmobile with stage extensions, lighting and sound. The showmobile is used for the department's popular Summer Concert Series and is rented out to a variety of organizations throughout the year including the West End Association Summer Festival at Rockwell and the Exchange Club for Mum Festival. Effective 2019, showmobile requests may be made directly through www.bristolrec.com. Due to the complex nature of the showmobile a number of fees apply. This includes a \$400.00 transportation fee, a \$200.00 rental fee, and a park attendant for \$50.00/hr. An additional \$125.00 fee is added for events taking place outside of Bristol (within 60 miles). When feasible, the transportation fee may be waived if the delivery is during the regular working day. The following information is requested of applicants.

Fee Schedule & Cost Breakdown for Operation of the Showmobile

Service	Rates
Transportation TO and FROM event site	\$400.00/flat
Outside of Bristol Travel Fee (within 60 miles)	\$125.00/flat
Rental Fee	\$200.00/flat
Park Attendant-Showmobile Operator (required)	\$50.00/hr

Policy: Banner Requests

Adopted by Board of Park Commissioners: February 2019 Revised: September 2022

As part of the department's commitment to partnerships, BPRYCS provides a service to hang banners on the Page Park Fence (King Street), Mix Street Fence (Mix Street or Maltby Street), and Memorial Boulevard Fence (South Street or Memorial Boulevard) to help promote community events. Banners are hung for a 2-week period in advance of the event. Banner requests can be made directly through www.bristolrec.com and are approved on a first-come, first-served basis. Additionally, banners must be no more than 10 feet wide and must be at least 3 feet high. Banners must be made of lightweight material and must be properly vented (mesh or crescent flaps). Banners not picked up within two weeks of being taken down are subject to be discarded.

The fee schedule for the Banner program is as follows:

Group Type Fee

Non-Profit \$25.00

For-Profit \$50.00

Policy: Park Lease Agreements**Adopted by Board of Park Commissioners:** February 2019

In some cases, the BPRYCS Department has engaged in long-term lease agreements with Bristol based sports organizations to alleviate maintenance responsibilities and provide the user-group a sense of ownership over the space. Lease agreements allow the City to retain ownership of the park property while subsequently transferring maintenance responsibilities and scheduling oversight to the user-group. The following lease agreements are held:

Park Area Leased	Organization/User Group	Length of Lease	Fee
Muzzy Field & Concessions	Bristol Blues Baseball Club	3-year contract	Varies by year/contract
McCabe Waters/Frazier Field & Concessions	Bristol Little League & Bristol Girls Little League Softball	3-year lease	\$2.00/annually
Peck Park Fields & Concessions	Bristol Little League & Bristol Girls Little League Softball	3-year lease	\$2.00/annually
Casey Field Football & Concessions	Bristol Youth Football & Cheer	3-year lease	\$2.00/annually

The Board of Park Commissioners shall review and approve any existing renewals or new requests for lease agreements between private organizations and the city. Depending on the nature of the agreement, approvals may require review and final approval from the Corporation Counsel Office and/or City Council.

Policy: Maintenance and Upkeep Standards for Park Lease Agreements

Adopted by Board of Park Commissioners: October 2023

The Board of Park Commissioners approves long-term lease agreements with Bristol based sports organizations. Organizations that have entered into long-term lease agreements are required to comply with the following maintenance and upkeep standards established by the Board of Park Commissioners:

Mowing: During peak season mowing should occur on a routine basis to ensure the leased spaces are aesthetically pleasing and safe for play. Grass should be cut low and be free of blight.

Grounds Cleanliness: Every effort shall be made by the organization to keep the grounds free of litter. Grounds shall be routinely inspected by representatives of the organization with regularly established clean-ups a minimum of 1 time per week during off season and after each use during peak season.

Building Upkeep: Leased buildings such as concessions and bathroom spaces must be aesthetically pleasing including no peeling and chipping paint. Bathrooms shall be well stocked during the seasons and accessible during play.

Safety: Leased Park space shall be inspected and a safety sweep conducted prior to any activity occurring on the premises. The sweep shall include a review of field conditions to ensure the park spaces are free of hazards including, but not limited to, uneven grounds, holes or divots, unsafe weather conditions and disposed drug paraphernalia such as needles. Each organization is responsible for designating a representative to be responsible for ensuring the grounds are safe for use. Organizations are expected to follow the established *Park and Facility Use Rules and Regulations*.

In the event of questions regarding specific maintenance techniques for leased park spaces, an organization representative may contact the BPRYCS Department and a park maintenance professional may be consulted.

Failure to comply with maintenance and upkeep standards may result in progressive discipline up to and including termination of the lease subject to the *Progressive Discipline for Violation of Park Rental Use Rules and Regulations Policy*.

Policy: Concession Agreements**Adopted by Board of Park Commissioners:** February 2019

In order to meet the needs of our park visitors, the BPRYCS Department engages in contracts with qualified vendors to provide concession services at select parks. A Request for Proposal (RFP) is issued and vendors are selected and approved by the Board of Park Commissioners. The City of Bristol reserves the right at any time to terminate the contracts by giving thirty (30) days' notice to the Concessionaire. The Board of Park Commissioners establishes and approves the fee schedule for concessionaires. The following concession agreements are held:

Park Area Leased	Organization/User Group	Length of Lease	Fee
Page Park Ice Cream	Daren's Ice Cream	2-years	\$851.00/annually
Rockwell Park Ice Cream	Doda's Ice Cream	2-years	\$2,700/annually
Stocks Playground Food Services	Steve's Top Dog (Steven Lavoie)	3-years	\$3,763 (year 1), \$3,857 (year 2), and \$3,953 (year 3)
Muzzy Field	Bristol Blues Baseball	Included in contract	Included in contract
Peck Park	Bristol Little League	Included in park lease agreement	Included in park lease agreement
McCabe Waters	Bristol Little League & Bristol Girls Little League Softball	Included in park lease agreement	Included in park lease agreement
Casey Field	Bristol Youth Football and Cheer	Included in park lease agreement	Included in park lease agreement

Policy: Master Fee Schedule for Park Rentals and Rate Change Process

Adopted by Board of Park Commissioners: February 2019

Park Rental fees are reviewed on annual basis by the Board of Park Commissioners Finance Committee with recommendations being adopted by the full board every fall. While fee schedule changes can be introduced or modified throughout the year, it is best practice to make adjustments to fee schedules in the fall prior to the annual budgeting process as there are revenue implications to changes. The following process is to be engaged in for fee schedule changes:

Fee Schedule Change Approval Structure

Steps	Phase	Actions
1	Initiation	A new fee schedule or fee schedule revision is deemed to be needed through internal or external factors.
2	Development	The Superintendent or designee engages in research and review of appropriate fee changes incorporating industry and national best practices, fee schedules adopted by similar or surrounding agencies, community goals and change impact, and other data relevant to the fee schedule. The Superintendent may incorporate feedback from impacted staff members, user groups, and internal committees as deemed appropriate.
3	Review & Approval	The Superintendent presents the new or modified fee schedule to the Finance Committee of the Board of Park Commissioners for their input. Committee input is incorporated and then presented to the full Board of Park Commissioners for formal adoption. Depending on financial impact the fee schedule may be reviewed and approved by the Board of Finance during the annual budgeting process.
4	Publication & Management	Newly approved fee schedules are incorporated into the Policy Manual and communicated out to department personnel and through appropriate website and press channels as appropriate. Training on the new fee schedule may be provided to staff as appropriate. New or modified fee schedules are monitored for success in achieving desired outcomes.

Fee schedules and budgets for individual programs or services are developed and approved at the staff level. Program budgets vary due to changing costs associated with staffing, supplies, materials, and other associated fees. Many programs are directly operated by the Department's Revolving Account Funds and are not formally budgeted for by the city.

The **Master Fee Schedule Grid** represents the full rental schedule for park and recreation amenities under Board of Park Commissioner jurisdiction:

Service	Insurance	Resident Rate	Bristol Non-Profit Rate	Non-Resident Rate	For-Profit or Non-Bristol Organization Rate	Year Modified
Field/Court Rentals	COI Required	Youth-FREE Adults- \$25.00/per practice/game \$35/w lights)	Youth- FREE Adults- \$25.00/per practice/game \$35/w lights)	\$25/per practice \$100/per game	\$25/per practice \$100/per game	2019
Muzzy Field Rentals	COI Required	\$135/day (+ \$50/hr staffing)	\$135/day (+ \$50/hr staffing)	\$235/day (+ \$50/hr staffing)	\$235/day (+ \$50/hr staffing)	2022
Outdoor Pavilion Rentals	N/A	\$25 (4hrs)	\$50 (4hrs)	N/A	\$100 (4hrs)	2019
Mrs. Rockwell Pavilion	COI Required (for non-private parties)	\$300 (4hr rental) + \$75/each additional hr	\$300 (4hr rental) + \$75/each additional hr	N/A	\$400 (4hr rental) + \$75/each additional hr	2023
Perry J. Spinelli Pavilion	COI Required (for non-private parties)	\$350 (4hr rental) + \$75/each additional hr	\$350 (4hr rental) + \$75/each additional hr	N/A	\$450 (4hr rental) + \$75/each additional hr	2023
Park Rental for Special Events	COI required	FREE	FREE	FREE	\$235/day (+ \$50/hr staffing)	2019
Showmobile Rental	COI Required	\$600+ (depending on services added)	\$600+ (depending on services added)	\$725+ (depending on services added)	\$600+ (depending on services added)	2019

Banner Requests	N/A	\$25	\$25	N/A	\$50	2022
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The **Aquatics Master Fee Schedule Grid** represents the full rental schedule for aquatics facilities under Board of Park Commissioner jurisdiction:

Update the fees to reflect the 3-year increases

Service	Insurance	Resident Rate	Bristol Non-Profit Rate	Non-Resident Rate	For-Profit or Non-Bristol Organization Rate	Year Modified
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	2020
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)	

Additional charges may be assessed at the discretion of the Superintendent or designee (i.e. lights/electricity, bathrooms, maintainers, police, etc.)

Policy: Pool Rules and Regulations

Adopted by Board of Park Commissioners: February 2019

Swimming pool rules are essential for promoting safe and healthy environments for the thousands of users that visit the Dennis Malone Aquatics Center, Rockwell Park Pool and Page Park Pool every year. Adopted by the Board of Park Commissioners in consultation with the Superintendent and Aquatics Supervisor, the following pool rules and regulations are enforced by lifeguards and Aquatics Division personnel:

Pool Rules and Regulations

Proper swimming attire must be worn in the pool. Proper attire is subject to lifeguard's discretion. Bathing Suits only. No athletic shorts or cotton t-shirts. Rash guards are allowed only if properly fitted.

1. Non-disposable swimming diapers are required for all children who are not potty trained.
2. All patrons need to check into the facility prior to entering the pool. Pool schedule is subject to change. All patrons must be out of the building no later than 15 minutes after closing.
3. Children under 11 years of age must be accompanied in the building by a parent or adult at least 18 years of age. Children under the age of 8 must be accompanied in the water by an adult at all times. No exceptions.
4. Per public health code, all persons must shower before entering the pool. Any person known or suspected of having a communicable disease shall not use the pool. Spitting, urinating, or blowing the nose in the pool is prohibited.
5. The pool is not to be used unless there is a lifeguard on duty.
6. Please be aware that management reserves the right to close a pool at any time for weather-related concerns, thunder or lightning, fecal incidents, vomit in the pool or any chemistry-related issues, etc.
7. Breath-holding games or similar activities are prohibited.
8. Use of flotation equipment is limited to supervised classes and adults. Children will not be allowed to use flotation belts, face masks, snorkels, fins, water wings, inflatables, beach balls, kickboards, noodles, goggles with nose pieces, life jackets, and other equipment during open swim sessions. Pull buoys, kick boards, and class equipment may be used for lap swimming with permission of the lifeguard on duty.
9. Any activity that may endanger patron safety or the facility including running, "horseplay", hanging on the lane lines, ladders or stairs, or improper use of equipment, is not allowed. Threatening, harassing, or bullying behavior will not be tolerated on premise and are grounds for immediate dismissal from the facility.
10. Food and/or glass containers are not allowed in the pool or locker room areas. Plastic beverage bottles may be used on the pool deck. Patrons must clean up all trash they bring into the facility.
11. Diving is prohibited in water less than 4 feet deep. Only shallow water dives are permitted into water less than 8 feet deep. While using the diving board: only front dives are allowed. No back dives, inwards, flips, or trick jumps/dives are permitted.
12. Use of starting blocks is only allowed with lifeguard's permission.
13. Tobacco, narcotics, vapor, and alcohol products of any kind are not allowed in the facility or on facility grounds.
14. Bandages, bobby pins, or chewing gum are not to be used in the pool.

15. Visiting with or distracting lifeguards on duty is prohibited.
16. Young children and handicapped adults must be accompanied by someone able to assist them in dressing/undressing, showering, and entering/exiting the pool. For safety reasons, staff are prohibited from leaving their posts to assist with these functions.
17. Children under the age of six are permitted to use either locker room with adult supervision. Children six and older must use their gender-appropriate locker rooms. Private locker room space is available, please ask a staff member for assistance.
18. BPRD reserves the right to schedule swim lessons, swim meets, team practices, special events, and to limit swimmer and spectator capacity for health and safety reasons as needed.
19. Private swim lessons or group classes are not allowed at any time unless it is a BPRD sanctioned program. Furthermore, outside entities/groups wishing to use the facility as a group must adhere to additional policies and/or fees. More information can be obtained from the Aquatic Supervisor.
20. Use of any media devices, including but not limited to: cameras, video recorders, and cell phones are strictly prohibited in all restrooms and locker rooms. Furthermore, regarding electronic devices: safety first, please keep a constant eye on your child and do not become distracted from supervising your child.
21. BPRD is not responsible for lost or stolen items. If locks are used, they must be removed by the end of each business day or they will be cut off.
22. All injuries occurring on premise must be immediately reported to a staff member or lifeguard on duty.
23. Spectators must remain in the bleacher area. For health and sanitation reasons, street shoes may not be worn on the pool deck.

Enforcement of rules is subject to Lifeguard's discretion. Rules are subject to change without prior written notice. Management reserves the right to eject anyone who fails to comply with these safety rules. Refunds on admission fees will not be given.

Policy: Park and Facility Use Rules & Regulations

Adopted by Board of Park Commissioners: February 2019

The following is a list of rules and regulations for use on city fields and courts. The list is not meant to be all-inclusive and additional rules may be enforced if the BPRYCS Department and Board of Park Commissioners deem the behavior is in violation of safety of users or health and well-being of the property.

- 1) Any acts that put participants in danger or potential danger (i.e. driving/parking vehicles on the fields) are strictly prohibited.
- 2) Any abuse or damage of city property (i.e. tearing up the field, littering, and purposeful breaking of equipment) are strictly prohibited.
- 3) Use of fields without a permit or during a time when the BPRYCS Department has closed a field due to weather or maintenance.
- 4) Field permits are exclusively for the organization listed on the permit. Subletting field time or usage to other organizations is not permitted for any reasons.
- 5) Use of illegal drugs, alcohol, smoking and loud, vulgar, confrontational language are not permitted on city fields and recreational spaces or its immediate vicinity.
- 6) Any illegal acts in the parks, playgrounds, open space areas and flood plains.
- 7) User groups are not permitted to engage in any form of field maintenance (i.e. raking, sweeping, applying drying agents, etc.) unless specified under a lease agreement.
- 8) Any and all maintenance of City of Bristol athletic fields will be performed by city staff (unless specified under a lease agreement). Groups/organizations/teams having specific requests for maintenance will include them in the Facility Reservation Request. City staff will make its best attempt to complete such request with consideration to time, staffing and weather conditions. The city reserves the right to support or deny the request. Additional charges may be assessed to the renting organization.
- 9) All Youth Athletic organizations must comply with state standards and state statutes for concussion education and awareness.
- 10) City of Bristol is not responsible for any items left or stored on facility grounds by Applicant.
- 11) Applicants must compile with all municipal ordinances, regulations and policies.
- 12) A Certificate of Insurance naming the City of Bristol as additionally insured is required and must be submitted prior to use. The COI must conform to the city's insurance policies indicated in the section below.
- 13) *Special Note:* All groups using Wilson Field for softball are required to park only on the side of Fifth Street and Sixth Street that is nearest to the field. Please inform the players, parents and opponents.

Weather Closure/Unsafe Field Conditions: The BPRYCS Department reserves the right to close fields due to inclement weather or unsafe conditions at any time. Fields are inspected by city staff and cancellation decisions are made by the Superintendent or designee. The city is committed to optimizing the quality of fields, ensure safety, minimize injury, and reduce damage to fields that lead to costly repairs. If users are uncertain of the status of a field, they are encouraged to contact BPRYCS Main Office at 860-584-6160.

Determining to play on athletic fields is a crucial decision impacting the conditions and sustainability of a field. Fields are closed to avoid injury and damage to players and to the playing surface. Choosing to play on a wet field or the vigorous attempt to dry a wet field are major reasons fields are damaged.

An athletic field should be considered **closed** if any of the following conditions exist:

- There is standing water present on any part of the field that cannot be removed without causing damage to the field.
- There are muddy conditions present that will not dry by the start of the game.
- While walking on the field water can be seen or heard with a footstep.
- While walking on the field of play, any impression of your footprint is left in the surface
- If water gathers around the sole of a shoe or boot on any portion of the field.
- Standing water occurs because the ground is saturated. Removing standing water does not eliminate the saturation. It is the saturation and not standing water that causes damage and unsafe conditions.
- Unsafe weather conditions exist including but not limited to thunder, lightning, hail, etc.

Safety Plans: A supervisor of an activity involving young people has the responsibility to ensure that conditions exist to promote the highest degree of safety possible. For example: higher than anticipated attendance; small children unattended; first aid provisions; etc. Facility users must take appropriate precautions, such as providing onsite medical staff, first aid kits, and/or the ability to contact emergency services. Additionally, the rental organization is responsible for coordinating temporary bathroom needs including port-o-johns. These services are the responsibility of the organization renting the facility.

Policy: Pickleball Court Use Rules

Adopted by Board of Park Commissioners: July 2023

General Use Rules

1. Proper court etiquette and sportsmanship expected
2. Non-marking shoe required
3. Animals prohibited on the courts
4. Skateboards, scooters, rollerblades, skates and bicycles prohibited on the courts
5. All other applicable park rules and city ordinances apply

Peak Use Rules

In the event the pickleball courts are busy and all courts are occupied the following rotation policies have been established:

1. Waiting players place paddles in designated area in groups of up to four players
2. When a game is complete, the next players waiting rotate onto the court
3. The next players waiting move up to be next in line
4. If players wish to continue play, they go to the end of the line
5. Waiting players continue to move up the line as games finish
6. Court use is limited to standard game scoring format, first to 11 points, winning teams must win by 2

Reservations

Courts are available on a first-come, first-served basis for public use. The Bristol Parks, Recreation, Youth and Community Services Department offers 2-hour rentals for a court on a limited basis subject to fees established by the Board of Park Commissioners. Individuals with reservations shall present a reservation permit issued by the department in the event of a dispute. *The BPRYCS department reserves the right to reserves courts for recreational programming at its discretion.*

Did you know?

The City of Bristol Parks, Recreation, Youth and Community Services Department also has pickleball courts at Page Park (King St) and Peck Park (Daley St)!

Policy: Progressive Discipline for Violation of Park Rental Use Rules & Regulations
Adopted by Board of Park Commissioners: February 2019

The BPRYCS Department and the Board of Park Commissioners have adopted the following rules and regulation for use on all city fields and recreational spaces. These rules must be observed by all members of an organization including coaches, parents, and participants. In the event that any members of the user groups are in violation of the rules, these groups are subject to suspension or expulsion from use of city fields and courts. In the event of suspension or expulsion, user groups will not be refunded any fees paid. The following progressive discipline will be used:

- **First Violation:** Written warning from the Superintendent to the organization head (as listed on the application form).
- **Second Violation:** Final written warning from the Superintendent
- **Third Violation:** Suspension or expulsion from use of city fields. Organization leader will be required to meet with the Board of Park Commissioners to discuss restoring field access for their group.

Note: Depending on the severity of the issue, discipline may begin at any level including suspension or expulsion from the fields at the discretion of the Superintendent and the Board of Park Commissioners. The Bristol Police Department has enforcement authority over park rules and ordinances.

Policy: Park and Facility Use Liability Insurance Requirements

Adopted by Board of Park Commissioners: February 2019

In order to protect the City of Bristol and the user groups from liability, all organizations, teams or leagues will be required to maintain and supply a Certificate of Insurance (COI) which shall name the City of Bristol Parks, Recreation, Youth and Community Services Department, its Agents, Officials and Volunteers as Additional Insureds on a primary and non-contributory basis. The COI must be provided prior to park use and must be valid for the entirety of use agreement as specified on the permit. The following minimum coverage shall be required:

Commercial General Liability:

- General Aggregate Limit.....\$2,000,000
- Each Occurrence for Bodily Injury, and Property Damage.....\$1,000,000

Additional Insured:

The City of Bristol shall be named as an additional insured and this coverage shall be stipulated under "Description of Operations" and shall be worded as follows:

The City of Bristol, its Agents, Officials and Volunteers shall be named as Additional Insured.

Certificate Holder:

The certificate holder shall be named as:

City of Bristol
Parks, Recreation, Youth and Community Services Department
51 High Street
Bristol, CT 06010

All policies must also include a Waiver of Subrogation

Policy: Land Acquisition Strategy**Adopted by Board of Park Commissioners: May 2023**

BPRYCS is continually identifying opportunities and gathering information for potential park acquisitions to meet the department's mission to provide residents greater access to high-quality recreation and parks. Property acquisitions for park purposes are made possible through a variety of resources including donations, grants and special one-time allocations from the Board of Finance and City Council. Due to limited resources it's important to be selective on which properties to acquire.

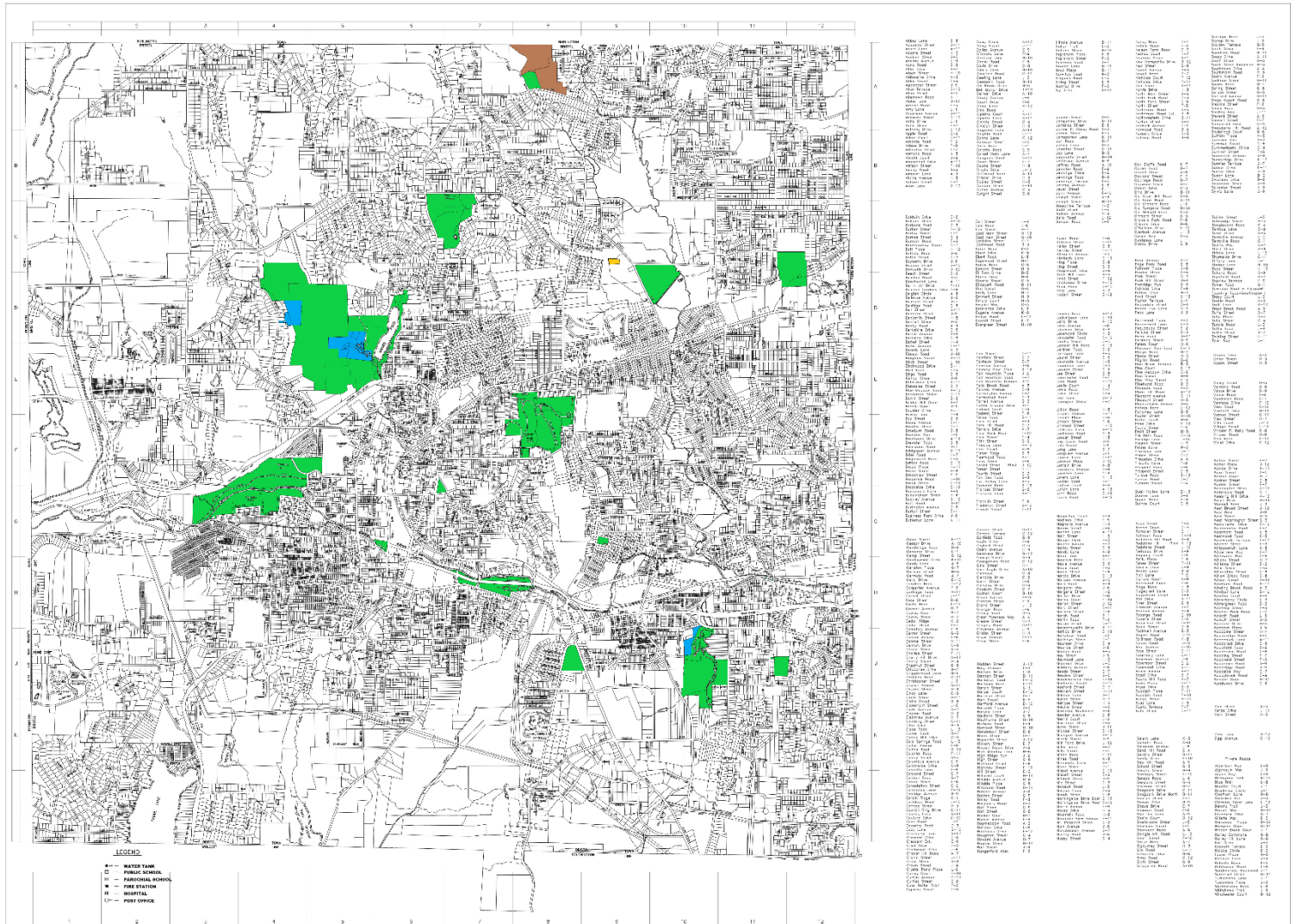
The purpose of this policy is to establish the strategic framework to guide staff and the Board of Park Commissioners in the prioritization, review and approval of new land acquisitions.

Property Considerations must meet 1 or more of the following criteria:

- Connection to recreational needs and/or strategic goals identified in the current Parks Master Plan or other formal community need assessment reports
- Offers a setting in which a diversity of active and passive recreational opportunities can be undertaken, including sites that may be uniquely positioned to offer specific kinds of recreation opportunities not currently offered by the city
- Abuts and/or is closely connected to existing park properties (see Appendix A)
- Abuts the Pequabuck River or other natural area
- Abuts existing and/or future planned bike trails
- Potential to serve a large number of underserved households, or are in high density areas with limited recreational opportunities (See Appendix B)
- Meets equity and access goals such as the 10-minute Walk Campaign (see Appendix B, Appendix C, and Appendix D)
- Contains habitat types that are endangered, under-protected and/or under-represented in the City's park system

Properties that meet 1 or more of the criteria may be pursued by staff and recommended to the Board of Park Commissioners for approval. Properties that are approved by a vote of the Board of Park Commissioners are then referred to the Planning Commission and the City Real Estate Committee for approvals with further referral to the City Council and Board of Finance for funding.

Appendix A: Identified Adjacent Properties of Interest



Key

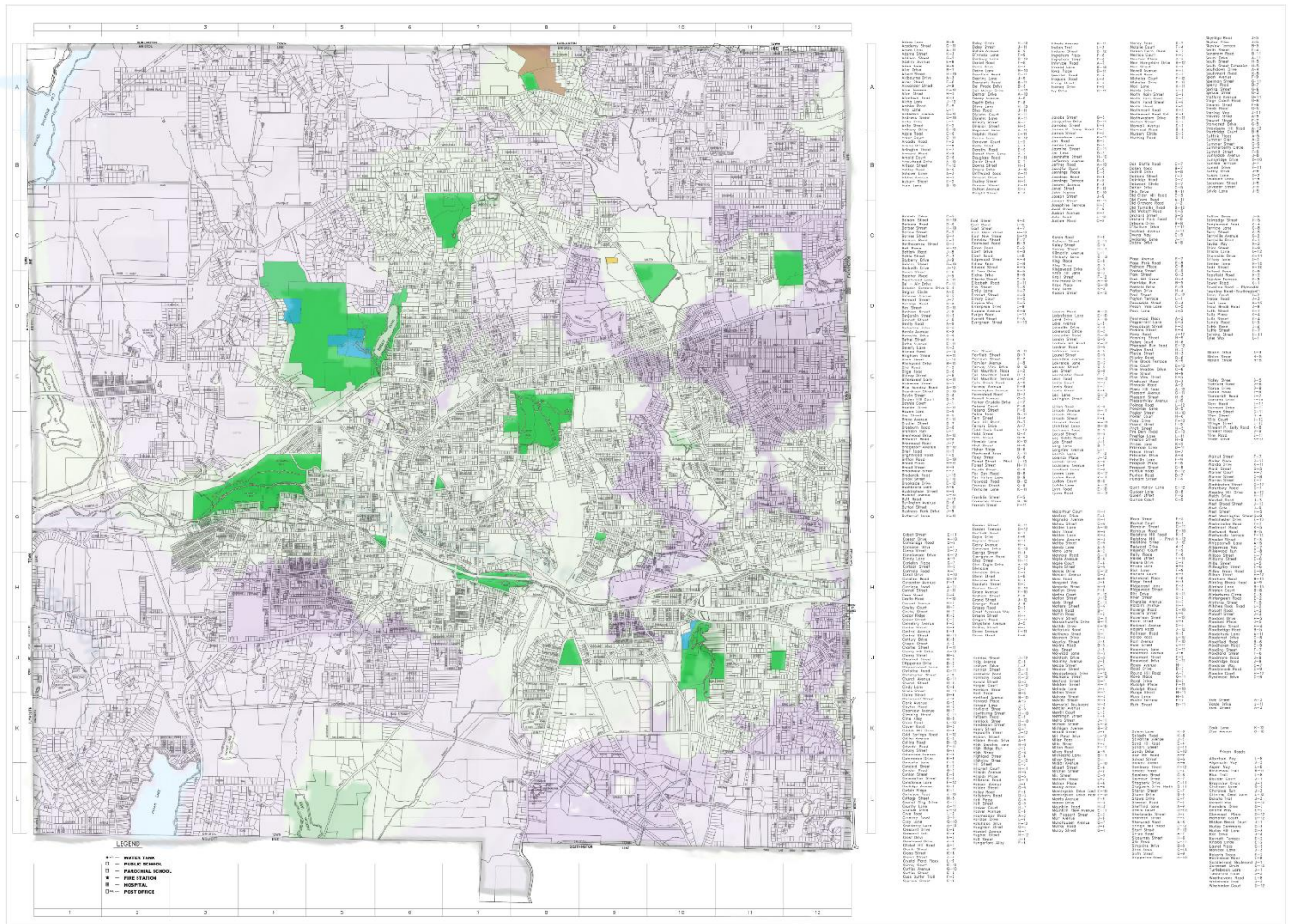
Color	Meaning
	Park Property under the jurisdiction and maintenance of BPRYCS
	Park Property under the jurisdiction of BPRYCS and maintained via MOU
	Dennis Malone Aquatics Center
	Identified Adjacent Properties of Interest

Adjacent Properties of Interest		
Address	GIS Parcel #	Adjacent Park
460 Pine Street	03-38A_0104558	Pine Lake
260 Perkins Street	60-12-5_0158976	Hoppers and Birge Pond Nature Preserve
Perkins Street	60-11 REAR_0158925	Hoppers and Birge Pond Nature Preserve
Ambler Road	60-15_0093718	Hoppers and Birge Pond Nature Preserve
1 Ambler Road	20-221_0011495	Hoppers and Birge Pond Nature Preserve
3 Ambler Road	20-219_0100196	Hoppers and Birge Pond Nature Preserve
112 Ambler Road	20-220_0153389	Hoppers and Birge Pond Nature Preserve
144 Ambler Road	20-218_0098701	Hoppers and Birge Pond Nature Preserve
Ambler Road	20-216_0014850	Hoppers and Birge Pond Nature Preserve
45 Grassy Road	20-214_0014826	Hoppers and Birge Pond Nature Preserve
51 Grassy Road	20-215_0014761	Hoppers and Birge Pond Nature Preserve
Grassy Road	20-217_0014842	Hoppers and Birge Pond Nature Preserve

Appendix B: Properties with 10 Minute Walk Impacts

The Trust for Public Land's 10-minute Walk Campaign encourages safe, equitable access to a high-quality parks within a 10-minute walk of home. Close-to-home parks serve as essential backyards for millions of people and open up countless possibilities for communities and cities by helping to confront some of today's most pressing urban challenges. The 10-minute walk metric—equivalent to approximately a half-mile for an able-bodied person—is the average distance most people are willing to walk to reach a destination. Ensuring that all people have access to a park within a 10-minute walk of home and that there's adequate park space in all neighborhoods is essential to creating an equitable park system.

10 Minute Walk - Overlay



Key

Color	Meaning
Green	Neighborhoods within a 10-minute walk of a public park
Purple	Neighborhoods without a 10-minute walk of a public park
Blue	High-Impact neighborhoods without a 10-minute walk of a public park

Public parks support good health for people of all abilities, ages, socio-economic backgrounds, and ethnicities. Parks help reduce obesity and incidence of chronic disease by providing opportunities to increase rigorous physical activity in a variety of forms and provide a connection to nature which studies demonstrate relieves stress levels, tightens interpersonal relationships, and improves mental health. These areas highlight the prevalence of the two following CDC metrics from 2021 data: Poor mental health: Respondents aged ≥ 18 years who report 14 or more days during the past 30 days during which their mental health was not good.

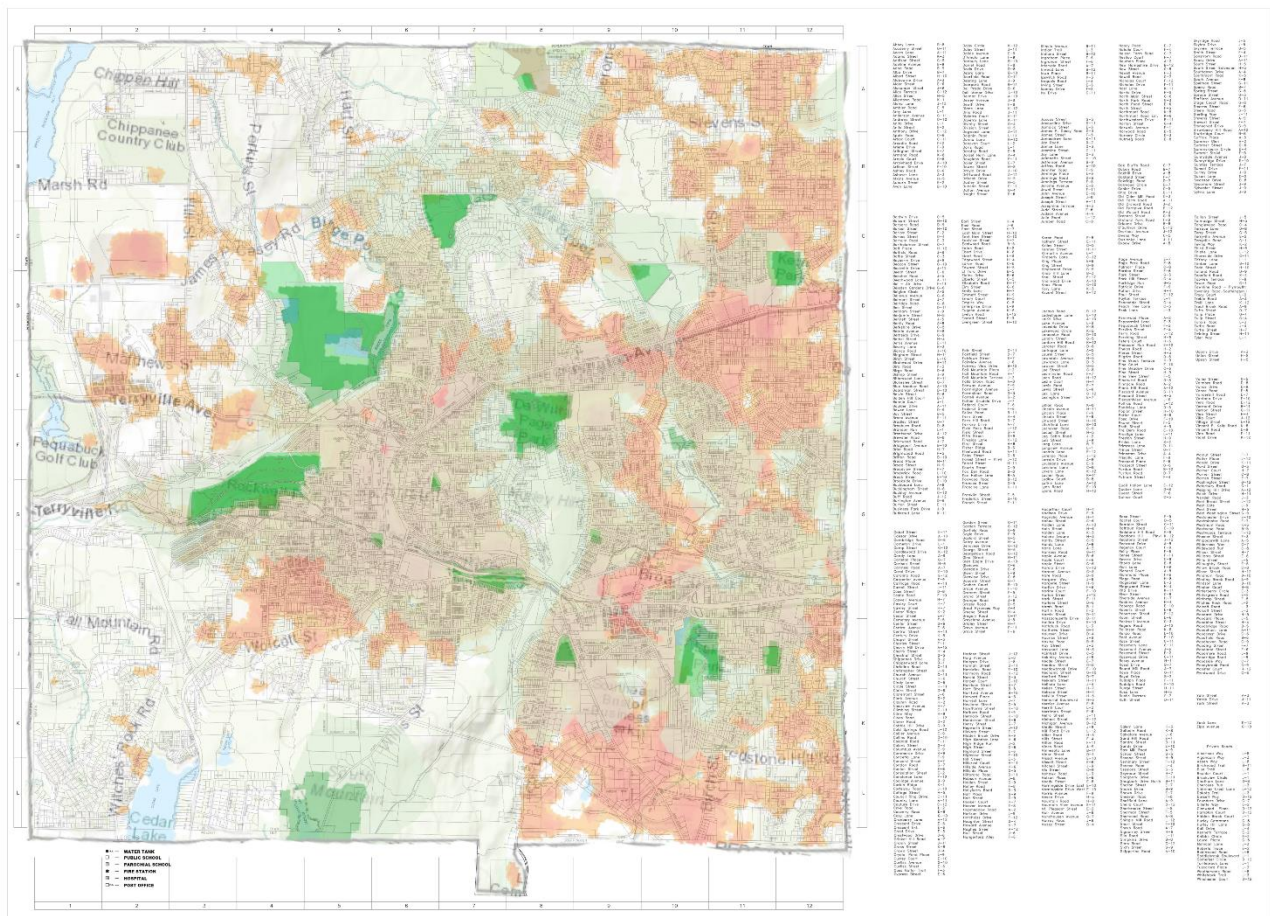
Mental and Physical Health - Overlay

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Appendix D: Properties with a Temperature Impact

Urban heat islands are urban or metropolitan areas that are warmer than their surrounding rural areas, due to human activities, such as energy use, transportation, and building construction, which generate and retain heat. These areas highlight where urban heat islands coincide with high density of people outside a 10-minute walk of a park using Landsat 8 satellite imagery to identify thermal reflectance values hotter than 1.25 degrees over the average of the whole City. Parks with tree canopies are one of the most effective ways to combat extreme heat cooling the air temperature by as much as 17 degrees more than parts of the city lacking trees and green space. In addition, the cooling benefit of parks can extend as far as a half-mile from park boundaries, helping cool the neighborhood and reduce heat stress for residents.

Urban Heat Island - Overlay



Policy: Naming of the Parks, Facilities and Recreational Amenities**Adopted by Board of Park Commissioners: March 2021**

Purpose: To outline the criteria and procedures for official naming of parks, facilities, and recreational amenities in the City under management and control of the Board of Park Commissioners.

Procedure

(1) All requests for naming City parks, facilities, and recreational amenities must be presented in writing to the Superintendent of Parks, Recreation, Youth and Community Services. Requests must include a statement summarizing the justification for the recommended name(s). (2) The written request will be presented at the next scheduled regular meeting of the Board of Park Commissioners for initial review. When possible, the requester(s) shall attend the meeting to provide oral testimony in addition to the written request. (3) At this time the Board can make the motion to move forward with the request or deny the request. The Board reserves the right to deny any request at their sole discretion. (4) If the request is advanced by the Board there will be a public hearing at the following Board of Park Commissioners meeting before a name is officially changed. Upon completion of the Public Hearing the Board will vote to officially approve or deny the name change request.

Criteria

The individual shall meet (1) or more of the following criteria established by the Board:

1. Has made a significant financial contribution, sponsorship or other commercial transaction wherein the City receives a monetary gain in exchange for the naming. This may include provision or supply of equipment, materials, land or services.
2. Recognition of historical significance and/or outstanding service to the city parks, facilities and recreational amenities that resulted in significant and enduring contributions to the community.

Special Notes

(1) The naming request for a recently deceased individual shall have a (90) day waiting period from the time of death before the request may be formally considered by the Board. (2) No official in office or employee of the City of Bristol will be considered until such person has left office or City employment. (3) A name once adopted, should be bestowed with the intention that it will be permanent, and changes should be strongly resisted.

Physical Display of Naming Rights

The physical display of the naming rights shall be decided on a case-by-case basis at the recommendation of the Board but with sole discretion of the Superintendent to ensure funding exists and signage/plaques meet department brand standards. Funding may be requested of the individual(s) making the request or may be provided by the city if appropriate and funding exists.

Policy: Ed Swicklas Employee Garden Park

Adopted by Board of Park Commissioners: May 2022

The purpose of this policy is to establish guidelines and standards for the administration of the Ed Swicklas Employee Garden Commemoration program. Established in 2022, the program was developed to honor and recognize retired employees of the Parks, Recreation, Youth & Community Services Department that meet the following criteria:

- Must have served a minimum of 15 cumulative years in the BPRYCS Department.
- Years of service must be full time. Part time, seasonal, or contractual years do not count towards cumulative years of service.
- Years of service do not need to be consecutive. Meaning someone may have started in, or transferred to another department for a period of time or left the city for another position and returned.
- Individual must have retired from the BPRYCS Department. Individuals that retire from another department will not be considered even if they have 15 years of cumulative service with the department.
- The employee must be considered an employee in good standing with the City in order to qualify for the program. Individuals whose employment status with the City has been severed will not be eligible as determined by the Superintendent in consultation with Human Resources

Every July, the Superintendent of Parks, Recreation, Youth and Community Services will compile the list of eligible retirees from the past year and present the names and supporting documentation to the Board of Park Commissioners for review and approval. After approval, the names will be added to the plaque as soon as reasonably possible. For efficiency and cost-effectiveness, the plaque will be updated once a year and not each time someone retires (unless there is a compelling reason to do so sooner as determined by the Board of Park Commissioners)

Policy: Low Mow Program**Adopted by Board of Park Commissioners: October 2023**

Following a successful pilot program in 2023, the BPRYCS Department adopted a “Low-Mow” maintenance policy in alignment with the department’s commitment to sustainability and conservation. Park areas are designated “Low-Mow” due to their landscape design, environmental benefit (e.g., erosion control, bio-infiltration, and habitat), low impact on recreation, and underutilization. “Low-Mow” areas are seeded with native vegetation and are mowed once a year in late winter/early spring to encourage reseeding and invasive species management. Paths may be mowed through or around “low-mow” areas in order to encourage passive recreation. Benefits to this approach include improved employee safety, enhanced stormwater management and water quality, increased local plant and wildlife habitat, and reduced fuel usage and emissions. “Low-Mow” areas are reviewed on an annual basis and are labeled with educational signage explaining the program to the public.

Policy: Managing and Protecting Park Trees

Adopted by Board of Park Commissioners: July 2024

The City of Bristol Department of Parks, Recreation, Youth and Community Services (BPRYCS) is responsible for the maintenance of trees located within the City's parks. In accordance with this policy and CT State Statue Sec 23-59 it is the City's objective to maintain and protect healthy trees for the benefit of City residents and to mitigate the risk trees pose to property and persons, while ensuring the sustainability of Bristol's urban forests. While not required by state law, BPRYCS, in line with the policies and procedures set forth by the Board of Public Works, has adopted the following policy to ensure a consistent approach to maintaining and protecting City Trees. Certified Tree Wardens on BPRYCS staff shall serve as Deputy Tree Wardens for the City of Bristol under the direction of the City's Tree Warden.

Bristol Parks, Recreation, Youth and Community Services has two primary responsibilities regarding park trees:

1. Maintain and protect healthy trees
2. Evaluate trees when complaints are received that may pose a risk to property or persons. The City does not have or maintain a survey of park trees indicating location, size, type or condition.
 - a. Upon receipt of a complaint, a Deputy Tree Warden shall inspect the tree(s) to confirm that it is a City owned tree and determine the condition/risk of failure of said tree.
 - i. Determination of City owned tree shall be based on location as determined by available mapping or a measurement from the pavement centerline to the edge of the right way (typically 50 ft.). The property owner shall reserve the right to obtain the services of a licensed survey to determine/confirm ownership of the tree. Tree location is based on the location 3 ft. above average surrounding grade.
 - ii. Tree evaluations performed by the City shall be based on a visual inspection from the ground to evaluate risk of failure. The property owner shall reserve the right to submit a report from a Licensed Arborist in the State of Connecticut. In addition, BPRYCS may also may procure the services of a Licensed Arborist to perform an additional evaluation. Tree evaluations shall be documented using the applicable department forms and be made available to both the concerned party and the City of Bristol's Tree Warden.
 - b. Tree removal must satisfy one of the following criteria:
 - i. The tree:
 1. Is a bona fide hazard and poses threat to the health, safety, and welfare of the public;
 2. Is diseases and has no prospect of recovery;
 3. Has been damaged by a storm event or damaged mechanically resulting in instability and posing a danger to people and/or property;

4. Is damaging adjacent infrastructure, and root or crown reduction will not eliminate the intrusion;
 5. Is obstructing motorists' view which creates an unsafe condition, and pruning will not eliminate the obstruction;
 6. Needs to be removed due to construction activity, new landscape installations, or landscape renovations and the tree cannot be incorporated into the project;
 7. Has declined substantially, will not recover, and detracts from the landscape;
 8. Has outgrown its location or is planted too close to a building.
- ii. Shade, leaves, fruit, sap, limited building and sign visibility, view visibility, etc., shall not constitute justification for tree removal.
- c. Trees that pose an immediate hazard shall be removed/cut by the City. All other trees scheduled for removal shall be posted for a period of 10 days in accordance with CT State Statue 23-59. Once posted the City shall conduct a hearing in accordance with State Statue if a concern is received from the public. In accordance with CT State Statue decision of the Tree Warden are final and appeal is through the CT State Superior Court.
 - d. Trees located on private property are the responsibility of the property owner not the City of Bristol.
 - e. Trees where a portion of the tree is located on private property and a park, are defined as shared ownership. Since the objective of the Department is to limit City risk, trees that are classified as shared ownership that pose a risk to the public are removed/cut or trimmed to remove the hazard at City expense. Care is taken during tree trimming as to not unbalance the tree, therefore trimming on the City portion of the tree may in the removal of the entire tree. For large trees that are primarily located on private property and do not pose a risk to the public but do pose a risk to private property the Department shall notify the private property owners that the City is not responsible for removing the hazard (cutting/trimming trees).
 - f. There are times due to work load, hazard (electrical), location, and/or the need of specialized equipment that requires work to be performed by a private vender (tree company) procured in accordance with City purchasing requirements.

Policy: Geese Management Plan

Adopted by Board of Park Commissioners: March 2025

Overview

The City of Bristol Parks, Recreation, Youth & Community Services (BPRYCS) Department has experienced damage and human health and safety threats related to Canadian geese at the Veterans Memorial Boulevard Park, Pine Lake and Page Park Pond (*Appendix A*) for a number of years. The resident Canadian Geese population has grown significantly, sometimes exceeding 150 Resident Canada Goose.

Damages and Impact

The resident Canadian Geese population has presented a nuisance to the BPRYCS parks, especially at the Veterans Memorial Boulevard, where park visitors gather to pay respect to Bristol veterans. The birds have caused the following issues:

- Fecal contamination of lawns, walks, and driveways
- Damage to turf due to overgrazing, excess droppings, and human health and safety issues related to droppings and aggression
- Occasional traffic hazards from birds in roadways and parking lots
- Dozens of hours of staff time and resources power washing and removing goose feces and/or feathers from park grounds

Historic Management Efforts and Results

Over the years BPRYCS has employed a number of strategies to address the resident Canadian Geese population at the Veterans Memorial Boulevard. BPRYCS contracted with Nutmeg Farms from 2017-2019 for a management program that combined a mix of dogs to scare the geese and addling of eggs through a CT DEEP approved process. Nutmeg Farms services yielded temporary results (*Appendix B*) but the annual costs were approximately \$15,000. The services would need to be rendered on an annual basis which became too costly. In 2021, 4 industrial unit fake swans and 2 water units were installed in the pond and around the pond borders which yielded temporary success. The cost of these products from Away with Geese were \$2,194.00.

Current Management Approaches (2024-2025)

Following a successful fundraiser at the *Dinner on the Diamond* in May 2024, the Board of Park Commissioners allocated \$5,000 for the design, purchase and installation of educational signs regarding feeding the geese at park ponds. Experts have indicated if geese are being fed at any location, that regardless of what you do, they will continue to come back to that site. As such, public education was the first priority.

Second, BPRYCS partnered with the Farmington River Watershed Association (FRWA) and was awarded a River Smart Grant to aid in the planning, design and installation of a riparian buffer along the Veterans Memorial Boulevard Ponds. Experts indicate that you must change the physical environment to make the ponds less desirable for geese. Riparian buffers make it harder for geese to fly in and out of the ponds. Planning work is commencing in 2025 and the installation of the buffers are expected spring 2026.

Monitoring and Future Management

The geese management plan will be reviewed on an as needed basis by the Board of Park Commissioners to determine success and continued management practices in consultation with experts at the USDA Wildlife Services.

Appendix A: Park Ponds & Lakes (Source: Bristol GIS Maps)

Veterans Memorial Boulevard Ponds



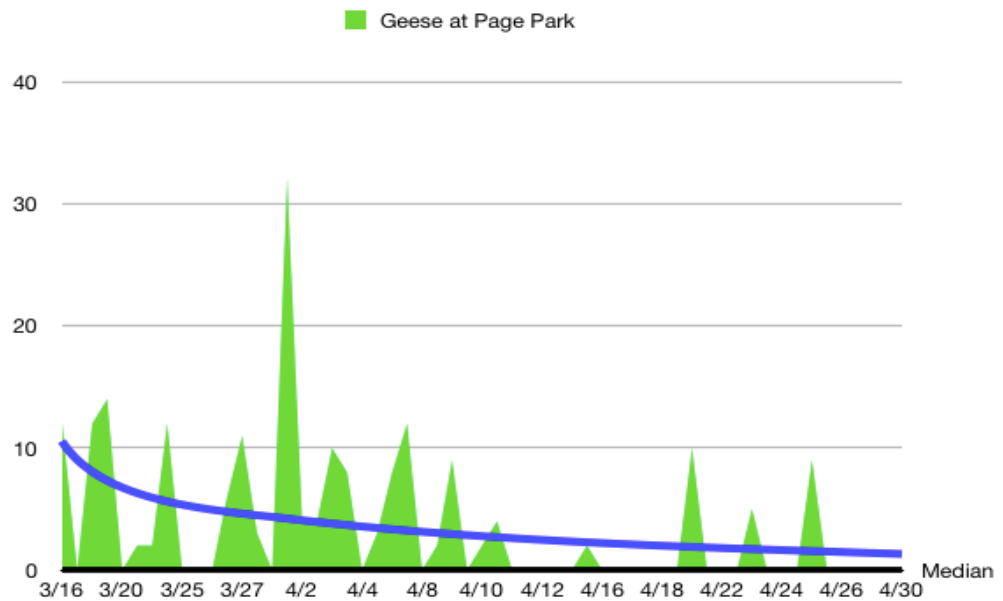
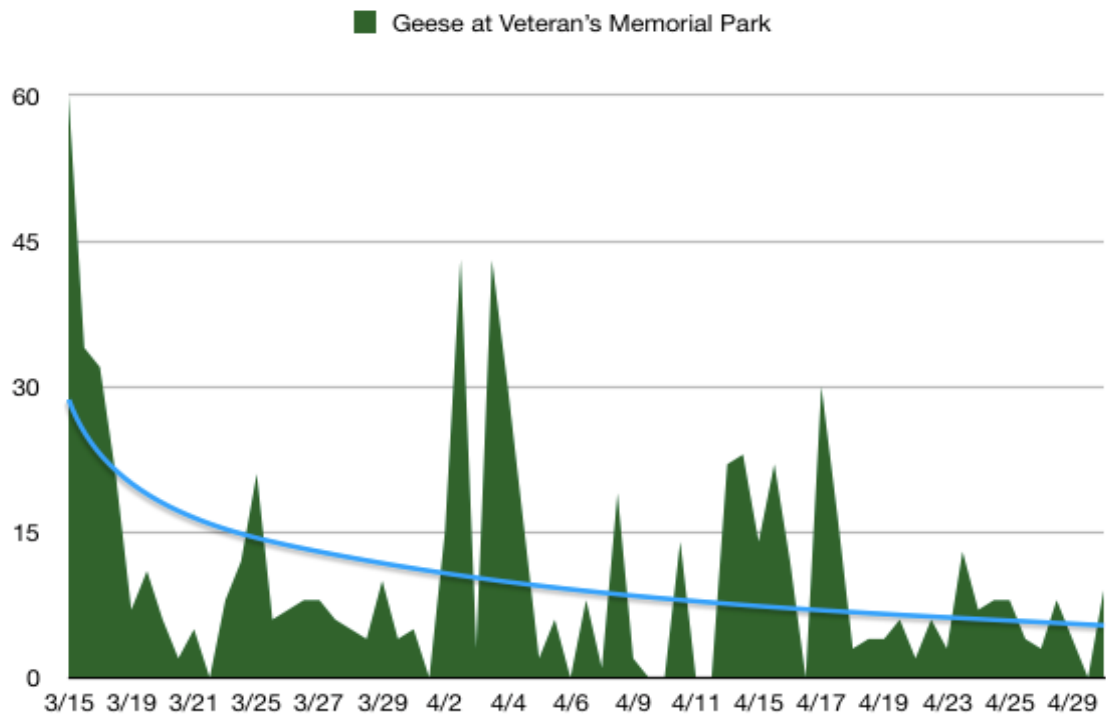
Pine Lake & Malones Pond



Page Pond



Appendix B: Geese Population Levels in 2019 (Source: Nutmeg Farms)



Chapter 8: Public Safety, Law Enforcement and Security



Policy: City of Bristol Ordinances

Adopted by the City Council: September 1974

Municipal ordinances are laws or regulations that is enacted by and enforceable within the city. Ordinances may be formally changed through the City of Bristol Ordinance Committee with final approvals from the City Council. Chapter 16 of the Code of Ordinances describe ordinances pertaining to the BPRYCS Department:

Chapter 16 PARKS, RECREATION, YOUTH AND COMMUNITY SERVICES

Sec. 16-1 Veterans Memorial Park and Boulevard

- (a) The Park area between the Pequabuck River and South Street, heretofore given to the city and established as a memorial to Bristol's veterans of all wars, shall continue under the jurisdiction of the Board of Park Commissioners. The highway, which begins at Willis Street and runs through said park shall be known as the Veterans Memorial Boulevard.
- (b) The Board of Park Commissioners shall give special care in maintaining said park as a fitting memorial and preserving the rows of memorial oaks which border the boulevard. They shall care for the monuments and statuary now located in the park and which may, with said board's permission, be hereafter located therein.
- (c) To preserve the natural and peaceful conditions and the memorial character of the park and boulevard:
- (1) There shall be no parking along the curb lines of the boulevard, except on such special areas or occasions as may be designated by the Board of Park Commissioners.
- (2) The use of the boulevard by motor vehicles is hereby restricted to vehicles bearing "passenger-type" or school bus registration plates, and operated at such reasonable speeds as shall be established, from time to time, by the Board of Park Commissioners. School buses shall only be permitted to use the boulevard traveling to or from Memorial Boulevard School on the boulevard from Main Street to the school.
- (3) No motor vehicles bearing non-passenger type registrations, including trucks and commercial vehicles, including those trucks and commercial vehicles bearing "combination" plates shall pass or travel within said Memorial Park or boulevard, provided that such non-passenger vehicles may continue to use the two (2) cross-over streets known as Mellen Street and East Street. Persons making such use shall be in violation of this section and shall be subject to the penalty for infractions provided in section 1-11 of the Code of General Ordinances. Fine for violation of this section shall be ninety dollars (\$90.00).
- (d) The Board of Park Commissioners are hereby authorized and directed to provide and maintain suitable signs for the control of traffic on the parkway known as the Memorial Boulevard.

(Ord. of 9-6-83; Ord. of 4-29-94)

Sec. 16-2. Prohibited acts in public parks.

Regulated conduct, activities, substances and acts in public parks.

The following conduct, activities, substances and acts within the public parks of the City shall be regulated as provided herein:

(a) Alcoholic Beverages and Controlled Substances.

- (1) The possession or consumption of any alcoholic beverage shall be prohibited unless authorized specifically by the Board of Park Commissioners and confined within those areas specifically designated.
- (2) The possession or consumption of any illegal drug or the possession or consumption of any controlled substance for which no authorized prescription has been issued to the person possessing or consuming same shall be prohibited.
- (3) No person shall be under the influence of any alcoholic beverage or drug so as to pose a threat to himself or herself, other persons, or property, or to cause behavior that unreasonably disturbs others.

(b) Amplified Sound.

- (1) No person shall operate any device designed to produce, reproduce or amplify sound unless authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated.

(c) Behavior.

- (1) *Urination and defecation.* No person shall urinate or defecate in any park, or in or upon any park building, monument or structure, except in a facility which is specifically designed for such purpose.
- (2) *Disorderly conduct.* No person shall engage in conduct intended to cause inconvenience, annoyance or alarm, or to recklessly create a risk thereof; or to engage in fighting or in violent, tumultuous or threatening behavior; annoy or interfere with another person; make unreasonable noise; without lawful authority disturb any lawful assembly or meeting of persons; obstruct vehicular or pedestrian traffic; or congregate with other persons in a public place and refuse to comply with a reasonable, official request or order to disperse.
- (3) *Sexual acts.* No person shall engage in any sexual act. For the purpose of this section, a sexual act means erotic fondling, nude performance, sexual excitement, sado-masochistic abuse, masturbation or sexual intercourse, which terms further are defined in §53a-193 of the Connecticut General Statutes.

(d) Business activities, soliciting and advertising. Unless authorized specifically by the Board of Park Commissioners and confined within those areas specifically designated:

- (1) *Business activities.* No person shall sell, offer or expose for sale any goods or services, or conduct business activities.
- (2) *Solicitation.* No person shall solicit monetary or other valuable contributions from others.
- (3) *Advertising.* No person shall post or display any sign, placard, flag or advertising device. Advertisements include, but are not limited to, the distribution or posting of handbills, flyers, coupons, or public announcements. The prohibitions of this section shall not extend to expressive and associational activities protected by the First Amendment to the United State Constitution.

(4) *Gambling.* No person shall play any game of chance.

(e) Dangerous Devices.

(1) *Firearms, fireworks and projectile devices.* No person shall possess illegal firearms, and no person, other than a police or security officer, shall carry openly any legal firearm. No person shall possess or discharge a firearm, firecracker, firework, bow, cross-bow, or traditional BB or pellet-firing air gun that expels a metallic or paint-contained projectile through the force of air pressure. This provision shall not apply to the display of fireworks under municipal authority, nor to activities authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated.

(2) *Knives.* No person shall possess any dirk knife, or any switch knife, or any knife having an automatic spring release device by which a blade is released from the handle, having a blade of over one and one-half inches in length, or stiletto, or any knife the edged portion of the blade of which is four inches or over in length unless it is being used for the purpose of food preparation.

(f) Domestic animals.

(1) *Leashes.* Unless confined within an area designated specifically by the Board of Park Commissioners for dog runs, no owner or person having control of any dog, shall permit said dog to enter or remain upon any public park unless such dog is constrained by a suitable leash held by the owner or person in control. An owner or person in control of any dog brought upon park property shall at all such times have in his or her possession a suitable receptacle adequate to collect or gather up any excrement produced by said dog. It shall be the affirmative duty and obligation of such owner or person in control to promptly gather up such excrement and remove it from the park property when such owner or person in control of said dog leaves park property or place such excrement in a trash receptacle. In addition to the fine and penalty provided for violation of these ordinances, any dog, if not leashed, shall be subject to seizure and removal to the custody of the animal control officer.

(2) *Swimming or bathing* No person shall permit any dog or domestic animal(s) whether leashed or unleashed, to swim in, nor shall any person wash or bathe any dog or domestic animal in any pool, lagoon, lake or pond on park property unless authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated.

(3) *Hitching.* No person shall hitch or secure any dog or other animal to any shrub, tree, fence, or stake in any park.

(g) Fires. No person shall make any open fire on any park property.

(h) Fishing. No person shall fish while on any park property where fishing is specifically disallowed and posted under the authority of the Board of Park Commissioners.

(i) Motor vehicles and traffic. Unless authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated:

(1) *Speed limit.* No person shall ride or drive in any park any cycle, automobile or other vehicle, at a rate of faster than fifteen (15) miles an hour.

(2) *Prohibited vehicles.* No person shall enter any park, or parkway with any truck, trailer, bus or other commercial vehicle, except for the service of such park property, or part thereof. In addition, no person other than law enforcement, emergency medical, or park personnel in performance of their duties shall ride, drive, park or draw any snowmobiles, go-carts, mini-bikes, dirt bikes or all-terrain vehicles in any parks.

(3) *Driving, riding or parking vehicles.* No person, unless authorized by the Park Superintendent, shall drive, ride or park any vehicle on any grass or lawn, or in any part of any park, playground or parkway, except regular roadways.

(4) *Overnight parking.* No person shall park a vehicle in any park overnight.

(5) *Maintenance of vehicles.* No person shall repair, clean, wax or otherwise maintain a motor vehicle in any park, nor shall anyone discharge or cause to be discharged hazardous substances, including but not limited to, gasoline, antifreeze or motor oil, in any park.

(j) Protection of park property. Unless authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated:

(1) *Encroachments.* No person shall in any way alter, damage, remove or deface any facility, feature, vegetation, man-made object or equipment in a park; nor erect or store personal property, plant vegetation or deposit debris or refuse in a park or extend any use on adjacent property to park property.

(2) *Excavation.* No person shall remove or dig up any dirt, stones, rock or anything whatsoever; make any excavation, quarry any stone, or lay or set off any blast, or cause or assist in doing any of such things, within any park.

(3) *Littering.* No person shall scatter or leave upon any park, any paper, rag, garbage, unbreakable or breakable bottle or container, or other litter.

(4) *Unauthorized areas.* No person shall play or practice any game or sport in any park area not suitable for said use.

(5) *Unauthorized trails.* No person shall create any new trails on park property.

(k) Remote control devices and powered models or toys. Unless authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated:

(1) No person shall operate hobby rockets, remote control gliders or powered remote control or tethered planes, cars or other like devices in a park.

(l) Rest rooms and locker rooms.

(1) *Harassment and intimidation.* No person shall loiter in the vicinity of rest rooms, locker rooms, or dressing rooms in a park, nor harass, intimidate or solicit users of such facilities.

(2) *Inappropriate behavior.* No person shall enter any rest room, locker room or dressing room designated for the opposite sex, with the exception that a child of the opposite sex may accompany his or her parent or guardian, provided the child is six (6) years of age or younger.

- (m) **Swimming, bathing and wading.** Swimming, bathing and wading are prohibited except where designated by the Board of Park Commissioners.
- (n) **Wildlife and habitat protection.** Unless authorized specifically by the Board of Park Commissioners or confined within those areas specifically designated:
 - (1) ***Animals.*** No person shall feed, harass, capture, remove, injure or kill any animal or its young or eggs found in a park, or disturb the nest, den, burrow, lodge, dam or other structure of any animal found in a park.
 - (2) ***Removal of plants.*** No person shall remove or pick from a park any plants, flowers or parts thereof including, but not limited to, cuttings, seeds, berries, nuts or foliage.
 - (3) ***Abandonment or release of animals.*** No person shall abandon, release or cause to be released into a park any animal.
 - (4) ***Planting.*** No person shall plant any plant or release or cause to be released into a park any plant or fungus seeds or spores.
 - (5) ***Habitat preservation.*** No person shall disturb or modify woodlands, streams, stream banks, meadows, ponds, lakes or other natural areas within a park, or walk among or across any flower garden, shrubs or other plantings.
- (o) **Hours of operation.** No person shall enter park property after the closing hour established by the Board of Park Commissioners.
- (p) **Hunting and trapping.** Hunting and trapping of wildlife are prohibited in any park except when expressly permitted in writing as part of a park department controlled activity and with express written consent of the Board of Park Commissioners.

Sec. 16-3. Tobacco products prohibited in city parks and recreational properties.

It shall be prohibited, at all times, for an individual to smoke and/or use any tobacco or cannabis product in any form while at a City Park or recreational property.

(Ord. of 2-11-20)

Sec. 16-4. Signage.

City parks or recreational properties, where smoking and/or tobacco use has been banned pursuant to this chapter shall be so designated by signs posted that give notice to those areas of prohibition.

Sec. 16-5. Enforcement.

Members of the City of Bristol's Police Department and the Parks, Recreation, Youth and Community Services Park Ambassadors shall be charged with the enforcement of this chapter. Such officers [of the department] shall inform the violator of this chapter and take enforcement action when a violation has occurred. (Ord. of 2-11-20)

Sec. 16-6. Penalty.

Law enforcement officers may issue a citation for violation of this chapter pursuant to Section 1-11 of the **Sec. 16-3. Penalties.** Any person violating any provision of this article shall be guilty of an infraction and be penalized ninety dollars (\$90.00) as provided for in section 1-11 of this Code.

Secs. [16-3] 16-4 --16-15. Reserved. City of Bristol Code of Ordinances.

Sec. 16-7. Definitions.

As used in this chapter, the following terms shall have the meaning indicated:

Enforcement. All law enforcement officers of the City of Bristol.

Park or recreational property. Property owned or operated by the City of Bristol and used in connection with recreational programs or purposes, including, but not limited to, sports or athletic fields and facilities, parks, pocket parks, parking lots, pools, playgrounds, bike or walking paths, dog parks, bleachers, gardens, passive recreation areas, tennis courts, trails and other areas where people may assemble for recreational purposes, and any community, recreation or building located on park or recreation property.

Tobacco product. The use of any substance containing tobacco or any tobacco product in all of its forms, including, but not limited to, a lighted cigarette, cigar, pipe, or similar device, such as all electronic cigarettes (e-cig, e-hookah, vape pen, electronic nicotine delivery system), as well as chew tobacco, snus and snuff, as well as any product of formulation of matter containing biologically active amounts of nicotine that is manufactured, sold or offered for sale or otherwise distributed with the expectation that the product or matter will be introduced into the human body but does not include any product specifically approved by the United States Food and Drug Administration for use in treating nicotine or tobacco dependence.

"Cannabis" means marijuana, as defined in section 21a-240 of the CT General Statutes;

"Cannabis product" means cannabis that is in the form of cannabis concentrate or a product that contains cannabis, which may be combined with other ingredients, and is intended for use or consumption.

ARTICLE II. MOTORBOATS*

Sec. 16-16 Operation Restricted.

No person shall operate a motor-powered boat upon any lake, pond, or waterway within the city:

1. In a reckless manner having regard of the weather conditions, depth, width, traffic and use of such lake, pond or waterway;
2. At such a rate of speed or in such a manner as to endanger the property or life of any person, including the occupant of such motor-powered boat;
3. Before the hour of 6:00 a.m. or after 9:30 p.m. eastern daylight time;
4. Within seventy-five (75) feet of docks, floats, canoes, sailboats, rowboats, or swimmers, except when leaving or returning to shore;
5. Without underwater exhausts or without effectively muffling or silencing by a muffler or similar device excessive noise produced by such motor-powered boat. (code 1960 § 24-2)

*Cross reference – motorboats prohibited on water bodies of open space land §21-181

Sec. 18-148. - Established.

Pursuant to the applicable provisions of the general statutes and the Charter of the city, there is hereby established a youth commission, which shall be a part of the administration of the municipal government and shall be subject to the Charter, general ordinances and regulations of the city.

(Code 1960, § 60-1; Ord. of 2-4-71)

Sec. 18-149. - Duties.

The commission established by this article shall study continuously the conditions and needs of the youth of the city in relation to employment, health and development of their skills and talents so as to become participating and contributing members of the community. It shall analyze the needs and shall make recommendations to the mayor and the city council regarding the programs and policies available to serve those needs.

(Code 1960, § 60-2; Ord. of 2-4-71; Ord. of 12-5-78)

Sec. 18-150. - Terms and appointments.

The youth commission shall consist of eleven (11) members. There shall be at least three (3) members currently under twenty-one (21) years of age, a representative of the school system, a representative of the police department, a private youth serving agency member, a city councilman, four (4) citizens, and at least one-third ($\frac{1}{3}$) of the total membership shall be people who receive less than fifty (50) percent of their livelihood by delivering services to youth and their families.

All appointments shall be for three (3) years except the councilman members who shall be appointed in November for a term of two (2) years and who shall serve only during his term of office as councilman. All appointments to fill vacancies shall be for the unexpired portion of the term succeeded to.

(Code 1960, § 60-3; Ord. of 2-4-71; Ord. of 3-1-77; Ord. of 5-3-77; Ord. of 12-5-78; Ord. of 6-13-94; Ord. of 12-14-04)

Sec. 18-151. - Officers.

A chairman, vice-chairman and a secretary shall be elected by the members of the youth commission from among their members.

(Code 1960, § 60-4; Ord. of 2-4-71)

Sec. 18-152. - Budget.

As the need appears and arises, the youth commission shall recommend to the mayor and city council the employment of personnel to serve the needs of youth. The commission shall submit

annually a budget for recommended programs and personnel for the ensuing year in as much detail as shall be required by the mayor, city council and board of finance.

(Code 1960, § 60-5; Ord. of 2-4-71; Ord. of 12-5-78)

Sec. 18-153. - Meetings; agenda.

The youth commission shall be empowered to determine the time and place of its meetings and its agenda.

(Code 1961, § 60-6; Ord. of 2-4-71)

Sec. 18-154. - Reserved.

Editor's note— A motion adopted by the council on Dec. 10, 1984, provided that [§ 18-154](#), expiration, be deleted; that the youth commission be reestablished, effective Dec. 1, 1984; and that the terms of existing members of such commission continue until the expiration of such terms. Prior to deletion, [§ 18-154](#) was derived from an ordinance adopted Dec. 5, 1978.

Policy: Staff Liaison to Law Enforcement Officers & Emergency Call List

Adopted by Board of Park Commissioners: October 2023

In order to safely and effectively operate department services and facilities, and administer all applicable laws, codes, rules, and regulations, the BPRYCS Department works closely with the Bristol Police Department. The BPRYCS Department staff liaison to the Bristol Police Department is the Superintendent with the Deputy Superintendent serving as liaison in the absence of the Superintendent. The Superintendent serves as the liaison and direct contact for addressing park issues with the Chief of Police, Deputies and other police personnel. The Superintendent may permit designees from the department to engage with police on a case-by-case basis.

The following emergency contact call list is established and utilized by the Bristol Police Department dispatchers to direct park issues to relevant BPRYCS Department personnel. During normal business hours calls are directed to the BPRYCS Main Office. After business hours calls are directed in the following order:

Parks and Facility Issues

1. Parks, Grounds and Facilities Supervisor
2. Superintendent
3. Deputy Superintendent

Dennis Malone Aquatics Center Issues

1. Aquatics Supervisor
2. Superintendent
3. Deputy Superintendent

Emergency contact lists are reviewed on an annual basis and updated when personnel changes.

Policy: Addressing Homeless Encampments in Public Parks
Adopted by Board of Park Commissioners: May 2022

Purpose

Homelessness, which was already steadily increasing prior to 2020, has been exacerbated by the Covid-19 pandemic and will continue to remain a complex community challenge in the years to come. The professional staff of the BPRYCS play a vital role in supporting and advancing the health and well-being of all individuals in the City of Bristol, including people who are experiencing homelessness. Department staff provide community resources, programs and services which include (but not limited to) counseling, short term case management, EBT/Snaps program at the Bristol Farmer's Market, dynamic drug free communities program and coalition, as well as on-going initiatives and collaborations with our community partners and non-profits.

The BPRYCS Department also has the responsibility to create public parks that are safe, attractive and well-maintained aligned with our mission to enhance the quality of life for Bristol residents. In order to balance these responsibilities with a person-centered approach to our residents experiencing homelessness, a formal policy was developed. The policy outlines a clear process for removing homeless encampments in public parks while connecting individuals to essential services.

Process

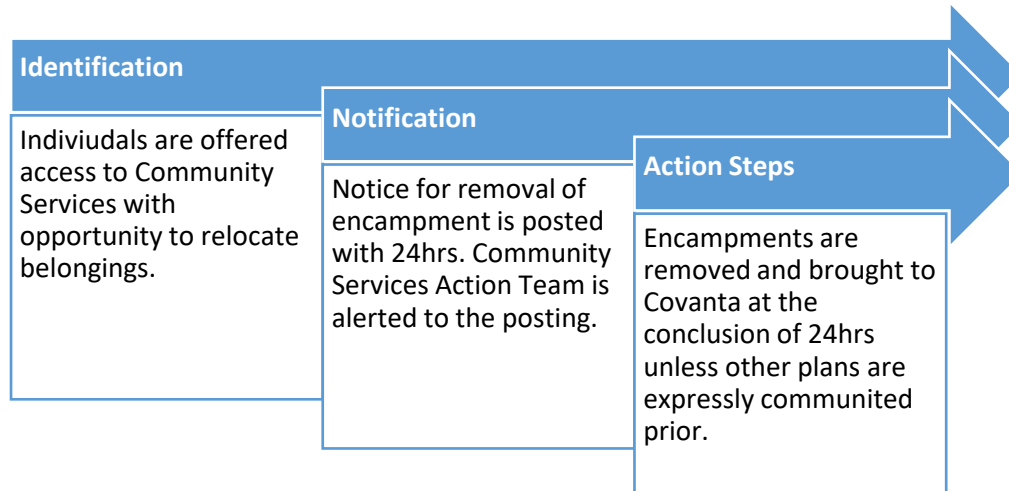
Understanding that every individual experiencing homeless has a unique set of circumstances and there is not a "one size fits all" approach to managing a situation, it should be understood by all parties, that situations are fluid and subject to change when public safety is at risk. The following process was developed as a framework to help guide the staff in this work.

Step 1: Identification- When an individual who is experiencing homelessness is discovered in a park, the staff member should assess the situation and upon determining it is safe to do so, introduce themselves and ask if they need any assistance? Staff are encouraged to ask if they are interested in speaking to the Community Services Coordinator to review available resources and supports. If the situation does not appear safe or the staff member is not comfortable they should contact the Community Services Coordinator and alert them of the individual's presence in the park. Police should be contacted if the individual appears violent or threatening to themselves or others. If they are interested the staff member should assist them in contacting the Community Services Office. If they refuse, the staff member should provide the individual with the business card of the Community Services Coordinator in the event they change their mind. If a homeless encampment is discovered without an individual on site, the staff member shall contact Community Services Coordinator to inform them of the encampment.

Step 2: Notification- After consultation with the Community Services Coordinator the staff member will post the notice of removal form in a secure location on the encampment. The notice informs the individual that they have 24 hours to remove their belongings from the site. At the time of the posting the Community Services Coordinator will send a notification to the Community Services Action Team members informing the collective group of the notice being posted. At that time a community support agency may opt to intervene and make arrangements to remove the encampment as well as other services as required.

Step 3: Action Steps- At the conclusion of the 24 hour notice, unless otherwise instructed by the Community Services Coordinator, the Parks, Grounds and Facilities crew will remove the encampment and bring to Covanta.

Figure 1. Homelessness Encampment Notification and Action Process



Community Services Action Team

The Community Services Action Team will be comprised of the following contacts in order to alert all relevant providers of the homeless encampment. Community Services Coordinator will initiate the alert and it is expected that a provider will take ownership of the situation, clearly communicate an action plan, and then follow through on the plan. The alert system is not meant to be an on-going dialogue but rather an assignment of responsibilities. Confidentiality of clients must be maintained.

- Superintendent of Parks, Recreation, Youth and Community Services
- Youth & Community Services Supervisor
- Community Services Coordinator
- Parks, Grounds and Facilities Supervisor
- Agape House Director
- St. Vincent DePaul Director
- Brian's Angels Director
- Salvation Army Director

Chapter 9: Risk Management



Adopted by Board of Park Commissioners: September 2022

Risk management is the responsibility of all BPRYCS employees. BPRYCS will make reasonable efforts to ensure that all parks and recreational facilities owned or managed by the City of Bristol and all recreation programs offered by or through BPRYCS are safe and legally compliant, and are maintained for safe and healthy working conditions by following standardized practices designed to safeguard employees and citizens. A formal *Risk Management Plan*, adopted in September 2022, guides department staff. The elements of the plan include:

- Supervisor Responsibilities
- City of Bristol Safety Committee
- Facility Security
- Employee Responsibilities for Safety and Risk Management
- Safety Risk Management and Public Relations
- Response to Problems and Emergencies
- Emergency Operations
- Response to Accidents and Injuries
- Contact Information for Emergencies

BPRYCS personnel will adhere to the *Risk Management Plan* designed to minimize hazards that can result in personal injury, property damage or financial loss. The department will utilize the following means of implementation:

- A minimum of (1) full time staff member will regularly participate on the City Safety Committee
- Consult with the City's Emergency Management Coordinator and Corporation Counsel in specific areas related to the department programs, parks and facilities as needed
- Evaluate and update the *Risk Management Plan* annually, or as needed
- Provide staff with ongoing training programs that emphasize safety in the work place
- Maintain safety inspection procedures for parks, facilities, and equipment

As a department of the City of Bristol, BPRYCS is governed by city codes and city-wide policies including forms and training materials provided by the Human Resources Department.

(Source: *Risk Management Plan* available at www.bristolrec.com).

Adopted by Board of Park Commissioners: May 2022

To prevent injuries or illnesses to members of the public and City employees from improperly disposed of sharps, and to aid staff in the safe collection and disposal of sharps found in parks.

Policy Statement

The City of Bristol strives to provide safe public spaces for the use and enjoyment of all persons residing, working, recreating, or visiting Bristol. This policy outlines the procedures to minimize the risk of inappropriately discarded needles on City park land.

Note: Parks, Recreation, Youth and Community Services is not responsible for responding to or disposing of needs on private property.

Background

In a collaborative effort with external partners and internal staff, the Department of Parks, Recreation, Youth and Community Services has identified an immediate need to address the safety and security of personnel and those utilizing City parks. Staff collects and tracks improperly disposed of sharps. Staff frequently discover improperly discarded used sharps (e.g. hypodermic needles, syringes, lancets, and other paraphernalia) in trash cans, on restroom floors, in the landscape, and in many other locations within City parks' property. The purpose of this guideline is to provide safe needle and syringe collection and disposal.

Procedure

Only staff trained in the safe collection and disposal of hazardous sharps are authorized to do so. All maintenance staff shall be trained and provided with appropriate needle and syringe collection equipment. Collection receptacles shall be available in parks fleet vehicles and park buildings. All reasonable measures and precautions shall be taken by staff to protect their own health, as well as the health and safety of community members, in accordance with the procedure of this Policy and as required by the Occupational Health and Safety Act 1984, during the collection, disposal and transport of such waste. Staff must utilize the following procedure during the collection and disposal of needles and syringes:

1. Use an approved sharps disposal container. If an approved sharps disposal container is unavailable, find a strong, rigid-walled, plastic container with a screw-top lid, (e.g. a plastic soda container or similar; no glass bottles as they can shatter).
 - a. If you use anything other than an approved sharps disposal container: securely fasten the lid, tape it shut, and write "sharps waste" on the container in large letters with permanent marker. Dispose of the improvised container in an approved and appropriately-sized sharps disposal container.
 - b. Always wear the correct personal protective equipment as established during training.
 - c. Always wash hands thoroughly with soap and water after collecting sharps. If that's not available post sharps collection, apply hand sanitizer.
2. Take the container to the sharps (not the reverse), place the container on the ground next to the sharps. Do not hold the container when depositing the sharps.

3. Handle the sharps by the barrel end only (“non-needle” end), and never touch the sharp or metal end. Puncture resistant gloves shall be used as personal protective equipment by all staff members who are responsible for the collection of sharps.
4. Never try to re-cap a sharps or break off a needle.
5. Place the sharps inside the container.
6. Tightly secure the lid.
7. When emptying trash receptacles, whether sharps evidence (e.g. orange caps, etc.) is present or not:
 - a. Do not compact trash content with any body part (i.e. hands, feet, etc.)
 - b. Wear puncture proof gloves.
 - c. Handle the edges of the container only.
 - d. Hold the container away from your body.
8. When removing needle collection boxes from the approved sharps disposal container:
 - a. Look from the top first to make sure the container is not overfilled with needles.
 - b. Cautiously remove the container with the proper PPE (i.e. puncture resistant gloves).
 - c. Clean any signs of blood or bodily fluids around the receptacle with products known to kill pathogens (e.g. Bleach, Envy) prior to installing new collection cartridge.

Sharps Exposure Policy

In the event of a needle/syringe contact that breaks skin (e.g. puncture, scratch, cut), the employee shall immediately:

Step 1 Wash the injury thoroughly with soap and water. DO NOT squeeze the area around the injury to encourage bleeding.

Step 2 Collect the sharps properly and report the injury immediately to the Supervisor. The Supervisor will initiate a careful search of the area where the injury took place and recover any other items, using safe handling procedure.

Step 3 The employee, with the needle/syringe (in an approved sharps container), shall be taken immediately to MedWorks (975 Farmington Ave, Bristol, CT 06010) for medical treatment. Physicians may recommend blood tests or immunization. Prior to returning to work, a Return to Work form and the Provider’s Initial Report (PIR) form must be completed by a physician and returned to the Supervisor.

Step 4 The Supervisor will complete a workplace incident, accident, and/or injury report form in accordance with requirements of the Occupational Health & Safety Act of 1984.

Safe Disposal Methods

1. Rigid sharps containers shall be provided with disposable plastic inserts at the Park’s Maintenance Building (240 Jacobs Street) as well as other locations within park property, as deemed necessary.
2. Parks staff is responsible for the installation, repair, and maintenance of all rigid sharps containers and disposable plastic inserts on department property.

3. Any disposal and collection point that is damaged, rusted, missing a rigid sharps container, or is in substandard condition must be decommissioned, replaced or repaired, and reported to the Parks, Grounds, and Facilities Supervisor.
4. Sharps must not be clipped, bent, broken, recapped or otherwise altered. All precautions must be taken to prevent injury.
5. Puncture resistant gloves must be worn during this service. Note: these gloves are not impervious to needles and due care is to be taken.
6. The sharps container sites shall be clear, left clean and tidy to the satisfaction of City standards.
7. All Parks staff shall be trained in the following:
 - a. Blood Borne Pathogens
 - b. First Aid/ CPR
 - c. Narcan Administration
 - d. Safe collection practices and disposal techniques

Safety and Health Considerations

1. Staff shall wear all the proper personal protective equipment (PPE) garments (e.g. gloves, boots, vests, ear protection, safety glasses, hard hat, and other necessary attire).
2. If at any time staff feels unsafe or unsure with regard to any component of proper sharps handling procedures, they shall stop and ask the group leader or supervisor.
3. Staff shall never place body parts into areas where they cannot see.

Adopted by Board of Park Commissioners: May 2022

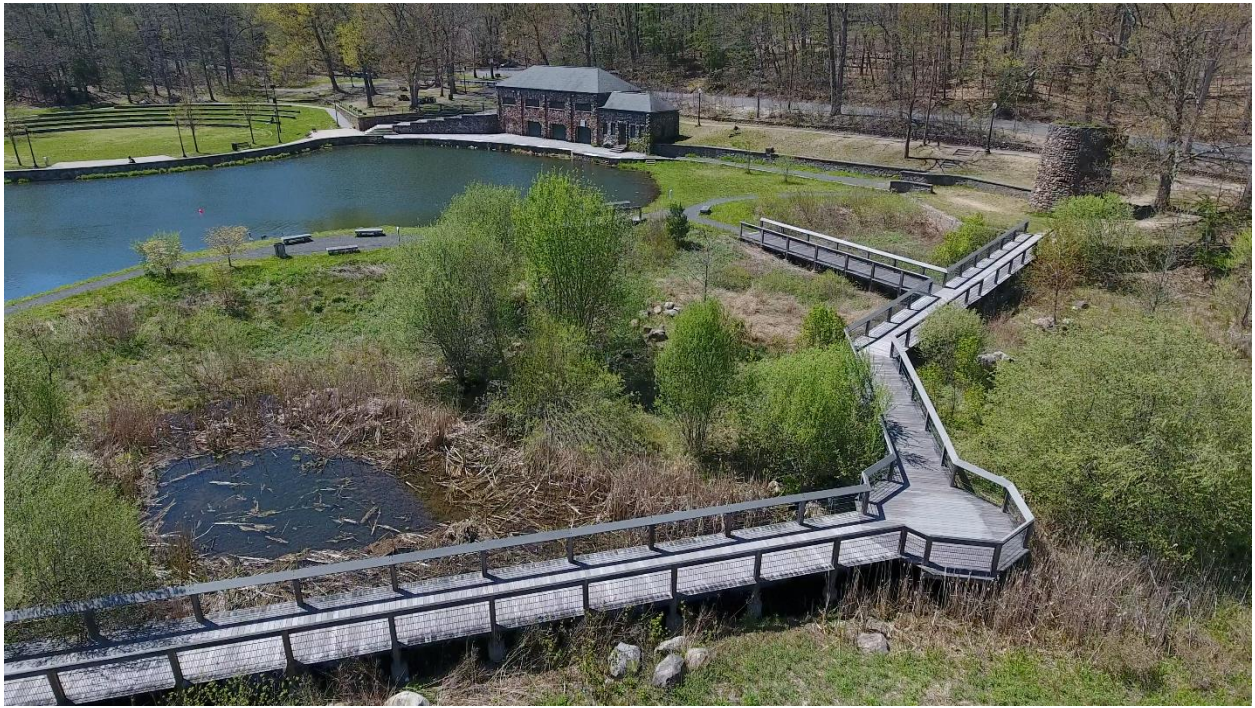
Throughout the entirety of the Covid-19 pandemic, the BPRYCS Department remained committed to delivering high-quality essential services and facilities to Bristol families. Emergency Covid-19 policies and procedures were developed in conjunction with the Bristol-Burlington Health District and City of Bristol policies to establish procedures to create an environment that reduces the chance of Covid-19 exposure in BPRYCS programs, services and facilities. The Covid-19 Policies and Procedures include guidance and direction on the following:

- Face Coverings
- Staff Procedures
- Recreation Program Procedures
- Spectator Expectations
- Aquatics Facility Guidelines
- Youth & Community Services Appointment Protocol
- Counseling Services
- Youth Enrichment Programs
- Staff Protocols for Covid-19 screening
- Communications Policies

While Covid-19 cases appear to be on the decline with state mandates and policy restrictions lifted, the department recognizes the need to stay prepared for future policy modifications as circumstances change. Emergency policies may be reinstated at the direction of local, state, and federal changes.

(Source: Covid-19 Policies and Procedures available at www.bristolrec.com).

Chapter 10: Evaluation and Research





BPRYCS Policy Manual 2022-2023

PARKS SATISFACTION SURVEY

The 2025 Parks Satisfaction Survey was an anonymous bi-lingual survey with 34 questions measuring park user experience and satisfaction issued by Bristol's Department of Parks, Recreation, Youth and Community Services. The report reflects responses from July 24, 2025 - September 10, 2025

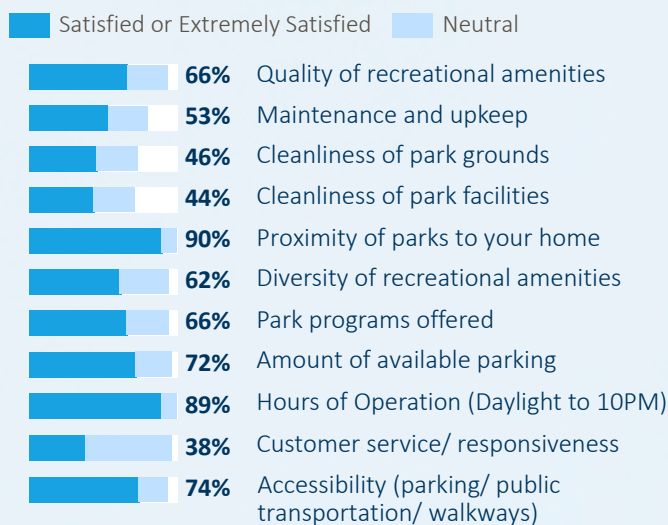
Preferred Spending Priorities

One being the highest priority to respondents and six being lesser of a priority for respondents.

- #1 Maintenance for existing amenities
- #2 Increased security features
- #3 Additional restroom facilities
- #4 New recreation amenities
- #5 More free or affordable park programs
- #6 Additional pavilion and rental spaces

Operations, Service, and Offerings Satisfaction

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

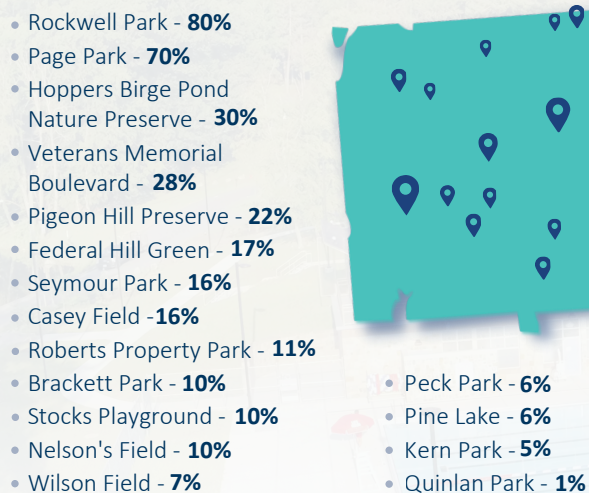


Park Safety



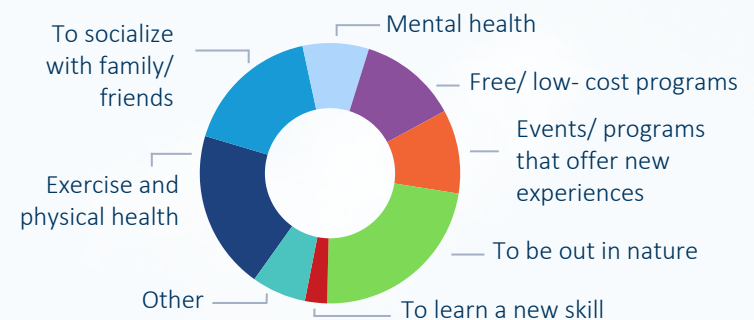
Parks Visited

Percent of Survey Respondents who report visiting the following parks:



Why Do You Visit the Park?

Survey respondents reported using the parks for:



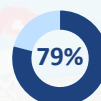
Top Ten Park Amenities Used

The ten amenities most heavily used based on self reporting.

1. Walking / Hiking Trails
2. Playground
3. Swimming Pool
4. Splash Pad
5. Dog Park
6. Rockwell Amphitheater
7. Pavilions/ Shelters
8. Fishing Pond
9. Pickleball Courts
10. Veterans Monuments

Wellness Satisfaction

Percent of Survey Respondents who believe Bristol Parks provide:



of respondents have not experienced any barriers (physical or otherwise) prohibiting them from accessing Bristol Parks and recreational amenities.



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

Date/Time	22. Comments- Have you experienced any barriers (physical or otherwise) that have prohibited you from accessing Bristol parks and recreational amenities?
08/11/2025 09:57:08 PM EDT	Long walk for seniors to watch baseball games at page park
07/24/2025 07:05:53 PM EDT	Working bathrooms are a must. We don't go as much as we'd like because other town's parks provide consistently clean bathrooms so we go there instead. I'd like to write more but I only get 250 words.
09/03/2025 11:41:15 AM EDT	Couldn't use the gazebo because someone was living there. Homelessness needs attention.
08/11/2025 11:31:02 AM EDT	The amount of unhoused people, young kids gathering in large group creating a ruckus. I went to Rockwell park once for a Bristol blues game and there were kids on small motor bikes that were disobeying traffic laws and almost caused accidents
08/04/2025 08:20:48 PM EDT	Page park has many times been covered in litter. Also there have been some men at Stocks with no children hanging out at the pavilion. Very questionable behavior
09/05/2025 06:44:40 PM EDT	Unfortunately, the amount of litter, alcohol drinking and illegal fires has made Rockwell park an unpleasant place to visit
08/06/2025 01:14:49 PM EDT	Only on a few occasions did individuals who I believed weren't safe to be around were in the park so I went to another area to enjoy it
09/05/2025 11:05:34 AM EDT	We've wanted to try other playgrounds but there's no parking around them.
09/01/2025 07:27:11 PM EDT	Large holes in uneven terrain (like fields) that use to be walkable. Existing lights don't work and not maintained. Bristol parks and rec is bringing too many out of city residents to area, they dump trash everywhere and don't respect Bristol.
08/09/2025 11:06:27 AM EDT	Pot smoking throughout the park, near the pools and playgrounds. Can't go on a ten minute walk around the park without someone lighting up, exposing my child to over 100 chemical toxins. Also, Motorized bikes driving through Rockwell regularly.
08/07/2025 09:08:54 AM EDT	N/A
08/13/2025 09:17:37 AM EDT	Re: Seymour Park and Pigeon Hill Preserve. I find these parks well maintained & pleasant to use. I like the addition of larger trash cans and dog refuse bags. However, the basketball court at Seymour Park is missing a wall! It was never put back.
08/12/2025 10:44:54 AM EDT	I am in a power wheelchair and I cannot access the dog park.
08/27/2025 11:59:09 AM EDT	I love Page park
07/24/2025 03:14:16 PM EDT	Dog park at chippens. The hill is steep. Thank you for paving. As usually it's washed out from rain.
09/02/2025 01:14:24 PM EDT	My husband uses a wheelchair and it's hard for him to enjoy his grandchildren at the playgrounds.
07/27/2025 06:20:48 PM EDT	the pools open so late. why is there not a morning session for lap swim? hard to visit when they open at 1 pm.
07/31/2025 10:46:27 AM EDT	I would like year round restroom access. I can only use the parks if I have access to a restroom.
08/11/2025 08:15:19 PM EDT	There's always garbage on the parks' walkaways, including broken glass (which can be harmful for residents and pets) and dog feces. Additionally, it's not uncommon to encounter unleashed dogs in the parks.
09/05/2025 09:09:31 AM EDT	Please maintain page park disc golf course
08/13/2025 01:25:12 PM EDT	A walkway (concrete) in Rockwell parking lot to the sidewalk would help. As right now it's a dirt path. It's hard to walk around with elderly as they can only get so far with walker. So we cut through the dirt path. It is hard with rocks and sticks.
08/17/2025 04:02:41 PM EDT	Why do only the Spanish people get to rent the pavilions and get in half price at the pool when they are not from Bristol
09/02/2025 11:42:26 PM EDT	Parking for smaller parks (seymour, pigeon hill) seems to be tough at times.
08/11/2025 12:45:45 PM EDT	As a woman, I feel very uncomfortable by myself in our parks. You are cat called, hollered at by creeps trying to pick you up. There are also the quads, motors bikes, dirt bikes, etc. make Rockwell very unsafe not only for pedestrians, but also cars

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

08/08/2025 03:21:49 PM EDT	People sleeping in the bowl in the skatepark
07/28/2025 12:09:41 PM EDT	There is a problem with mentally ill and homeless people in the city and parks. Also a lot of trash and drug use that needs to be addressed. Police presence could be better.
09/05/2025 04:53:00 PM EDT	The city needs to fund the parks!
08/04/2025 04:50:56 PM EDT	Lack of bathrooms and Garbage barrels over flowing
09/05/2025 09:07:19 AM EDT	love Bristol parks
08/08/2025 06:59:30 PM EDT	I wish people would be more understanding when I walk my pack late at night. It's the only time I can when I get out of work late. I just saw the parks are open until 10pm! Then why do I get kicked out at 8:30 pm?
08/12/2025 09:57:06 AM EDT	Need police patrols in Rockwell park . Concerts are good but don't feel safe to go there alone
08/08/2025 01:57:01 PM EDT	No
09/05/2025 10:58:05 AM EDT	page park is looking better now but there are still construction fences and gaps in pavement that make the sidewalks dangerous.
09/05/2025 09:16:00 AM EDT	Rockwell park has no open bathrooms! I have had to go home to use a rest room, which interrupts my activity.
08/07/2025 06:23:48 PM EDT	Homelessness in Bristol Parks
09/07/2025 09:18:46 AM EDT	The horrible construction of natural areas being turned to cement.
08/05/2025 06:35:44 AM EDT	Rockwell Park has a great playground and splash pad that my kids love. However, I do not feel safe bringing them there. There have been too many fights and sketchy people in the park.
08/04/2025 12:58:15 PM EDT	Some minor issues like not knowing there was a disc golf thing going on while I was taking my kids into the woods. Also some more seating would be nice as I have sciatica. But that's not a huge issue for me because I try to stay close to my car.
08/15/2025 08:23:58 PM EDT	Get these mopeds out of the park. They're speeding. Down walk ways and someone's gonna get hurt. If I get clipped by a moose or some kind of similar vehicle I'm suing the city. You saw what happened in New Haven
09/05/2025 02:12:35 PM EDT	Not always safe in the evenings. Should be patrolled for illegal activities.
09/05/2025 09:11:14 AM EDT	Glass all over near the river at Rockwell
07/27/2025 01:35:18 PM EDT	Broken glass on the tennis courts in peck park
08/04/2025 04:58:48 PM EDT	Signed up for several programs that were canceled due to low participation
09/05/2025 10:55:58 AM EDT	Your walk ways are not safe with all the metal on the ground on each side of the walking path on the west half of the property. Need painted lines showing where people cross the road the paint is faded.
08/11/2025 04:16:36 PM EDT	Questionable people, unsupervised kids, lack of clean bathrooms, trash in the park, people blaring loud music at the park has made us leave early.

34) What additional amenities or improvements would you like to see in Bristol Parks?

Date/Time	34. What additional amenities or improvements would you like to see in Bristol Parks?
08/22/2025 11:43:22 AM EDT	Keep the homeless out
07/25/2025 09:54:53 AM EDT	Wilson park
08/11/2025 09:57:08 PM EDT	More police presence. Less punks and hoodlums in parks, especially Rockwell park
09/03/2025 11:41:15 AM EDT	Second to none
08/11/2025 11:31:02 AM EDT	Increased police presence. There are only a few parks in Bristol that I frequent because the rest are overrun with unsafe situations.
09/05/2025 06:44:40 PM EDT	I believe that all picnickers should register for spots, place a deposit and be responsible for their litter. Also, the amount of trash, particularly by the river is disgraceful and could be monitored more closely to prevent the messes.
09/10/2025 09:36:39 AM EDT	Additional police presence
09/05/2025 05:11:10 PM EDT	Repave/enlarge the parking lot at Page Park pool.
09/01/2025 07:27:11 PM EDT	Fitness course, decreasing noise and increasing privacy in park for residents in surrounding neighborhood.
08/06/2025 11:16:20 PM EDT	I can do everything I'm interested in and stuff I may be interested in. I'm a happy tax payer when it comes to the Parks Dept.
09/02/2025 08:55:10 PM EDT	Benches depending on the Park
08/21/2025 06:42:38 PM EDT	More enforcement against littering and motorized bikes,quads, etc.
07/24/2025 03:14:16 PM EDT	So at the dog park by Chippens school. Roberts dog park. There is a problem with poop. The solution would be to add areas where people can put poop DURING their walk. People don't want to carry a bag of poop for miles...so place three additional cans. One bottom of the hill by the One at where the trail breaks off from the field to the woods. One slightly down trail leading off parking area. Just have to have staff dump cans....I NEVER see parks department at the parks I go to. Where are they?
08/24/2025 06:14:20 PM EDT	More bathrooms and emergency buttons would be great. Some more seating in the playground areas would be nice, too. :)
08/04/2025 06:49:15 PM EDT	More security.....not exactly safe for seniors
08/17/2025 04:02:41 PM EDT	The ladies bathroom at Rockwell Park for swimming is putrid. It needs to be redone, including the men's.
08/26/2025 01:34:41 PM EDT	Just over all the peace level of personal space and knowing you can out your door for a walk into nature it's a blessing it's self
07/25/2025 09:04:09 AM EDT	While I get homeless need somewhere to go it is totally unacceptable that they feel entitled NOT to clean up after themselves. Receptacles are provided to everyone at the parks. I love dogs but am disgusted with people NOT picking up after them. It's so sad for those dog owners that follow the rules and others don't think they need to. Gives us all a bad rap especially the dogs!
07/26/2025 07:49:03 AM EDT	Walking trails at Rockwell trinket ha ve found drug paraphernalia in the past Also the amount of scary persons in pavilions and grounds near walking trail I no longer go to our parks but go to trails in Farmington
09/05/2025 09:07:19 AM EDT	keep up the maintenance
08/08/2025 01:57:01 PM EDT	Have an officer walk through once a day to make sure everything looks good and act upon removing the homeless from town parks, (ours is kern, ivy)
09/05/2025 10:58:05 AM EDT	please do not take away tennis courts and make them pickleball courts.
09/04/2025 10:45:41 AM EDT	Keep up the good work!
08/15/2025 10:00:05 AM EDT	Na
08/28/2025 12:31:54 PM EDT	I would like the showers at DMAC to be cleaner ie. handicapped railings wiped down when the shower is cleaned. The windows look so clean now and would like them to be cleaned more often in the future. The water is kept very clean, just more upkeep in the shower area. It is the best bargain in Bristol.
07/24/2025 01:53:17 PM EDT	More pavilions
09/05/2025 09:16:00 AM EDT	Please add more bathrooms and don't allow the homeless people to sleep in the park because they scare me when I'm running in the morning by myself.
07/24/2025 05:31:57 PM EDT	Could use more parking spaces at Rockwell Park/Muzzy field. When there is a game,especially on weekends, parking is limited or non-existent due to park attendance being high (which is a positive)
08/04/2025 11:39:57 AM EDT	N/a
09/10/2025 05:48:14 PM EDT	I would like to see better parking for the Baseball fields , Page park is almost a 1/2 mile walk from the parking at the playground. while at the filed their is absolutely NO bathrooms ! you all spent so much money on the park and their is no place to go to the bathroom at the baseball field or tennis and pickleball. very very disappointed. their is not even portly pots ! WHAT!! I hope the improvements are not completed because I almost twisted my ankle at the Basketball court at Page Park!
08/05/2025 06:42:16 PM EDT	None

34) What additional amenities or improvements would you like to see in Bristol Parks?

09/02/2025 03:26:07 PM EDT	People don't clean up after themselves so it would be nice to see cleaner green space. Sucks it falls on the town to do so more than not
08/07/2025 03:02:07 PM EDT	Free yoga
08/04/2025 08:20:48 PM EDT	More bathrooms available. Better fencing at Rockwell Page and Stocks for small children.
08/04/2025 09:20:52 AM EDT	Splash pads to come on earlier in the summer.
09/06/2025 02:19:01 PM EDT	Idk
08/09/2025 11:06:27 AM EDT	Because of regular vandalism, I would imagine it's almost impossible for grounds crew to keep up in addition to regular scheduled maintenance. I don't fault them for it.. but it's disappointing to live in a community that doesn't take more care of the wonderful things we have here.
09/05/2025 09:11:17 AM EDT	The slides at Rockwell park can be improved
09/03/2025 03:35:48 PM EDT	Trash cans need lids. Maybe that will keep garbage in them. More poop pick up areas, bags with disposal area. Area you dont have a can.doesnt get picked up.
07/27/2025 06:20:48 PM EDT	longer pool hours in the summer.
08/13/2025 01:25:12 PM EDT	At page park the parking lot to pool should be expanded. The lot is so small. Not everyone can walk up that hill. Even if we use the school lot. It's a long walk. Please make more parking spots just for the pool only. Maybe even for Rockwell park. In the back should be more spaces for concert fun.
07/24/2025 09:43:23 AM EDT	Improved maintenance of existing equipment.
08/08/2025 03:21:49 PM EDT	Fewer homeless people sleeping here
09/05/2025 09:04:09 AM EDT	Police presence should be consistent throughout the summer months. The lack of police presence is detrimental to security, and their presence helps foster relationships, particularly with at-risk groups.
08/31/2025 06:16:17 PM EDT	Water features, and flower gardens
09/07/2025 09:18:46 AM EDT	The entrance to the parks or exits should have the proper signs (stop signs and speed deterrents. Since a car crashed into my car that was parked in front of my house!!!!!! Thank you so much (sarcasm).
08/08/2025 07:08:57 PM EDT	More walking trails
08/04/2025 05:52:04 PM EDT	Increased security. On multiple occasions I've seen people on dirt bikes/motorized scooters speeding through the playground at Rockwell. Through the actual playground equipment as children were trying to play
08/11/2025 12:21:30 PM EDT	A lot of homeless/drugs at bracket park. Maybe another volleyball facility. Outdoor yoga classes
08/09/2025 03:17:26 PM EDT	More info and signage on the walking trails.
07/27/2025 01:35:18 PM EDT	Sidewalks
08/14/2025 12:49:20 PM EDT	Maybe add some pavilions to the Roberts Park property. Find some space on the trails to put it. And put it out onto the open trail areas.
09/04/2025 10:38:13 AM EDT	Page Park Parking is insufficient. Rockwell needs cleanup and security, improvement in its playground, splash pad, and some additional basketball courts . The pool should be bigger. The dog park should be relocated (it's too remote) ; and improved. I'd love to see organized activities for kids., maybe in partnership with The Boys and Girls Club. Why were new concrete walkways put in just feet from the adequate older paths?
07/24/2025 07:05:53 PM EDT	Working, clean bathrooms. A well maintained and larger pump track-current 1 is horrible condition. Once it was put in it wasn't maintained. A place that Bristol youth lacrosse can use for practice and games-all other town sports teams (soccer, baseball and football) have designated space in town form them-lacrosse does not. It's not fair. Police need to patrol Rockwell- kids are horrible. An additional skate park would help with the crowds. Better cleaning of the parks. They appear dirty
08/06/2025 01:14:49 PM EDT	Continued maintenance of existing structures
08/07/2025 09:08:54 AM EDT	More security; cameras, and/or police to monitor everyone's safety. There are some weirdos in the parks and I always feel unsafe due to personal experiences there. Federal Hill Green is where I most visit. I see the sign that it is to be improved hopefully more playscapes than before since it has always been so small.
08/26/2025 10:00:52 AM EDT	The new playgrounds are great however they need to do a better job with upkeep as far as mulch and cleanliness
08/04/2025 05:34:47 PM EDT	Have a computer program at Page Pool for quick entry instead of writing everyone's name, etc. Have our name and info in the system and we just show our license upon entry.
09/02/2025 01:14:24 PM EDT	Make it easier for disabled people to enjoy the parks.
07/31/2025 10:46:27 AM EDT	Year round restrooms
08/12/2025 10:49:23 AM EDT	More monitoring of older kids. Always smelling pot while visiting. Could use some rest facilities but they were destroyed.
08/07/2025 07:40:21 PM EDT	Could lighting be installed in the pickleball courts at shrub rd please?
08/07/2025 02:02:15 PM EDT	I would like lights on the Rockwell courts and benches
08/08/2025 09:20:25 AM EDT	More restrooms and dog waste stations please!

34) What additional amenities or improvements would you like to see in Bristol Parks?

09/02/2025 11:42:26 PM EDT	There was quite a bit of litter, some of it gross personal stuff, at birges so we haven't gone back. The rest of the parks are nice and I am happy to have access to the courts. A published schedule of classes/court usage would help so we could avoid showing up to use courts on days where they're used up for classes.
07/28/2025 12:09:41 PM EDT	I have seen groups of people having picnics in the park, which is great, unfortunately some of them just leave their trash on the ground and walk away. If they don't pick up the garbage they should be fined or barred from the park! Not sure how that could be done but it would be nice.
09/05/2025 11:50:38 AM EDT	More safety, what you have created here is beautiful but it still needs work. I don't feel comfortable bringing my child to some of these places for safety reasons and it would be nice if we had more programs for home school children.
09/06/2025 07:06:19 AM EDT	better bands for Tuesdays in the park - longer season - southington goes into the 2nd wk of september. Bathrooms at Rockwell park need major improvements
08/04/2025 12:58:15 PM EDT	We need a lakeside beach. I hate going to Wolcott for that. Bring back the paddle boats in Rockwell, the art camp for all ages, better shows at the Rockwell theater thing. And better barriers in Rockwell, my kid was almost hit by a motorized scooter that just drove up on the walkway through the playground. Put a speed bump, ballards, something. I haven't been to Rockwell since.
09/05/2025 09:11:14 AM EDT	The garbage emptied more often, maybe a place for bags and gloves, so as we walk through the park we can pick up the trash. I understand that the budget doesn't allow for extra shirts so maybe getting the community involved we can clean it up ourselves.
08/11/2025 08:27:05 AM EDT	The Rockwell main paths should be wider, it can be troublesome for people to pass groups / strollers or when people need to stop. Especially on the bends around the pond, some of the trail is missing against a steep hill to the water.
08/08/2025 04:20:04 PM EDT	Particularly Rockwell Park, I'd like to see more police presence
07/24/2025 09:11:24 AM EDT	Additional exercise classes for all ages
08/12/2025 07:57:09 PM EDT	More complete walking paths or loops.
09/05/2025 11:05:34 AM EDT	Page Park pool needs chaise lounges and more grass. I'd never heard of laying a towel on concrete before visiting it. The Page Park playgrounds and splash pad could be better maintained. There should also be accessible bathrooms there and at stocks. The bathroom at Rockwell is disgusting. I'd like to see it expanded and cleaned.
09/07/2025 06:10:49 PM EDT	Greater police/camera presence. The amount of dirt bikes I see going on the trails and on the road is unsettling. Cars and motorcycles go so fast I'm shocked more aren't hurt. If there is no consequence to breaking the rules or putting people's safety at risk, why would anyone stop doing it?
08/06/2025 01:15:17 PM EDT	Nothing I think it's great as is!
08/08/2025 12:40:12 PM EDT	would like to have the opportunity to report maintenance repairs to a centralized location- currently im not aware of any reporting mechanism
08/25/2025 01:36:37 PM EDT	Please just learn to take care of what we have. The maintenance of the park system is laughable. Take a drive to any surrounding municipality and go see how things are done. The maintainers crews in Bristol should be ashamed of themselves.
08/14/2025 12:54:58 PM EDT	More trash clean up. Rockwell park specifically has had tons of trash on the hiking trails and can be seen in the Pequabuck River.
08/06/2025 02:52:32 PM EDT	Cleaner bathrooms
08/11/2025 08:15:19 PM EDT	I'd love to see more enforcement regarding littering and unleashed dogs.
08/17/2025 10:52:46 AM EDT	Create more fenced in off leash dog spaces.
08/18/2025 09:46:00 PM EDT	I would like to have them spray for poison ivy along the walking trails. Even though it cannot be totally contained, if it is sprayed once or twice a year it would keep it from spreading. Robertson Park is spreading more every year and for some people who are very allergic, it may prevent me from walking there. I try to spray in the spring, but was unable to get to it this year. At 75 it's getting harder and harder to do these things but I still love hiking the trails and taking my grandkids too
08/11/2025 12:45:45 PM EDT	We don't need more amenities. We just need more of a presence by Bristol Police Department to end the harassment of females and the very unsafe motorized hoodlums that run you off trails and do wheelies down the middle of the street.
08/08/2025 09:14:35 AM EDT	Cameras on Federal Hill Green
09/05/2025 04:53:00 PM EDT	Police need to get out of their damn cars and get off their phones. It's a bad look
08/08/2025 06:59:30 PM EDT	I would love a water feature at the Perkins dog park.
08/27/2025 11:54:01 AM EDT	More multigenerational community events/intramural sports
08/12/2025 09:57:06 AM EDT	More entertainment for adults . More concerts or music venues
08/05/2025 06:35:44 AM EDT	A nice splash pad at Page Park, open during all park hours. The current splash pad has been there, unimproved, since I was a child. It only works some of the time and is incredibly underwhelming. The splash pad at the pool is nice but only accessible during certain times.
08/16/2025 01:50:29 PM EDT	Splash pad

34) What additional amenities or improvements would you like to see in Bristol Parks?

08/14/2025 08:35:05 PM EDT	Cleaning crews, especially during summer there is so much garbage all over the park. The town should be hiring summertime crews to clean up daily.
07/30/2025 12:31:44 PM EDT	I would love to see the boathouse at Rockwell opened and used. I also wonder if there is a way to make a safe ice skating program in the winter. I'd hate for anyone to get hurt, but it would be so lovely to have that.
09/05/2025 11:13:40 AM EDT	An improved splash pad. For as large as Rockwell Park is, I was surprised the splash pad didn't have more. It'd be nice to have bathrooms near the playground. The closed buildings to be utilized for concession stands or something (tower in the playground, building near amphitheater, etc.). I would generally like to see police or security more often. There have been a few instances where I've had to leave because of activity on the basketball court.
08/04/2025 04:58:48 PM EDT	More access to rental spaces and more programs for adults who aren't seniors
09/05/2025 10:55:58 AM EDT	none
08/07/2025 01:59:40 PM EDT	better courts and more clean
08/11/2025 04:16:36 PM EDT	You claim there is a pump track at Rockwell. It's a pathetic pile of dirt and weeds that never was maintained. Plus it's so small and far away from everything else. Working clean bathrooms are a must. You have baseball and softball fields but nothing for lacrosse! The space at BAIMs is full of goose poop, poorly mowed and have no bathrooms!

35) Please describe any additional comments regarding your satisfaction with Bristol Parks.

Date/Time	35. Please describe any additional comments regarding your satisfaction with Bristol parks?
09/05/2025 02:49:39 PM EDT	I would love to go to Rockwell Park however it is so unsafe with all the fighting and drug activity. and I am scared to take my children there
08/22/2025 11:43:22 AM EDT	There is literally a pile of garbage or a homeless encampment located near disc golf station
08/11/2025 09:57:08 PM EDT	Homeless issue in parks too
07/24/2025 07:05:53 PM EDT	All town parks should have working and clean bathrooms. You can't take kids (or the elderly) to the park if they can't use a toilet.
09/03/2025 11:41:15 AM EDT	Thank you for what you do!
08/11/2025 11:31:02 AM EDT	I think an increased presence of police and actually taking initiative over young people cause a disturbance.
08/06/2025 01:14:49 PM EDT	Overall I think the needs of the community are being met. Some parks could use some maintenance and cleaning, but I'm very happy as a mom to two young children with financial constraints. I really appreciate those who contribute to the park systems in this town.
09/10/2025 09:36:39 AM EDT	Rockwell park especially has a problem w atvs,motorbikes,etc going onto the sidewalks and walkways around the pond area. More than once I have had to quickly get out of the way and also pull my granddaughter off to the side. I have not seen police there one time all summer.
09/05/2025 05:11:10 PM EDT	Very happy with the low daily cost for seniors at the outdoor pools.
09/01/2025 07:27:11 PM EDT	Dangerous pot holes in grass and tons of tin can lids around new pickleball courts.
08/07/2025 09:08:54 AM EDT	Other than those things, I am pretty satisfied.
08/13/2025 09:17:37 AM EDT	The parks crew is great.
08/26/2025 10:00:52 AM EDT	We love all the parks and always have a great time
08/06/2025 11:16:20 PM EDT	You guys seriously do a great job. Please just keep homeless encampments from ruining the woods in these and thank you for the upkeep at kern park. I noticed the trail was cleared of over growth again today and that's some thing I've never seen before. Also the gates at the entrance have kept out the idiots ripping through on atv's which was a dangerous problem a year or two ago when I'd have cubscouts out there.
09/02/2025 08:55:10 PM EDT	We have many , great job maintaining them all, appreciate the updates and mission regarding family and community.
08/11/2025 06:13:29 PM EDT	Thank you to the Parks and Rec team. Bristol is do lucky to have so many beautiful parks with so many amenities. The one negative is the homeless encampments and the trash left by park goers and homeless people
08/04/2025 05:34:47 PM EDT	When leaving Page Pool, be able to exit through the fence gate instead of going out the hallway by the entry desk. There's too many people entering at the same time and the hallway is crowded.
07/24/2025 03:14:16 PM EDT	Zero maintenance staff.
07/31/2025 10:46:27 AM EDT	Our parks are great!!
08/24/2025 06:14:20 PM EDT	Overall we love Bristol parks and use them often. Thanks for all the work that is done to make them a pleasurable place!
09/05/2025 09:09:31 AM EDT	Page park disc golf course needs two holes maintained for full use, maybe some better signage at each tee box
08/07/2025 07:40:21 PM EDT	Appreciate the installation of pickleball courts at page park

35) Please describe any additional comments regarding your satisfaction with Bristol Parks.

08/07/2025 02:02:15 PM EDT	I would like if there is some cops here at all times
08/12/2025 08:40:37 AM EDT	I stick to these two parks because they're clean and well maintained. I also feel safe bringing my children to these parks. I stay away from parks like Rockwell.
08/08/2025 09:20:25 AM EDT	Overall a pleasant experience to walk my dog here, however there needs to be better leash law enforcement. There are off leash dogs in the main area of Rockwell park almost daily in the summer. Also please hold people/event organizers accountable for not cleaning up after themselves after events. Every Easter there are plastic eggshells, paper, and balloons left everywhere, and after other big events there is usually trash on the ground and overflowing garbage cans.
09/02/2025 11:42:26 PM EDT	Seymour and pigeon hill are lovely but the parking situation seems to be getting worse and the road is becoming unsafe for the pedestrians parking on the sides of the road, especially without a walkway from pigeon hill to seymour.
07/25/2025 09:04:09 AM EDT	Our parks in Bristol are far the best in the area and we are so fortunate to have them. Thank you for your continued efforts.
08/08/2025 01:57:01 PM EDT	We love nature. Want to keep it clean and safe.
09/04/2025 10:45:41 AM EDT	Best parks department in the state!
09/05/2025 09:45:42 AM EDT	Loving all changes happening at Page Park, thank you for all that you do!
08/10/2025 01:15:06 PM EDT	This place (Rockwell park) is disgustingly. Me and a few other have had to go around on our own time and clean up after these "block parties" that are held here on the weekends. Broken glass by the playground, full empty beer coolers in the stream, not to mention all the trash and oil in the pond. Rockwell park is a gem let's keep it that way please
09/05/2025 09:16:00 AM EDT	Other than what I mentioned before I am satisfied with the parks in town
09/06/2025 07:06:19 AM EDT	Always well maintained
08/04/2025 12:58:15 PM EDT	Overall I think it's good, was better under Zoppo-Sassu. I'd like to see a program with "cryptids" in the park, my kids would LOVE that. I think we need a zoo like Menominee park in Oshkosh WI. We NEED a lakeside beach. We do NOT need more cops or security, I don't want to feel like i'm in a police state every time I go to the park. I'd like more broad programs to intro kids to a variety of sports. Some engineering focused programs, my girls would love to build.
08/08/2025 08:12:40 PM EDT	More security or police presence in Rockwell Park especially in the evening People on dirt bikes and scooters speed through the park endangering pedestrians. Crowds of people gathering on the path near the stream. People are always vandalizing the restrooms
09/05/2025 09:11:14 AM EDT	Public restrooms or Porta potties
08/11/2025 08:27:05 AM EDT	I love that we welcome dogs at the park but leashes and cleaning up after dogs needs better enforcement. I do not want to punish everyone else for a few irresponsible owners but it seems like a park employee to keep an eye and make them aware would do wonders.
08/08/2025 04:20:04 PM EDT	Could you do SOMETHING about the off roading dirt bikers? They completely ruin the experience

35) Please describe any additional comments regarding your satisfaction with Bristol Parks.

09/10/2025 05:48:14 PM EDT	The parking that you created at Page park up the hill is kind of crazy , not eazy for anyone with a hard time walking to get down the stairs and then walk to baseball field , NOT a good plan! The playground at Page park is old and outdated! I truly hope this is on your list to update. The small playgrounds around town are lovely , it would be nice if one of the largest parks in Bristol is updated including the parking lot!
07/24/2025 09:11:24 AM EDT	We just moved here in April and have gotten very involved already especially in the toddler classes (shout out to Ms Aubrey for Learning Through Books and Ms Jen for Kinderwild!) and love it! Keep up the good work!
09/02/2025 03:26:07 PM EDT	I like the amount of parks we have for the space. I like that the playgrounds etc get updated.
08/12/2025 07:57:09 PM EDT	Overall I am very satisfied with Page Park. It is the only park in Bristol that I frequent, but it is an enjoyable experience every time. I live nearby, and the proximity renders it all the easier to attend.
09/06/2025 02:19:01 PM EDT	Idk
08/09/2025 11:06:27 AM EDT	Again, it's more a reflection of the community at large than the parks staffâ€¦ pot smoking, dog feces, trash and general carelessness of people. Not sure if these can be addressed, but if there is state or local ordinance about the smoking, it should be better enforced. Parks are otherwise maintained well and I know the staff works hard. Is there a chance you would consider leaving the splash pads open into September even though the pool is closed? Thank you and God Bless
09/07/2025 06:10:49 PM EDT	The amount of trash along the brook and on the nature trails around the disc golf course is embarrassing. Broken glass, plastic, metal, etc on the trails. Food wrappers, cans/bottles, diapers, etc along the water and at the picnic areas. I've picked up broken coolers, plastic toys, clothing, bags, all over. Seems like a simple fix for students looking for community service or those incarcerated to help clean up. The amount of broken glass is the most concerning given that dogs can be injured.
08/06/2025 01:15:17 PM EDT	I love calling my dog with my family here!
08/08/2025 12:40:12 PM EDT	V happy wth Bristol Parks and their upkeep, never have an issue with the \$ it costs to run the parks or enhance them. parks are critically important. pickeball courts at Riley Field- get a lot of use- the fencing needs to be reviewed to ensure safety- the side close to the street- where the "platform" ends and the fence meet there is a gap- many twisted ankles occur- its really not safe and is hazarous. lighting at the page tennis courts should be reviewed to ensure all lights work.
08/07/2025 10:55:46 AM EDT	I appreciate the improvements that are being made to Rockwell Park, I would just mention several things that are not welcome. Many people that camp and have parties along the river do not pick up after themselves. Additionally, I've noticed several trees along the trails have been vandalized and wildlife have been injured or killed (a turtle was either run over or crushed with a rock near the trail. Also, on many occasions I have seen multiple ATVs - dirt bikes and motorcycles on trails.
07/25/2025 11:49:14 AM EDT	Supt and asst supt need to go out in the field and inspect the parks instead of sitting in office or attending the many conferences that have no actual effect on the parks conditions.
09/02/2025 12:29:41 PM EDT	Faster cleaning after weekends and holidays

35) Please describe any additional comments regarding your satisfaction with Bristol Parks.

08/25/2025 01:36:37 PM EDT	Privatize the park maintenace, what we have been dping for years and years isn't working. The fact that these people cant keepna simple landscape bed clean and presentabke is proof enough of a broken system. The programing end of the park system is great.
09/03/2025 03:35:48 PM EDT	Thought. What if you had garbage pickups in the park? Kind of a system...I see garbage. But wont pick other people's garbage up because there are no pickups. Didn't bring my own.
08/14/2025 12:54:58 PM EDT	Happy we have these great parks in Bristol!
08/06/2025 02:52:32 PM EDT	Usually the park is very clean so I was surprised to see an overflow of garbage in on of the trash bins
08/11/2025 08:15:19 PM EDT	I've a resident in Bristol for a little over an year, and I don't know much about the programs and community services offered to its population. I'd love to see more that on Bristol's social media and ways to get involved - it would be wonderful to be part of a cleaning day to make our parks look more beautiful.
08/17/2025 10:52:46 AM EDT	I do not enjoy people soliciting at the park entrance Additional signs and enforcement for off leash dogs at the parks. The parks are always a mess after events. Garbage is all over the ground.
08/13/2025 01:25:12 PM EDT	The summer has lots of activities which is awesome.
07/24/2025 09:43:23 AM EDT	Overall the facilities are great, enjoy spending time with my child at playgrounds/splashpads/pools.
07/24/2025 02:46:12 PM EDT	I would like to see lovely, historic Rockwell Park better maintained before it crumbles into the ground. The rock walls are deteriorating, the walking paths have holes, there's too much trash, and the no vehicles (ATV/motorcycles) inside the park is very loosely enforced. I'm also sad that the marsh is dirty/trashy abd so overgrown that you can't see the turtles anymore. Removal of graffiti would also be a plus as well as stiff repercussions for those caught applying it.
08/18/2025 09:46:00 PM EDT	I think Bristol should be very proud of their parks. We use them all the time.
08/11/2025 10:48:48 AM EDT	Lots of garbage and broken glass left at Rockwell park by the river?large gatherings of people just off the trail loud music
08/07/2025 03:29:49 PM EDT	Rockwell park has become an unsafe place for residents to use. Motor bikes are used at high rates of speed in parking lots and park areas on a daily basis. Riders seem to have no concern for the safety of others. Worse during weekends. Picnicking is done everywhere along the river and the trash are left on the ground and thrown into the water ways. Police presence is non existent. When police come its just a drive in and drive out without stopping.People I met there have moved to other parks.
08/11/2025 12:45:45 PM EDT	The motorized vehicle part I feel should be addressed. Other towns like Waterberry for example actually will sees these illegally operated motor vehicles but yet Bristol does nothing. I have watched dirt bikes, do wheelies down the center of the road with both lanes of cars full by Rockwell with a cop right in front of me who did absolutely nothing. This is also an issue throughout the city in general.
09/05/2025 04:53:00 PM EDT	Staff are geeat

35) Please describe any additional comments regarding your satisfaction with Bristol Parks.

08/08/2025 06:59:30 PM EDT	I love the Bristol parks. It's amazing that the land was saved! I cannot thank all of you enough
08/12/2025 09:57:06 AM EDT	I think Rockwell needs to be maintained better and the kids need to be controlled with the e-bikes. Smell of marijuana turns me off
09/05/2025 09:04:09 AM EDT	Our parks are Bristol's greatest asset! Our parks department is one of the best in the state, and their leadership is nationally recognized! We have MUCH to be proud of in our Parks, Recreation, Youth and Community services department!
08/31/2025 06:16:17 PM EDT	I think the grounds could be a lot prettier. I think they're kind of boring. They need more color and flowers and maybe some art artist from local artists.
08/08/2025 07:08:57 PM EDT	Homeless living at the park. Getting high in the bushes.
08/05/2025 06:35:44 AM EDT	We love the programs through BPR and we love utilizing our parks. Just a couple of things noted above that could use some improvement :)
08/15/2025 08:23:58 PM EDT	Ticket these riders dude
08/14/2025 08:35:05 PM EDT	Park is very disgusting garbage littered everywhere
07/30/2025 12:31:44 PM EDT	I plan to start a volunteer group to clean up Rockwell. The park staff work hard to maintain the park, and it's beautiful. I moved here from out of state a little over a year ago, and have been surprised at how disrespectful citizens are of this wonderful space. They have no idea how good they have it, but they treat the riverbank like a garbage can. It's shameful. I've lived in four states, and I've never seen citizens treat a park so terribly. Please put up no littering signs.
08/09/2025 03:17:26 PM EDT	Like the parks in Farmington and Simsbury. Would be nice to up our game closer to their levels. But in general we have seen much improvement over 40 years living here.
07/27/2025 01:35:18 PM EDT	We love the programs for kids, the pools are great, and the new pickleball courts are nice
09/05/2025 11:13:40 AM EDT	The newsletter is nice. The events out on during holidays, etc. makes it feel very much so like a community rather than just a place you live.
08/04/2025 04:58:48 PM EDT	Notify participants if a program is in danger of being canceled or alert on social media. Also I think getting the word out and marketing (not spending money but posting in various platforms) for programs available would help participation.
09/05/2025 10:55:58 AM EDT	Garbage on the grounds every day near the Dog Park and other parking areas in the park.
09/04/2025 10:38:13 AM EDT	I'm happy to see improvements at Page. I'd like to see the same at Rockwell. There is a huge disparity between Page and Rockwell that should be addressed.
09/10/2025 12:38:31 PM EDT	Rockwell - there is an ongoing problem with people on ebikes, dirtbike, etc in the park. This includes these vehicles on the walking trails. These are not allowed but I have never seen any effort to enforce.

BPRYCS 2025-2027 Strategic Plan Workbook

Objective	Activities	Baseline Data	Measure of Success	2026 Priority	2027 Priority
Objective 1.1. BPRYCS cultivates a workplace that is second to none in employee performance and satisfaction for maximum community impact	Develop and implement an Orientation Program for all new employees customized for each position in the department	Average overall satisfaction of staff in 2025 was 76% <i>(Source: 2025 Employee Satisfaction Survey)</i>	By 2027, 80% of BPRYCS employees will report satisfaction in the work place		
	Cultivate a Work Force Development Program that creates 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	Key Performance Indicators (KPI) were developed and adopted in 2025 <i>(Source: BPRYCS Key Performance Indicators)</i> .	By 2027, divisional Key Performance Indicators (KPI) are fully utilized with data being captured for future performance benchmarking		
Objective 1.2. BPRYCS stewards clean, safe, and attractive parks, facilities and programs that encourage public visitation and play	Develop a strategy and action plan that engages the Bristol Police Department to enhance police presence in the parks and increase accountability for rule/ordinance violations	55% of park patrons report feeling safe or very safe in the parks <i>(Source: 2025 Parks Satisfaction Survey)</i>	By 2027, 70% of park patrons will report feeling safe or very safe in the parks.		
	Identify strategic locations for enhanced security systems such as improved lighting, safety call buttons in the parks, upgraded and additional security cameras and a modify security guard program.	48% of park patrons report being satisfied with the maintenance, upkeep, and cleanliness of parks and facilities <i>(Source: 2025 Parks Satisfaction Survey)</i>	By 2027, 65% of park patrons will be satisfied with the maintenance, upkeep, and cleanliness of parks and facilities		
	Establish a plan for increasing public awareness of littering and invest in necessary infrastructure, signage and materials (i.e., trash cans) to support behavioral changes				
Objective 1.3. BPRYCS develops, adopts and implements best practices for	Develop a Procedures and Practices Manual to better document operational procedures, inventory systems/databases, and facility maintenance checks	86% of the fundamental standards and 54% of the non-fundamental standards have been met towards CAPRA	By 2027, all standards will be met and BPRYCS will be nationally recognized for its best practices and organizational excellence		

BPRYCS 2025-2027 Strategic Plan Workbook

operational efficiency and financial stewardship in alignment with industry and national standards to ensure organizational excellence	Prioritize policy creation that aligns with the national standards established by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA)	Accreditation (<i>Source: CAPRA Standards Workbook</i>)	through the award of CAPRA Accreditation		
Objective 2.1. BPRYCS programs, services, and staff are diverse and reflective of the Bristol community	Adopt an equity lens and complete analysis on all department programs and services considering changes that may include payment plans, sliding scales and discounts	52% of program participants are from low-income census block groups	By 2027, there will be a 20% increase in program participants from low-income census block groups		
	Enhance employment recruitment strategies by identifying key venues where diverse people congregate for BPRYCS to table at (i.e., Pride events, Latin Festivals, etc. with bi-lingual materials)	The race and ethnicity of BPRYCS full-time staff are 84% reflective of City of Bristol community demographics (<i>Source: Munis Employee Inquiry Report</i>).	By 2027, the race and ethnicity of BPRYCS full-time employees will be 100% reflective of City of Bristol community demographics		
Objective 2.2. BPRYCS creates opportunities that are inclusive, accessible and welcoming to all members of the community through strategic investment and decision-making	Utilize the ADA Transition Plan to operationalize funding requests that support physical accessibility improvements to the parks and facilities	74% of park patrons report being satisfied with the accessibility of the parks and 80% report having experienced no barriers for participation (<i>Source: Parks Satisfaction Survey</i>).	By 2027, 85% of park patrons will report being satisfied with the accessibility of the parks and 90% will report having experienced no barriers for participation.		
	Build upon the inclusion statement by adopting design standards for accessibility/inclusion in future playground and recreational amenity construction				
	Start building capacity to support long range development of inclusive programs and therapeutic programs designed to support specific special needs residents	Parks are X% accessible (<i>Source: ADA Audit-note: still need to conduct a</i>	By 2027, the parks will be X% more accessible		

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		formal ADA audit to collect this baseline data. 6% of program participants have a self-disclosed special need or disability (Source: <i>Special Needs Disabilities Disclosure Data</i>)	By 2027, access for individuals with special needs or disabilities will improve and program participants that have a self-disclosed special need or disability will increase to 15%.		
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	Conduct analysis of department boards and commissions that result in the development of strategic board member profiles to determine what types of individuals are needed to help inform elected officials of appointment priorities	The race and ethnicity of BPRYCS boards and commissions are 18% non-white compared to 35% of the Bristol population being non-white. (Source: <i>Board & Commission Matrix</i>).	By 2027, the race and ethnicity of BPRYCS boards and commissions will reflect the Bristol population with 35% of commissioners identifying as non-white.		
	Develop specific community engagement processes and methodology for soliciting feedback from diverse voices which may include tabling at specific parks or neighborhoods				
Objective 3.1. BPRYCS identifies, implements, and prioritizes programs and initiatives that directly result in increased access to benefits from the 7-dimensions of well-being	Produce materials and roll-out for the internal adoption of the 7-dimensions model which considers staff education, common language, definitions, program rubric and policies that imbed the 7-dimensions in our programming processes aligned with a benefits-based programming approach	No baseline data for 7-dimensions of well-being (Source: <i>Program Satisfaction Survey Report</i>) 87% of park users report the parks provide benefits associated with the 7-dimensions of well-being (Source: <i>Parks Satisfaction Survey</i>)	By 2027, 80% of program participants will report an increase in health benefits associated with the 7-dimensions of well-being		
	Create a public facing campaign to tell the story of our impact and raises awareness of the 7-dimensions model and the role BPRYCS plays in influences them. Pursue appropriate technology (such as an app or mapping system) to support customer engagement with the 7-dimensions.		By 2027, 95% of park users report the parks provide health benefits associated with the 7-dimensions of well-being		

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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	Develop and implement a Park Stewardship program that engages youth, provides green certification, green internship opportunities, and educational outreach into the summer camps and schools	217 youth have participated in “green” programs	By 2027, 500 Bristol youth will be engaged in “green” programs		
	Establish Natural Resource Management plans for the parks such as forests, tree canopy/equity, invasive species, habitat restoration and maintenance	95% of Bristol residents believe the parks provide connection to the outdoors, green space and protected natural habitats (Source: Parks Satisfaction Survey)	By 2027, 100% of Bristol residents believe the parks provide connection to the outdoors, green space and protected natural habitats		
	Modify existing infrastructure, park vehicles, equipment, and signage needed to support implementation of recycling				
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	Develop a comprehensive Community Services strategy and campaign to better communicate available services, and the evolving role of community services in the overall city health network	Baseline data still being developed. X\$ are being allocated to health-related programs aligned to the 7-dimensions of well-being (Source: Program Participant Satisfaction Data)	By 2027, the percentage of funds allocated to health-related programs aligned to the 7-dimensions of well-being will increase by 25%		
	Increase staff knowledge so employees can better communicate the wellness benefits associated with department programs and services				
Objective 4.1. BPRYCS engagement, brand	Strategically determine locations of all park and facilities signs, retire old signs and roll out new branded, bi-lingual signs throughout the park system	Community engagement activities have resulted in 43,345 active engagements	By 2027, both active engagement and exposures		

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recognition, and communication efforts result in community members that are engaged, informed and part of the process of shaping their parks, programs and services	Increase promotion of the parks and what's available via a targeted marketing campaign	(7% increase from FY 2024) and 770,167 exposures (15% increase from FY 2024). <i>(Source: Annual Community Engagement Report)</i>	to community engagement will increase by 25%		
	Improve the website, use of technology and interactive features that further define park amenities				
Objective 4.2. BPRYCS fosters a deep pool of committed, qualified, and engaged volunteers that support department services and creates a leadership pipeline for stewards of the future	Adopt a comprehensive Volunteer Management Plan that clearly outlines policies and practices for volunteer management such as management oversight, training protocols, volunteer database, volunteer relations and appreciation events.	BPRYCS leverages 31 volunteers on an annual basis to assist with department programs and events <i>(Source: Program Participant Reach)</i>	By 2027, BPRYCS volunteers on an annual basis will double.		
	Establish a volunteer recruitment plan that includes establishing key partnerships with local companies (i.e., ESPN)				
Objective 4.3. BPRYCS forges strong community partnerships that support mission delivery through funding or other resources that help reduce barriers	Foster the development of a Park Foundation or Friends of BPRYCS non-profit to serve as the philanthropic wing of the department	N/A	By 2027, a 501c3 foundation will be formed and an MOU with the city/Board of Park Commissioners will be executed		
	Develop a system and process for cultivating and managing relationships with donors and partners to better organize and avoid relationships being translation over time and during staff transitions. This may include a clear database of who does what for the				

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	department, written partnership agreements and identification of potential new partners and sponsors				
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