



*City of Bristol
Youth Commission*

INFORMATION TO ACCESS THIS MEETING

<https://bristolct-gov.zoom.us/j/85852635281?pwd=IRy3Ua04nOCtOfUZr0UITPDvVbSPJg.1>

The regular Youth Commission meeting will be held on Wednesday, February 11, 2026, at 6:00 PM. in City Hall, 111 North Main Street, Bristol, CT.

AGENDA

1. Call to Order
 - a. Pledge of Allegiance
 - b. Attendance
2. Public Participation
3. Approval of Minutes
 - a. Approval of Minutes: December 10, 2025, Regular Meeting Minutes
4. Supervisor's Report
 - a. Supervisor's Report
 - b. Project Aware Updates
 - c. BEST Update
 - d. Year to Date Financials
 - e. Youth Diversion Team
5. Youth Report
6. New Business
 - a. Consider expanding the Youth Commission to a Youth and Community Services Commission and refer the matter to the City Ordinance Committee.

- b. Youth and Prevention Leaders Awards Discussion and Program Review
 - c. Department Strategic Master Plan - Littering Campaign - Youth Involvement Ideas
 - d. By Commissioners
- 7. Old Business
 - a. By Commissioners
- 8. Adjournment

PER ORDER OF THE CHAIRPERSON
Officer Matthew Gotowala



Youth Commission

Wednesday, December 10, 2025 at 6:00 p.m.

Bristol City Hall-111 North Main Street Bristol, CT 06010 Room G-1

1. Call to Order

Officer Matthew Gotowala, chair, called the meeting to order at 6:02 p.m.

a. Pledge of Allegiance

b. Attendance

Members Present:

Matthew Gotowala, Chair
Deborah Ahl, Vice Chair
Jonathan Lukasiewicz, Commissioner
RJ Motel, Commissioner
Donna Osuch, Commissions
Steven Seymour, City Council Liaison
Joshua Medeiros, Superintendent
Stephen Bynum, Youth and Community
Services Supervisor

Absent:

Luke Viens, Commissioner
Antonio Chatfield, Commissioner

2. Public Participation

None.

3. Approval of Minutes

a. Approval of Minutes - October 22, 2025, Regular Meeting Minutes

MOTION: Made by Vice Chair Ahl to approve the October 22, 2025, Regular Meeting Minutes.

Seconded by Commissioner Kilby; all in favor; motion approved.

4. Supervisor's Report

a. Supervisor's Report

Youth and Community Supervisor Stephen Bynum presented the Supervisor's Report. Since the October meeting, staff conducted three counseling intakes and have recently seen an increase in families seeking individual and family counseling services, with numbers expected to rise by the next reporting period. Currently, 18 families are receiving Youth Service Bureau services, and 36 families have been referred by the Board of Education, many participating in the Positive Youth Involvement Program. Basic needs support remains in high demand, with 15 recent intakes, eight evictions, seven foreclosures, and continued use of the Caring Closet, while housing instability and missing juveniles remain growing concerns. No Families With Service Needs referrals have been received, and during this period staff made two referrals to the Fair Rent Commission and one to Fair Housing while continuing to assist residents with tenant/ landlord concerns.

b. Project Aware Updates

Youth and Community Services Coordinator Raven Cody and Ashante Malone presented the Project Aware Updates. Project Aware programs continue to be offered through Youth Services in collaboration with the Board of Education, school partners, and after-school programs. Empower Hour, facilitated by Youth Services staff and an intern, recently concluded with nine first- through third-grade students from multiple Bristol elementary schools and will return in the spring for fourth- and fifth-grade students due to strong parent feedback. Girls with Goals at Bristol Central High School remains ongoing and was extended by one week, engaging a positive group of freshman girls and allowing for identification of students needing additional one-on-one support. The Young Women's Issues Group at Bristol Prep began in early November and runs through April, offering a longer 20–22 week program focused on similar topics, relationship building, and planned exposure opportunities through field trips. Additionally, the Lunch Buddies program, facilitated by an intern, recently concluded with a group of second-grade students, focusing on friendship and social skills in response to identified school needs.

The Young Men of the Future Program, facilitated by two contract workers at Bristol Prep Academy, serves 12 young men in a 22-week program focused on leadership, accountability, and community service, and continues to progress well as a counterpart to the young women's program. Additionally, Troy Ellison is facilitating a mentoring program at Bristol Prep, with plans to expand his involvement and launch a father's group that has received strong interest.

The department is actively managing its holiday gift-giving program, serving 489 children with support from 53 donors, including families, individuals, businesses, and organizations. Strong donations have allowed the program to operate using only about half of its allocated budget, though staffing shortages and increased participation have made the effort especially demanding. Gift distribution will take place throughout the week, alongside special events such as Shop with a Cop, and the department continues to welcome volunteer support and donations—particularly gift cards, teen items, and practical necessities.

c. B.E.S.T. Update

An update was shared on the wellness survey results, highlighting that teen substance use has decreased since the last survey, a success credited to Deedra's work and the BEST program. Efforts are underway to clearly connect these positive community outcomes to the program's impact to ensure its continuation, with more information to be shared during upcoming budget discussions and into 2026. Special appreciation was expressed to Dee and the coalition for their visibility and engagement with students, noting that their presence in schools and support of major events—such as the pre-Thanksgiving pep rally—has had a meaningful and lasting impact on student safety and well-being.

d. Year to Date Financials

Youth and Community Services Supervisor Bynum presented the Year to Date Financials. He stated the department is still early in the budget year and most accounts are in good shape, with no major concerns identified at this time. One notable highlight is the relocation account, which currently has approximately \$28,000 remaining, helped in part by fewer relocation clients this year. While the account is holding steady, it remains unpredictable, as a single large incident could significantly impact expenses due to relocation, storage, and moving costs. Overall, the budget is stable and being managed well.

e. Youth Diversion Team

The Youth Diversion Team (formerly the Juvenile Review Board) is transitioning to a more restorative, diversion-focused model aimed at keeping eligible youth out of court by connecting them with community resources. In November, there were 11 juvenile arrests, all involving felony charges, which made them ineligible for diversion and resulted in court referrals; several arrests stemmed from incidents involving multiple youth. Currently, the YDT has two lower-level cases pending (shoplifting and breach of peace), and notably, there were no alcohol, marijuana, or narcotics-related offenses reported. The increase in November activity aligns with long-standing trends seen in both police and school discipline data, where October and November are typically the busiest months.

f. Circle of Security

Youth and Community Services Supervisor Bynum presented The Circle of Security Program. The Circle of Security parenting program, offered in collaboration with the Bristol Board of Education, continues to see strong demand. The program, hosted at 51 High Street and supported with childcare and meals, filled all 16 available slots within a week of the flyer being released and has already started a waitlist. Due to its high impact and positive feedback from participants, discussions are underway to expand the program, potentially offering additional sessions or incorporating other parenting models such as Triple P. The success of the program has also highlighted a growing need for father-focused services, prompting further exploration of expanded training and capacity to meet community demand.

5. New Business

a. Youth Report Discussion

Chair Gotowala presented the Youth Report Discussion. The commission discussed creating space on the agenda for youth members to provide regular reports and feedback on community trends, needs, and priorities they observe. The goal is to ensure youth voices play a central role in shaping discussions, initiatives, and community service projects, recognizing that this is a Youth Commission and should be youth-led. Youth commissioners were encouraged to take an active leadership role, including participating in opportunities such as YSB Day at the Capitol, where they can engage directly with legislators and advocate on issues important to them.

MOTION: Made by Vice Chair Ahl to add the Youth Report to the agenda. Seconded by Commissioner Kilby; all in favor; motion carried.

b. Youth Commission 2026 Calendar

Chair Gotowala presented the Youth Commission 2026 Calendar. The commission reviewed the proposed 2026 meeting calendar and discussed scheduling considerations related to parenting programs and other commission meetings held on Wednesday evenings. While January presents conflicts, February and beyond may allow for adjustments, with further discussion planned to avoid frequent changes in meeting locations. The dates were reviewed for conflicts with school vacations, conferences, and holidays, and no major issues were identified. Overall, members expressed agreement with the proposed dates, and a motion was requested to accept the 2026 calendar with the location change to High Street.

MOTION: Made by Vice Chair Ahl to Approve the Youth Commission 2026 Calendar with the location changed to the Bristol Parks, Recreation, Youth & Community Services Office on 51 High Street. Seconded by Commissioner Kilby; all in favor; motion carried.

d. By Commissioners

Nothing to report.

6. Old Business

a. 51 High Street Relocation Update

Youth and Community Services Supervisor Bynum presented the 51 High Street Relocation Update. He had confirmed that the department will remain at 51 High Street rather than moving to City Hall. This location is seen as more accessible and comfortable for the community, benefiting both the department and the residents who rely on its services.

c. 2026 Youth and Community Services Division Budget

Bristol Parks, Recreation, Youth and Community Services Joshua Medeiros presented the 2026 Youth and Community Services Division Budget. The commission reviewed the proposed annual budget, which has been under development since August. The budget reflects a large status quo approach, with only minor adjustments in a few areas. A key request for the upcoming year is the addition of a third Youth and Family Coordinator to support the BEST prevention program, with funding proposed from the city's cannabis revenue. Programming costs are already included in the existing budget, so no additional funds are requested for program operations—only for the new staff position. The budget is due to the comptroller in January, and the recommendation is for city approval of this plan.

MOTION: Made by Commission Kilby to Endorse the 2026 Youth and Community Services Division Budget.

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

b. Holiday Gift Giving Tour

The Commissioners were given a tour of the space used for the Holiday Gift Giving giving program following adjournment.

c. Assist in the Preparation of Gifts for the Holiday Gift Giving Program

The Commissioners were given the opportunity to help assist with the Holiday Gift Giving program following adjournment.

d. By Commissioners

Nothing to report.

7. Adjournment

MOTION: Made by Commissioner Motel to adjourn at 6:45 p.m.

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

Respectfully Submitted,
Amaris Estrada
Recording Secretary
Youth Commission



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Youth & Community Services Supervisor Report

Youth Commission

(February 11, 2026)

I. Counseling Updates

The 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 include juvenile diversion programming, individual and family counseling, crisis support and positive youth development opportunities

This report is being generated to reflect data for individual and Family Counseling, Intakes and Referrals:

- Number of intakes conducted by staff: 2 (December - Present)
- Number of clients currently receiving services: 18 (Full-time staff, Contractors and Interns)
- Number of families referred by the BOE: 45 (Positive Youth Involvement Programs)
- Number of families referred for (FWSN) Families with Service's Needs: 0

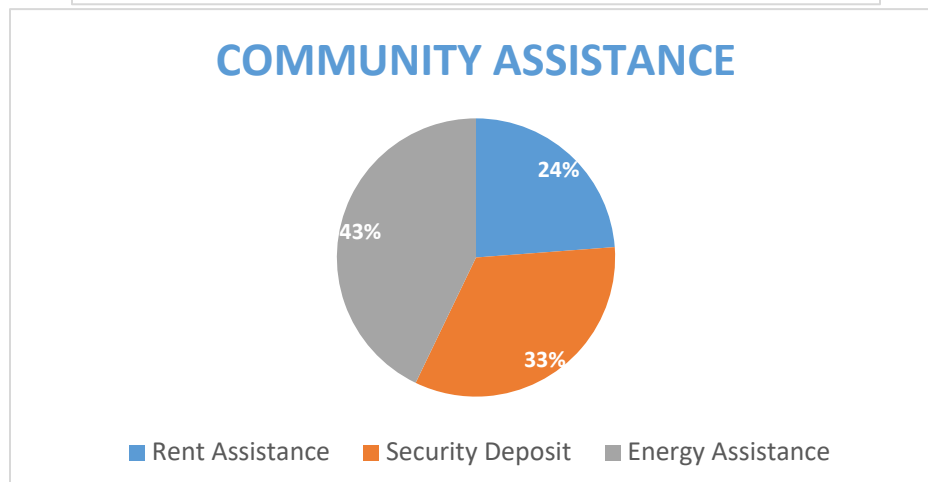
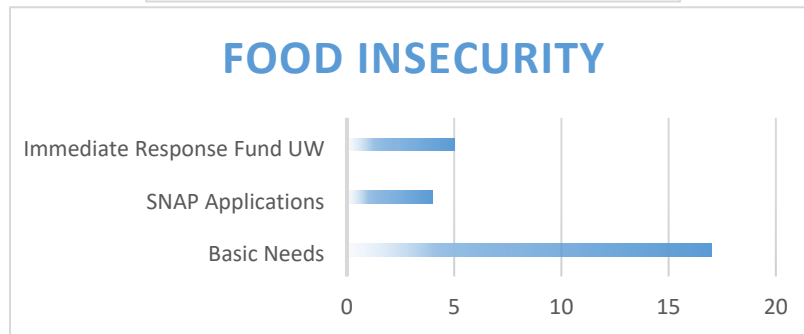
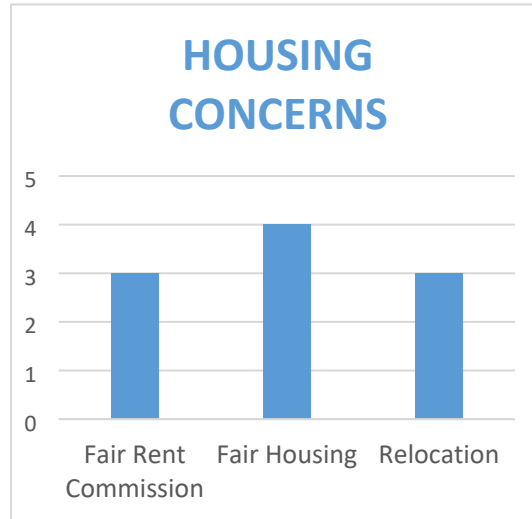
Community Services and the Parent and Child Program:

- Intakes (August - Present) Basic Needs (17), Relocation (3), Evictions (17) and Foreclosures (1)
- Intakes for the caring closet (17), SNAP Applications (4), United Way (5)
- (3) referrals made to Fair Rent Commission / (4) referral made to Fair Housing
- Rental Assistance (5), Security Deposit (7), Energy Assistance (9)

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Community Services



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Young Women's Issues Group

Bristol Youth Services continues to facilitate the 22-week Young Women's Issues Group at Bristol Preparatory Academy with Raven Cody and Ashante Malone, Youth & Family Coordinators, co-facilitating the program. The group began on November 5th, 2025 and is scheduled to end April 29th, 2026. Facilitators Raven and Ashante continue to build relationships with the youth participating in the group.

Thus far, presenters from NAMI and Bristol Works have come out to introduce the participants to a variety of topics. Facilitators are currently organizing tours of TXCC and the Institute of Cosmetology to expose students to a variety of options when it comes to continuing their education. Guests have also been arranged to lead discussions surrounding healthy relationships and financial literacy in the month of February.

Below, several students are pictured with the tower they built, followed by a discussion on teamwork, led by Kim Holley with Bristol Works.



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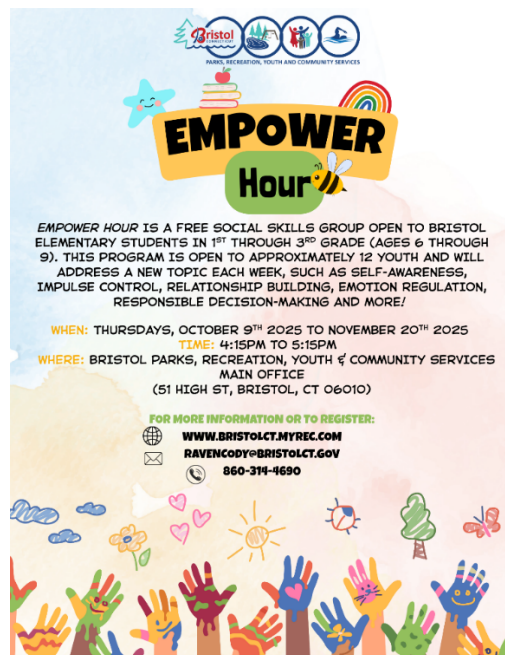


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Empower Hour

Empower Hour is set to run on Thursday evenings from 4:15pm to 5:15pm, beginning on March 5th and concluding on April 30th (excluding April 16th) for a total of eight sessions. This group will be facilitated by Raven Cody, LMSW, Youth & Family Coordinator, and Makayla Joseph, social work intern. This program will address a new topic each week, such as self-awareness, impulse control, relationship building, emotion regulation, and responsible decision-making.

Program facilitators are currently recruiting for this program by collaborating with the elementary schools in Bristol, along with other community providers. Program facilitators have also been connecting with each registered family to gather more information on the needs of each participant. Phone screening questions include: what are you child's strength's/interests, are there any challenges or areas of growth that you prefer be focused on, are there any signs or behaviors that would indicate your child is struggling or uncomfortable, are there any mental health concerns, and is your child allergic to anything.



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Girls with Goals

The Girls with Goals program at Bristol Eastern High School will begin their Spring Session on Tuesday February 24th. YFC Coordinator Ashante Malone alongside the department's BSW intern Gabby, will facilitate the group. Ashante hosted a brief meet and greet with the students prior to the start of the group On February 3rd. The group will take place every Tuesday morning for 7 sessions, and will conclude before Spring Break on April 7th. A tentative curriculum and schedule have also been developed, however, can change based on the need of group participants. Topics to be covered include, Mental Health and Substance Use, Conflict Resolution, and Teen Dating Violence.

GIRLS
with goals

A PEER SUPPORT GROUP FOR GIRLS AT
BRISTOL EASTERN HIGH SCHOOL!

WHEN & WHERE:
Every Tuesday morning
8:30am-9:30am
February 24th, 2026 - April 7th, 2026
at BEHS

For more info...
contact Ashante Malone, LMSW
at
ashantemalone@bristolct.gov
or call
860-314-4690

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Girls with a Purpose

Girls With a Purpose or GWAP began on Wednesday February 4th and will be running through April 8th. The group takes place at the Youth and Community Services building on Wednesdays from 5:15 p.m. to 6:45 p.m. with Youth and Family Coordinator Ashante Malone facilitating the group. There are 5 students registered to date and recruitment was done through social workers and counselors at the city's middle schools. The goal of this group is to increase self-esteem, self-awareness, & self-confidence. Weekly topics will include the effects of bullying, peer violence, the risks of social media, substance use, and more through planned activities and guest speakers from local organizations. We hope to have speakers and presentations from NAMI CT (National Alliance for Mental Illness), Miss Connecticut Teen and Prudence Crandall speak to our students as well.

GIRLS WITH A PURPOSE

A FREE SUPPORT GROUP FOR BRISTOL MIDDLE SCHOOL GIRLS (AGES 11-14) CREATED TO INCREASE SELF ESTEEM, SELF-AWARENESS, & SELF-CONFIDENCE. WEEKLY TOPICS WILL INCLUDE THE EFFECTS OF BULLYING, PEER VIOLENCE, THE RISKS OF SOCIAL MEDIA, SUBSTANCE USE, AND MORE!

WHEN: WEDNESDAYS FROM FEBRUARY 4TH - APRIL 8TH, 2026
TIME: 5:15 PM - 6:45 PM
LOCATION: BRISTOL YOUTH & COMMUNITY SERVICES MAIN OFFICE
 51 HIGH ST, BRISTOL, CT. 06010

IF INTERESTED...
EMAIL: ashantemalone@bristolct.gov
WEB: www.bristolct.myrec.com
PHONE: 860-314-4690

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2025 Holiday Gift Giving Program

The Holiday Gift Program concluded with over 500 Bristol youth served. Community appreciation letters have been mailed out to each individual donor and business that participated in the Holiday Program. A letter thanking the donors for their partnership with our division to be able to provide gifts to so many local families. The Giving in Numbers form highlights the impact the donors had through their generosity of giving, and lastly a fun collage that captures many of our different events and donations associated with the program.



January 27, 2026

Dear Family Roots,

On behalf of the Youth and Community Services Division and the entire Bristol Parks, Recreation, Youth and Community Services department, we extend our sincere gratitude for your generous support of our 2025 Holiday Gift Giving Program.

With your kindness and commitment to our community, we were able to serve 192 families, reaching a total of 511 children this holiday season. Your contribution helped ensure that children received meaningful gifts and that families experienced joy, relief, and a sense of care during what can be a financially and emotionally challenging time of year.

Programs like this are only possible through the compassion and generosity of donors like you. Your support made a meaningful difference in the lives of the families we serve, and we are truly grateful for your partnership.

Thank you for helping us bring hope and holiday cheer to our community.

With heartfelt appreciation,

*Parks, Recreation, Youth and Community Services
City of Bristol, Connecticut
Office: 51 High Street, Bristol, CT 06010
Phone: (860) 314-4690
www.BristolRec.com*

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2025 Holiday Gift Giving Program

Giving in Numbers

Over 2,500 Toys  Distributed to children ages 0 to 18. 62 Sponsors  41 Individual Sponsors Community Members and Local Families  21 Business and Organization Sponsors Corporations and Affiliated Community Groups 26 Donors  Adopted More than one Family or Child	511 Children ages 0 to 18 served 100% of assistance goes toward Bristol residents 12 Drop Box Locations and Collection Partners Two Youth and Family Coordinators  Gloria Dei Lutheran Church Sponsored 20 Children  Sponsored 15 Children	192 Families Provided with Assistance 16.5% Increase in the number of children served over the past five years  10% Increase in number of sponsors from 2024 Partnered with the City of Bristol Police Department  One Stuff-A-Cruiser 10 Residents and 11 Officers Participated in Shop-with-a-Cop  Awarded \$1,190 from the Sergeant Alex Hamzy Memorial Fund through the Main Street Community Foundation 
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Thank You!

Thank you to all of the donors, sponsors, partners, and the community for another successful Holiday Gift Giving season!



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2025 Holiday Gift Giving Program **PROGRAM DONORS**

Business and Organization Sponsors and Support

Organizations, Businesses, and Corporations

- Adams Samartino & CO PC
- Beekley Medical
- Bridge Community Church
- Bristol Board of Education Local 2267 Union
- Bristol City Hall*
- Bristol Eliminating Substance Use Together (BEST)
- Bristol Exchange Club
- Bristol Fire Department*
- Bristol Police Department
- Bristol Public Library*
- Bristol Walmart
- Cafe Real*
- CV Mason Insurance
- Dennis Malone Aquatics Center (DMAC)*
- Downtown Live at the Rockwell Theater* and Patrons
- Family Roots*
- Fierce Fitness
- Furey, Donovan, Cooney & Dyer, P.C.
- Gloria Dei Lutheran Church
- Hartford County Tattoo*
- Haymond Law Firm*
- Knights of Columbus Bristol, CT Palos Council 35
- Peaceful Mind Behavioral Health & Wellness & Caitlyn Bouchard
- Sergeant Alex Hamzy Memorial Fund
- ShopRite of Bristol*
- Stop & Shop of Bristol
- Yankee Harley Davidson*

Individual Sponsors

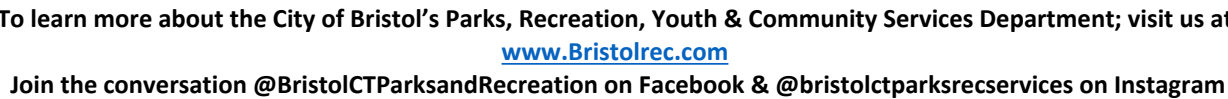
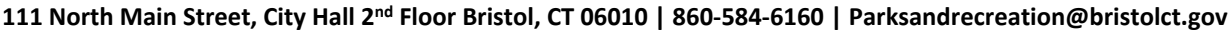
Community Members and Local Families

- | | | |
|------------------------------|---|------------------------------|
| • Amy Sager | • Jill Teffs | • Ricki Ann |
| • Andrew Collins | • Julie DeSimone | • Sarah Larson |
| • Anne Ouellete | • Kathy Krawiec | • Sarah Macdonald |
| • Antonietta Duffy | • Kim Hartwell | • Shannon McEnerney |
| • Caterina Labella | • Kristin Levine | • Sherri Bauder |
| • Cecilia Garay | • Kyla and Marlo McQuiggan | • The Beaudoin Family |
| • Chris Ann Meaney | • Linda Rich | • The Buzzi Family |
| • Chris Kaminski | • Madison LaMarre (Miss Bristol Teen Volunteer) | • The Dubuques |
| • Craig & Lisa Ayotte | • Mary Jean Lewis | • The Heath Family |
| • Daryl and Sarah Davis | • Marybeth Tessier and Family | • The Kerrigan Family |
| • Deb Ahl | • Maryellen Holden | • The Smolski Family |
| • Diane Theriault | • Marylynne and Stephen Boisvert | • Theresa and Doug Kingsbury |
| • Donna Osuch | • Mayra Sampson | • Therese Lesinski |
| • Ellen and Anthony Andreano | • Patti Scopino | |
| • Erick Rosengren | • Regina Mack | |
| • Isabella Bourret | • Richard and Brenda Pinette | |
| • Jeff Martin | | |

*Drop Box Locations and Collection Partners

Thank You!

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- **Sustainability Efforts**

Interviews have concluded, will be receiving a rough draft of our video soon, more to come.

- **Youth Coalition**

Our Youth Coalition has officially started. Meetings are held every month 2nd Wednesday of the month 4:30-5:30p at 51 High Street. If you know any youth who may be interested, please share their contact information with me so I can reach out directly.

- **Community Engagement**

- Early stages of 2026 Community Conversations – as of now we have identified what we think would be a good topic in Bristol for the youth. Questions, comments, concerns?
- Podcasts, billboards, PSA's targeted toward prevention.

- **Vape Disposal Initiative:**

We're are still working on the vaping disposal initiatives – one of the things the youth with work towards in our coalition meetings. We are deciding what we want that to look like.

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Circle of Security Parenting Program



- **Combating Isolation, Taylor:** The data showed a huge value placed on peer support. **Taylor** shared that the highlight was simply talking with other parents, saying, *"Very nice to [talk] with other parents about problems. Don't feel so isolated."*
- **A Mindset Shift, Jessica:** We saw a tangible move from self-doubt to confidence. **Jessica** admitted that before the class, it was *"easy to feel like a failure,"* but she left saying, *"This gave me an opportunity to learn. I believe in growth mindset."* She specifically noted that the interactive format gave her a *"sense of community and reassurance."*
- **Lasting Impact: Jamie,** who joined simply *"to be a better mom for my daughter,"* left urging us to *"continue the program so others can benefit."*

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YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

ACCOUNTS FOR:	ORIGINAL	TRANFRS/	REVISED			AVAILABLE	PCT
001 GENERAL FUND	APPROP	ADJSTMTS	BUDGET	YTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
0017025 YOUTH & COMMUNITY SERVICES							
001 -20-70-7025-0000-000-432026-		YOUTH SERVICES BUREAU					
	-41,845	0	-41,845	-16,654.50	.00	-25,190.50	39.8%*
001 -20-70-7025-0000-000-432147-		ENHANCEMENT SERVICES					
	-12,995	0	-12,995	-5,095.18	.00	-7,899.82	39.2%*
001 -20-70-7025-0000-000-432157-		YOUTH SERVICES SUPPLEMENT					
	-18,385	0	-18,385	-7,420.85	.00	-10,964.15	40.4%*
001 -20-70-7025-0000-000-450301-		WELFARE EVICTION RECEIPTS					
	-9,000	0	-9,000	-290.00	.00	-8,710.00	3.2%*
001 -20-70-7025-0000-000-514000-		REGULAR WAGES & SALARIES					
	294,025	3,095	297,120	167,789.26	.00	129,330.74	56.5%
001 -20-70-7025-0000-000-515100-		OVERTIME WAGES & SALARIES					
	4,000	0	4,000	420.68	.00	3,579.32	10.5%
001 -20-70-7025-0000-000-515200-		PARTTIME WAGES & SALARIES					
	2,500	0	2,500	1,896.60	.00	603.40	75.9%
001 -20-70-7025-0000-000-517000-		OTHER WAGES					
	1,700	0	1,700	1,711.44	.00	-11.44	100.7%*
001 -20-70-7025-0000-000-531000-		PROFESSIONAL FEES & SERVICES					
	20,000	0	20,000	3,652.50	4,347.50	12,000.00	40.0%
001 -20-70-7025-0000-000-531115-		JRB COORDINATION					
	8,225	0	8,225	4,050.00	.00	4,175.00	49.2%
001 -20-70-7025-0000-000-531120-		PROJECT AWARE					
	41,845	0	41,845	11,212.30	12,090.50	18,542.20	55.7%
001 -20-70-7025-0000-000-531135-		ENHANCEMENT SERVICES					
	12,995	0	12,995	2,399.60	194.20	10,401.20	20.0%
001 -20-70-7025-0000-000-531136-		YOUTH SERVICES SUPPLEMENT					
	18,385	0	18,385	7,713.93	.00	10,671.07	42.0%
001 -20-70-7025-0000-000-553000-		TELEPHONE					
	700	0	700	335.88	364.12	.00	100.0%
001 -20-70-7025-0000-000-581120-		CONFERENCES & MEMBERSHIPS					
	1,400	0	1,400	1,007.75	225.25	167.00	88.1%
001 -20-70-7025-0000-000-581240-		WELFARE EVICTIONS & AUCTIONS					
	11,000	0	11,000	4,384.00	.00	6,616.00	39.9%
001 -20-70-7025-0000-000-581745-		NONREIMBURSEABLE INCIDENTALS					
	2,300	0	2,300	563.61	300.00	1,436.39	37.5%
001 -20-70-7025-0000-000-587232-		RELOCATION COSTS					
	30,000	0	30,000	9,386.00	4,500.00	16,114.00	46.3%
TOTAL YOUTH & COMMUNITY SERVICES	366,850	3,095	369,945	187,063.02	22,021.57	160,860.41	56.5%
TOTAL GENERAL FUND	366,850	3,095	369,945	187,063.02	22,021.57	160,860.41	56.5%
TOTAL REVENUES	-82,225	0	-82,225	-29,460.53	.00	-52,764.47	
TOTAL EXPENSES	449,075	3,095	452,170	216,523.55	22,021.57	213,624.88	

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13							
	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	366,850	3,095	369,945	187,063.02	22,021.57	160,860.41	56.5%
** END OF REPORT - Generated by Stephen Bynum **							

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13

ACCOUNTS FOR:	ORIGINAL	TRANFRS/	REVISED			AVAILABLE	PCT
106 SPECIAL GRANTS & DONATIONS	APPROP	ADJSTMTS	BUDGET	YTD ACTUAL	ENCUMBRANCES	BUDGET	USE/COL
1067025 YOUTH & COMMUNITY SERVICES							
106 -20-70-7025-0000-000-432150-26G09	0	JUV DIVERSION GRANT -18,000	-18,000	-9,000.00	.00	-9,000.00	50.0%*
106 -20-70-7025-0000-000-531125-26G09	0	JUVENILE DIVERSION 18,000	18,000	.00	6,000.00	12,000.00	33.3%
TOTAL YOUTH & COMMUNITY SERVICES	0	0	0	-9,000.00	6,000.00	3,000.00	100.0%
TOTAL SPECIAL GRANTS & DONATIONS	0	0	0	-9,000.00	6,000.00	3,000.00	100.0%
TOTAL REVENUES	0	-18,000	-18,000	-9,000.00	.00	-9,000.00	
TOTAL EXPENSES	0	18,000	18,000	.00	6,000.00	12,000.00	

YEAR-TO-DATE BUDGET REPORT

FOR 2026 13							
	ORIGINAL APPROP	TRANFRS/ ADJSTMTS	REVISED BUDGET	YTD ACTUAL	ENCUMBRANCES	AVAILABLE BUDGET	PCT USE/COL
GRAND TOTAL	0	0	0	-9,000.00	6,000.00	3,000.00	100.0%
** END OF REPORT - Generated by Stephen Bynum **							

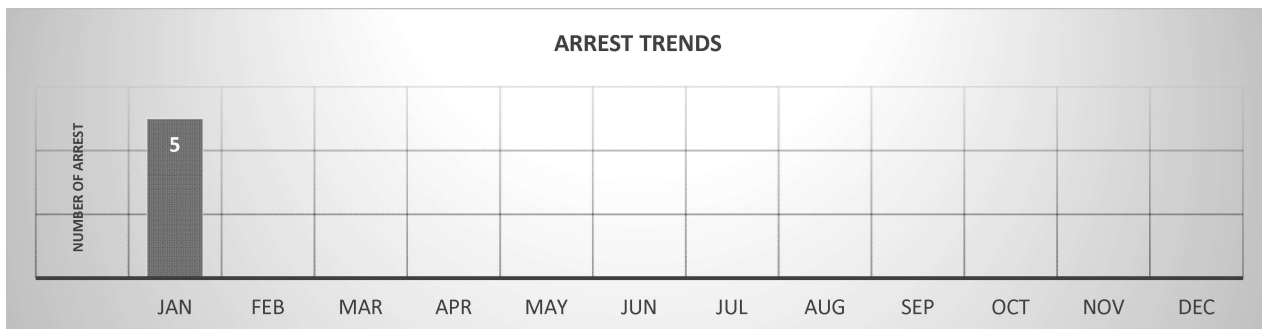
BRISTOL POLICE DEPARTMENT

Community Relations Division

2026 Monthly Juvenile Arrest Report

ARREST STATISTICS:	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD TOTAL
TOTAL JUVENILE ARREST	5												5
JRB REFERRAL	1												1
JUVENILE COURT REFERRAL	4												4
ADULT REFERRAL	0												0
MALE ARREST	4												4
FEMALE ARREST	1												1
REPEAT OFFENDER	2												2
MISDEMEANOR CHARGES	6												6
FELONY CHARGES	2												2
ALCOHOL OFFENSES	0												0
MARIJUANA OFFENSES	0												0
NARCOTICS OFFENSES	0												0
LARCENY OF M/V	1												1

AGE & SEX STATISTICS:	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD TOTAL
AGE 8: MALE													0
FEMALE													0
AGE 9: MALE													0
FEMALE													0
AGE 10: MALE													0
FEMALE													0
AGE 11: MALE													0
FEMALE													0
AGE 12: MALE	1												1
FEMALE													0
AGE 13: MALE													0
FEMALE													0
AGE 14: MALE													0
FEMALE													0
AGE 15: MALE	2												2
FEMALE	1												1
AGE 16: MALE	1												1
FEMALE													0
AGE 17: MALE													0
FEMALE													0



PREPARED BY: Lt. Eric Hanson

- **ARTICLE X. - YOUTH & COMMUNITY SERVICES COMMISSION**

- **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 & community services 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. The commission shall provide guidance for the delivery of community services to residents in need. 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.**

(a)

The youth & community services 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~~councilor, 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.

(b)

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 & community services 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 & community services commission** shall recommend to the mayor and city council the employment of personnel to serve the needs of **youth**. The **commission** shall provide guidance to staff and submit annually submit 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 & community services 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.

- **Secs. 18-155—18-159. - Reserved.**

[Secs. 18-137—18-147. - Reserved.](#)



51 High Street, Bristol, CT 06010 | 860-584-6160 | Parksandrecreation@bristolct.gov

2026 Bristol Youth and Prevention Leaders Awards

The City of Bristol is celebrating its **34rd Annual Bristol Youth and Prevention Leaders (B.E.S.T) Service Recognition Day** on May 6, 2026 at 6:00pm at Muzzy Field. The Mayor, Parks, Recreation, Youth and Community Services staff, Best for Bristol Coalition and the Bristol Youth Commission will be hosting a ceremony recognizing Bristol youth who have given *exceptional service* to their community. Nominations will be accepted for any Bristol youth and/or youth group that have made a meaningful contribution to their school, a service agency, and/or the community.

Nominations must be filled out by an adult who supervised or benefited from the service. Please be sure to fill out the application completely. This is an award of distinction; the description of the contributions made by the youth or youth group must be clear and quantifiable.

INDIVIDUAL YOUTH NOMINATION:

Youth who have demonstrated outstanding efforts to help others through the use of their thoughtfulness, energy, talents, skills, or personal abilities.

YOUTH GROUP NOMINATIONS:

Youth groups whose full memberships, collectively, and without compensation, have made significant and meaningful contributions that can be quantified by the number of activities, service projects, as well as, qualify by the effect on the people being served.

FUTURE PREVENTION LEADER OF THE YEAR:

Recognizes a youth member who demonstrates an exceptional ability to work productively within the community to reduce substance misuse and mental illness. This person shows a willingness to pursue prevention work in the future.

COALITION MEMBER OF THE YEAR:

The Coalition Member of the Year award celebrates the BEST coalition member who went above and beyond the call of duty. This individual demonstrates passionate, knowledgeable, enthusiastic and hardworking qualities. The member is actively involved with meetings, events and other coalition duties.



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CRITERION:

Hours that have been performed for credit or mandatory service projects will not be counted.

To be considered, the volunteer service needs to be performed in two of the following three areas:

a) School, b) Service Agency and c) Community.

The number of volunteer hours from March 1, 2025 to February 26, 2026 needs to be quantified.

The Commission is looking for a minimum number of hours by the following school age grouping:

Elementary School: 25 – 50 hrs.

Middle School – 50 - 75 hrs.

High School – 75 - 100 hrs.

Please note, the minimum number of hours for the Youth Prevention Leaders of the Year awards varies slightly:

Future Prevention Leader of the Year:

Elementary School: 10 - 15 hrs.

Middle School: 15 – 25 hrs.

High School: 25 – 50 hrs.

Please carefully document all hours.

It is important to note that the selections will be made based on exceptional service, above and beyond the call of duty. Please include a summary highlighting their special qualities, talents, skills, and abilities, in addition to the contributions the youth has made to their community.



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REQUIREMENTS:

The service should be completed from March 1, 2025 through February 26, 2026 in order to qualify.

Categories of Service: 1.) School, 2.) Service Agency, and 3.) Community. Please complete each section that applies. Complete the application fully with a description that contains concise details and **use initials only** when referring to the nominee(s).

The deadline for nominations is no later than 4:30 p.m. on March 27, 2026.

Mail your nomination to:

Parks, Recreation, Youth & Community Services
Attention: Youth Recognition Awards
51 High Street
Bristol, CT 06010

Email your nomination to:

Stephen Bynum
Stephenbynum@bristolct.gov
Subject Line: Youth Recognition Awards

Nomination application forms for both an individual Youth and Youth Group are enclosed.

Youth/youth group award recipients will be notified of their selection by April 10, 2026. Recipients will be honored alongside their families at a special ceremony hosted by Mayor Caggiano, the Department of Parks, Recreation, Youth, and Community Services and the Youth Commission on May 7, 2025 at 6:00pm at Muzzy Field. Nominators are welcome and encouraged to attend.

For additional information please contact Stephen Bynum at 1-860-314-4690.



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YOUTH RECOGNITION AWARDS

Awarded by:

Mayor Ellen Zoppo-Sassu, the Department of Parks, Recreation,
Youth and Community Services and the Bristol Youth Commission

Nominator:

Organization: _____

Contact Person: _____ Telephone: _____

Email: _____ Fax: _____

Nominee:

Youth/Youth Group Name: _____

Age or Grade Range (for groups): _____

Resident Parent/Guardian Name: _____

(Guardian info, not applicable to groups, Communications will go through coordinators who will notify their groups)

Address: _____

Telephone: _____

Other/Custodial Parent: _____

Address: _____

Categories of Service (Select all that apply):

____ School ____ Service Agency ____ Community

Period of Time: _____



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Describe special contributions, self-improvement, internal personal growth, academic efforts, and contributions to their school, neighborhoods, and community. (Please attach additional pages as necessary)

[illegible]

Please attach photos of the nominee(s) to be featured during the Youth Recognition Awards ceremony in May.



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YOUTH GROUP NOMINATION MEMBERSHIP LIST

Group Leader: _____ Phone Number: _____

Address: _____

Email: _____

Please provide a list of all group members below:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
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_____	_____
_____	_____
_____	_____
_____	_____

Thank you for nominating your outstanding youth!

To learn more about the City of Bristol's Parks, Recreation, Youth & Community Services Department; visit us at www.Bristolrec.com
Join the conversation @BristolCTParksandRecreation on Facebook & @bristolctparksrecservices on Instagram



2025-2027 BPRYCS Strategic Plan Workbook



"We envision a future where we are 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"

Strategic Plan Goals Overview

Overview: The Bristol Parks, Recreation, Youth & Community Services (BPRYCS) envisions a future where we are 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.*

In order to achieve our vision, 4 strategic goals were developed, aligned with the central components of our vision that was adopted by the Board of Park Commissioners as part of our BPRYCS Master Plan in 2020. The goals are paired with objectives and specific activities in order to guide staff in advancing the work needed to achieve the vision.

VISION	GOALS
Shaping positive public perceptions	Advance best practices, resources, training and talent to drive organizational excellence, resulting in safe and attractive facilities, programs and services that build a better Bristol.
Fostering cultural unity	Foster inclusive and welcoming spaces that celebrate the diversity of the community to ensure everyone has equitable access to the benefits of our services.
Creating responsible and healthy citizens	Drive increased and equitable investment in parks as critical community infrastructure resulting in benefits aligned with the 7- dimensions of well-being.
Inspiring advocacy	Educate, develop and engage residents in the community building process to increase impact and capacity for mission delivery.

SHAPING POSITIVE PUBLIC PERCEPTIONS

GOAL 1: Advance best practices, resources, training and talent to drive organizational excellence, resulting in safe and attractive facilities, programs and services that build a better Bristol.

Summary: Positive public perceptions are shaped by highly effective, qualified and dedicated employees that are well trained and committed to leveraging best practices to perform their best which creates enjoyable customer experiences. Attractive, safe and well-maintained spaces also inform perception of the public. National standards for accreditation demonstrate a department's success in meeting best practices and provides recognition that the community is a great place to live.

Objective 1.1. BPRYCS cultivates a **workplace** that is second to none in employee performance and satisfaction for maximum community impact

Activities	Accountability Team
a. Develop and implement an Orientation Program for all new employees customized for each position in the department	Learning & Staff Development
b. 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	Learning & Staff Development

Measures for Success	Baseline Data
- By 2027, 70% of BPRYCS employees will report satisfaction in the work place - By 2027, 80% of divisional Key Performance Indicators (KPI) are being met or exceeded annually	- Annual Employee Survey - Divisional Key Performance Indicators (KPI's)

Objective 1.2. BPRYCS stewards **clean, safe, and attractive** parks, facilities and programs that encourage public visitation and play

Activities	Accountability Team
a. 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	Policy & Strategy
b. 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.	Operations & Efficiencies
c. 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	Operations & Efficiencies

Measures for Success	Baseline Data
• By 2027, public perception of safety in the parks will increase by 25% • By 2027, total visitation to parks, facilities and programs will increase by 20%	• Annual Parks Satisfaction Survey • MyREC participation numbers

Objective 1.3. BPRYCS develops, adopts and implements **best practices** for operational efficiency and financial stewardship in alignment with industry and national standards to ensure organizational excellence

Activities	Accountability Team
a. Develop a Procedures and Practices Manual to better document operational procedures, inventory systems/databases, and facility maintenance checks	Operations & Efficiencies
b. Prioritize policy creation that aligns with the national standards established by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA)	Policy & Strategy

Measures for Success	Baseline Data
By 2027, BPRYCS will be nationally recognized for its best practices and organizational excellence through the award of CAPRA Accreditation	Commission for Accreditation of Parks and Recreation Agencies (nationally recognized as baseline for excellence)

FOSTERING CULTURAL UNITY

GOAL 2: Foster inclusive and welcoming spaces that celebrate the diversity of the community to ensure everyone has equitable access to the benefits of our services.

Summary: Aligned with our commitment to ensuring every resident has access to high-quality parks and services; an emphasis on diversity, equity and inclusion fosters inclusive and welcoming environments. This is achieved through investment and improvements to the accessibility of our physical spaces, development of services that are reflective of a diversity of needs and interests, and through creation of strategic approaches that engage, involve, and amplify the voices of underserved residents.

Objective 2.1. BPRYCS programs, services, and staff are diverse and reflective of the Bristol community

Activities	Accountability Team
a. Adopt an equity lens and complete analysis on all department programs and services considering changes that may include payment plans, sliding scales and discounts	Equity & Inclusion
b. 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)	Learning & Staff Development

Measures for Success	Baseline Data
- By 2027, there will be a 20% increase in program participants from low-income census block groups - By 2027, BPRYCS the race and ethnicity of employees will be reflective of City of Bristol community demographics	- Census block data contrasted with MyREC address data - City of Bristol demographics comparable to self-reports from Annual Employee Survey

Objective 2.2. BPRYCS creates **opportunities** that are inclusive, accessible and welcoming to all members of the community through strategic investment and decision-making

Activities	Accountability Team
a. Utilize the ADA Transition Plan to operationalize funding requests that support physical accessibility improvements to the parks and facilities	Equity & Inclusion
b. Build upon the inclusion statement by adopting design standards for accessibility/inclusion in future playground and recreational amenity construction	Equity & Inclusion
c. Start building capacity to support long range development of inclusive programs and therapeutic programs designed to support specific special needs residents	Programming & Evaluation

Measures for Success	Baseline Data
- By 2027, parks and facilities will be 25% more accessible - By 2027, BPRYCS will serve 300% more residents who identify as having a special need or disability	- ADA Audit - MyREC disability/special need disclosure data

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

Activities	Accountability Team
a. 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	Equity & Inclusion
b. Develop specific community engagement processes and methodology for soliciting feedback from diverse voices which may include tabling at specific parks or neighborhoods	Equity & Inclusion

Measures for Success	Baseline Data
By 2027, BPRYCS boards and commissions will be 20% more reflective of the community as defined by established board profiles	Commission Demographics and board member profiles

CREATING RESPONSIBLE AND HEALTHY CITIZENS

GOAL 3: Drive increased and equitable investment in parks as critical community infrastructure resulting in benefits aligned with the 7- dimensions of well-being

Summary: Research shows that harmony between the 7-dimensions of well-being is the key to a healthy, more satisfying life. Investment in BPRYCS services that most significantly influence the dimensions of well-being will be prioritized for maximum impact. Healthy citizens need healthy environments to thrive and the sustainability and development of green spaces is key.

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

Activities	Accountability Team
a. 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	Programming & Evaluation
b. 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.	Programming & Evaluation

Measures for Success	Baseline Data
By 2027, 80% of program participants will report an increase in benefits associated with the 7-dimensions of well-being	Program participant evaluations (benefits-based programming data)

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

Activities	Accountability Team
a. 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	Programming & Evaluation
b. Establish Natural Resource Management plans for the parks such as forests, tree canopy/equity, invasive species, habitat restoration and maintenance	Operations & Efficiencies
c. Modify existing infrastructure, park vehicles, equipment, and signage needed to support implementation of recycling	Operations & Efficiencies

Measures for Success	Baseline Data
- By 2027, 100 more Bristol youth will be engaged in “green” programs - By 2027, BPRYCS will have recycling infrastructure at every park and facility	- MyREC registration data for “green” programs - Covanta/Transfer Station Billing Reports

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

Activities	Accountability Team
a. 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	Policy & Strategy
b. Increase staff knowledge so employees can better communicate the wellness benefits associated with department programs and services	Learning & Staff Development

Measures for Success	Baseline Data
By 2027, the percentage of funds allocated to health-related services aligned to the 7-dimensions of well-being will increase by 25%	7-dimensions framework aligned with budget allocations

INSPIRING ADVOCACY

GOAL 4: Educate, develop and engage residents in the community building process to increase impact and capacity for mission delivery.

Summary: BPRYCS inspires advocacy through a comprehensive community engagement program that allows residents to have a seat at the table to shape department services. Opportunities for community members to volunteer allows for connection, stewardship and employment pathways. Strong community partnerships subsidize gaps in funding and other resources deficits that create barriers in meeting our mission.

Objective 4.1. BPRYCS **engagement, brand recognition, and communication** efforts result in community members that are engaged, informed and part of the process of shaping their parks, programs and services

Activities	Accountability Team
a. Strategically determine locations of all park and facilities signs, retire old signs and roll out new branded, bi-lingual signs throughout the park system	Operations & Efficiencies
b. Increase promotion of the parks and what's available via a targeted marketing campaign	Programming & Evaluation
c. Improve the website, use of technology and interactive features that further define park amenities	Equity & Inclusion

Measures for Success	Baseline Data
By 2027, the number of people participating in community engagement processes will increase by 25%	Community Engagement Data (Survey Response Rates, Park Projects Portal visits, # of emails opened)

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

Activities	Accountability Team
a. 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.	Learning & Staff Development
b. Establish a volunteer recruitment plan that includes establishing key partnerships with local companies (i.e., ESPN)	Learning & Staff Development

Measures for Success	Baseline Data
By 2027, volunteerism in BPRYCS programs and events will increase by 50%	Volunteer Data (# of volunteers, # of volunteer hours)

Objective 4.3. BPRYCS forges **strong community partnerships** that support mission delivery through funding or other resources that help reduce barriers

Activities	Accountability Team
a. Foster the development of a Park Foundation or Friends of BPRYCS non-profit to serve as the philanthropic wing of the department	Policy & Strategy
b. 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 department, written partnership agreements and identification of potential new partners and sponsors	Policy & Strategy

Measures for Success	Baseline Data
By 2027, a 501c3 foundation will be formed and an MOU with the city/Board of Park Commissioners will be executed	Lack of 501c3 foundation supporting BPRYCS

Accountability: How will the work of the Strategic Plan be accomplished over the next 3 years?

In order to ensure the success of the Strategic Plan, both staff and board members will be engaged in the work to support the activities that will accomplish our objectives. This will be achieved in the following ways:

SPOT (Strategic Plan Organizational Teams)

Three staff working groups were established during the 2022-2024 Strategic Plan. This included Learning & Staff Development, Programming & Evaluation, and a Policy & Strategy working group. For the 2025-2027 Strategic Plan, we are retaining the 3 working groups and adding an Operations & Efficiencies and Equity & Inclusion working group for a total of 5 working teams. Specific strategic plan activities are assigned to the appropriate working group. These working groups will be called SPOT (Strategic Plan Organizational Teams) *where everyone has a spot!*

SPOT's:

- **Learning & Staff Development:** To contribute to improvements that cultivate a workplace that is second to none in employee performance and satisfaction
- **Programming & Evaluation:** To ensure programs and associated benefits are aligned with key health outcomes (via the 7-dimensions) that are measured and tracked
- **Policy & Strategy:** To curate policies and strategy that support continuous process improvement and advance us towards accreditation
- **Operations & Efficiencies:** To codify and improve operational processes resulting in improved organization and increased efficiencies
- **Equity & Inclusion:** To advance diversity, equity and inclusion priorities and ensure DEI alignment of other working teams

Staff have the opportunity to self-report their SPOT preferences and will be assigned based on interest as much as possible. The SPOT's will be led by Co-Chairs and supported by committee members. All staff members will have an assignment and be contributing to advancing the work of the strategic plan- *because everyone has a spot!*

Chair Role & Responsibilities

- Schedules regular monthly meetings of the committee
- Sets the meeting agendas and sends out to committee members in advance
- Assigns work tasks, research, and duties to committee members as appropriate
- Provides bulleted updates on the committee's progress on a monthly basis that will be included in a Strategic Plan Progress Report that goes to the Board of Park Commissioners

- Presents committee progress at All-Staff Meetings (and other meetings as assigned) to ensure everyone is informed of the committee's work
- Collects, establishes, coordinates and reviews baseline data to support measures of success for assigned objectives
- Provides regular communication on committee progress, challenges and other relevant updates to the Superintendent

Team Member Role & Responsibilities

- Regularly attends all scheduled committee meetings
- Comes prepared to actively participate in committee work
- Completes tasks in a timely manner as assigned by the Chair

Board Engagement

Progress updates from the SPOT's will be provided to the Board of Park Commissioners via a ***Strategic Plan Progress Report*** that will be included in the monthly Superintendent's Report beginning in early 2025. Additionally, board members will have the opportunity to review and provide feedback into specific work product's and will have approval authority for policies. An annual presentation on the Strategic Plan progress will be scheduled in January of each year and allow commissioners the opportunity to review and weigh in on progress and priorities.

Year 1 (2025): SPOT Overview & Assignments

SPOT's	Learning & Staff Development	Programming & Evaluation	Policy & Strategy	Operations & Efficiencies	Equity & Inclusion
Mission	To contribute to improvements that cultivate a workplace that is second to none in employee performance and satisfaction	To ensure programs and associated benefits are aligned with key health outcomes (via the 7-dimensions) that are measured and tracked	To curate policies and strategy that support continuous process improvement and advance us towards accreditation	To codify and improve operational processes resulting in improved organization and increased efficiencies	To advance diversity, equity and inclusion priorities and ensure DEI alignment of other working teams
Chair(s)	1 Leadership Team Member + Staff Member	1 Leadership Team Member + Staff Member	1 Leadership Team Member + Staff Member	1 Leadership Team Member + Staff Member	1 Leadership Team Member + Staff Member
Team Members	Preference selected in December 2024	Preference selected in December 2024	Preference selected in December 2024	Preference selected in December 2024	Preference selected in December 2024
Strategic Objectives Assigned	1.1a, 1.1b, 2.1b, 3.3b, 4.2a, 4.2b	2.2c, 3.1a, 3.1b, 3.2a, 4.1b	1.2a, 1.3b, 3.3a, 4.3a, 4.3b	1.2b, 1.2c, 1.3a, 3.2b, 3.2c, 4.1a	2.1a, 2.2a, 2.2b, 2.3a, 2.3b, 4.1c