
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	<ul style="list-style-type: none"> - Superintendent - Deputy Superintendent - Community Engagement Coordinator - Division Supervisors 	Daily/ Weekly / Monthly/ As Needed	<ul style="list-style-type: none"> - 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 <ul style="list-style-type: none"> - 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	<ul style="list-style-type: none"> - Superintendent - Deputy Superintendent - Community Engagement Coordinator - Assistant to the Superintendent - Division Supervisors - Program Instructor 	As needed	<ul style="list-style-type: none"> - BristolRec Website - Parks Project Portal - All Heart City Website - MyRec Account - Email - Physical Mail/Distribution
Urgent Issues / Emergency Communication	<ul style="list-style-type: none"> - Superintendent - Deputy Superintendent - Division Supervisor/ Coordinators - Recreation Program Assistant - Program Instructors 	As needed	<ul style="list-style-type: none"> - BristolRec Website Alert Banners - Email Blast - Text Blast - Individual Phone Calls - In Person Updates (Verbal) - BristolRec Website Program Page Updates - Annual Report
Policy Changes	<ul style="list-style-type: none"> - Superintendent - Deputy Superintendent - Assistant to the Superintendent 	Monthly / As needed	<ul style="list-style-type: none"> - Commissioner Agendas and Minutes - BristolRec Website - All Heart City Website - Email

	<ul style="list-style-type: none"> - Board of Parks Commissioners - Policy Development Committee - Community Engagement Coordinator 		<ul style="list-style-type: none"> - MyRec Account Disclaimer
Special Presentations	<ul style="list-style-type: none"> - Superintendent - Deputy Superintendent - Assistant to the Superintendent - Board of Parks Commissioners - Policy Development Committee - Community Engagement Coordinator 	Annually & as needed	<ul style="list-style-type: none"> - BristolRec Website - Parks Project Portal - Annual Report - Commission Agendas and Minutes <ul style="list-style-type: none"> - Board of Parks Commission - Youth Commission - Arts and Culture Commission
Program Specific Information & Updates	<ul style="list-style-type: none"> - Deputy Superintendent - Division Supervisor/ Coordinators - Recreation Program Assistant - Program Instructors 	As Needed / Seasonally	<ul style="list-style-type: none"> - Bristol Rec Website - Email - Text Blast
Park and Event Announcements	<ul style="list-style-type: none"> - Superintendent - Deputy Superintendent - Community Engagement Coordinator - Division Supervisors - Arts & Culture Commission - Board of Parks Commission 	As Needed	<ul style="list-style-type: none"> - 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
<p>Develop strategy, tools, and training for staff in order to enhance marketing which will increase public engagement in department services:</p> <ul style="list-style-type: none"> • 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>. 	<p>Utilize the Marketing Tool Kit to:</p> <ul style="list-style-type: none"> • 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					<input checked="" type="checkbox"/>							
Alarm New England	<input checked="" type="checkbox"/>											
(a)squaredstudio							<input checked="" type="checkbox"/>					
Authorized.net					<input checked="" type="checkbox"/>							
BeFunky									<input checked="" type="checkbox"/>			
BlueInk										<input checked="" type="checkbox"/>		
Camera									<input checked="" type="checkbox"/>			
Canva							<input checked="" type="checkbox"/>					
CivicPlus	<input checked="" type="checkbox"/>										<input checked="" type="checkbox"/>	
Dillinger		<input checked="" type="checkbox"/>										
Control Link			<input checked="" type="checkbox"/>									
Constant Contact	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>									
DropBox									<input checked="" type="checkbox"/>			
DUO	<input checked="" type="checkbox"/>											
Facebook								<input checked="" type="checkbox"/>				
Google Docs			<input checked="" type="checkbox"/>									
Google Drive			<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>			
Go! Motion	<input checked="" type="checkbox"/>											
Instagram								<input checked="" type="checkbox"/>				
Interact Landmark				<input checked="" type="checkbox"/>								
Kronos												<input checked="" type="checkbox"/>
Landline	<input checked="" type="checkbox"/>											
Microsoft Office											<input checked="" type="checkbox"/>	
MUNIS	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>
MyRec	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						
Nitro Pro											<input checked="" type="checkbox"/>	
O Drive		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>									
Outlook	<input checked="" type="checkbox"/>											
Radio/Intercom	<input checked="" type="checkbox"/>											
Samsara	<input checked="" type="checkbox"/>											
Smartphone	<input checked="" type="checkbox"/>											
Survey Monkey			<input checked="" type="checkbox"/>					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
Synergy Fire Systems	<input checked="" type="checkbox"/>											
Team Snap	<input checked="" type="checkbox"/>											
TicketTailor					<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>						

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.

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 \(bristolct.gov\)](#). 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 \(bristolct.gov\)](#)).

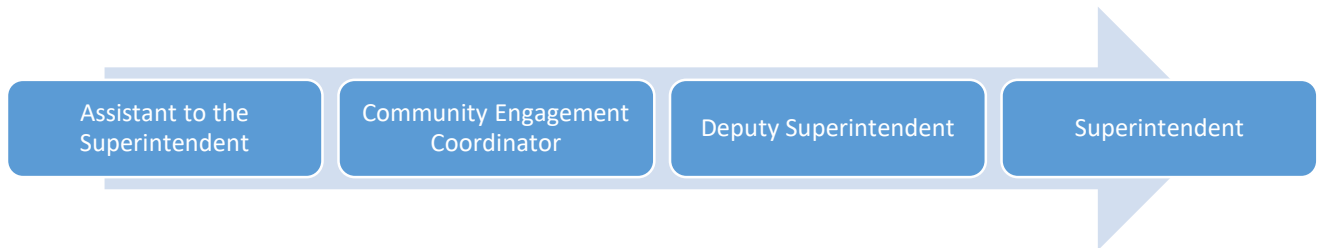
Policy: Leadership Succession Procedure
Adopted by City Council: October 2022

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.

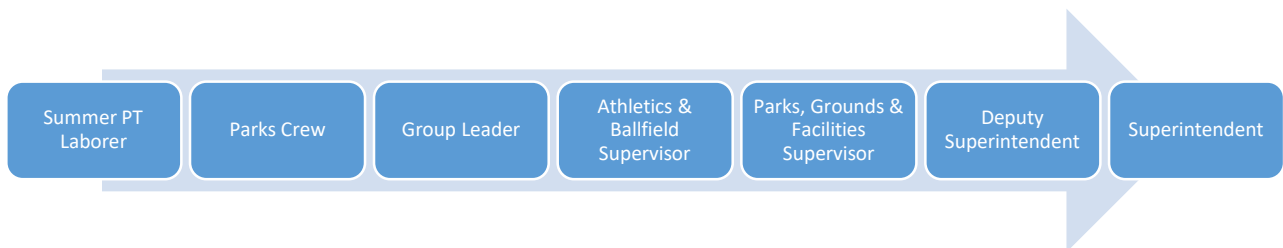
Leadership Trajectory

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.

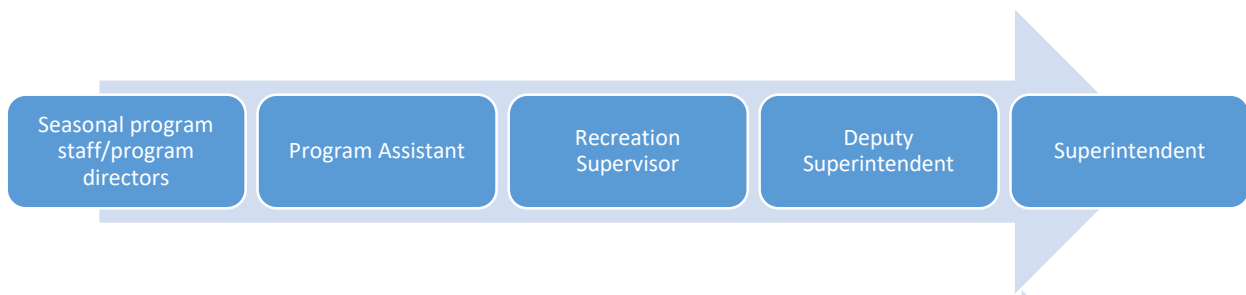
Administration Pathway



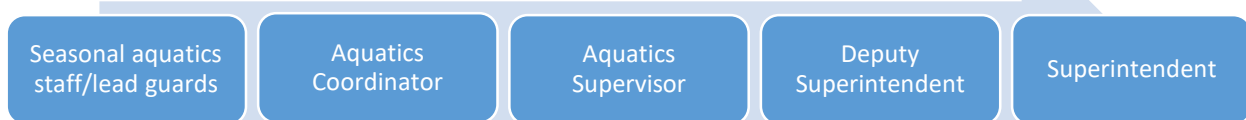
Parks, Grounds & Facilities Pathway



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 received 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 received 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)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> \$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	<ul style="list-style-type: none">• Back Playground Shelter• T-Shelter,• Stonehouse/Summerhouse• Open Field Gazebo• <i>Mrs. Rockwell's Pavilion (indoor)</i>
Page Park	<ul style="list-style-type: none">• Upper Playground Shelter• Tennis Court Picnic Area• Ingraham Field Picnic Area• Ski Hill Picnic Area• <i>Perry J. Spinelli Pavilion (indoor)</i>
Stocks Playground	<ul style="list-style-type: none">• Picnic Area Shelter
Veterans Memorial Boulevard	<ul style="list-style-type: none">• Gazebo• Covered Picnic Area
Federal Hill Green	<ul style="list-style-type: none">• Gazebo
Brackett Park	<ul style="list-style-type: none">• 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