Hartford Parks and Recreation Commission

AGENDA

Date: March 12, 2020

Time: 5:30 PM

Location: Room 2, Hartford Town Hall

Call to Order

Approval of Previous Meeting Minutes (January & February 2020)

Citizens Comments

Commission Member Comments

Director's Report

Old Business

- Review Department Goals & Objectives
- Review Risk Management Plan
- Review Spring/Summer Slate of Programs

New Business

- Review Fleet Plan
- Review Preventive Plan
- Review Marketing Plan

Agenda Items for Next Rec Commission Meeting

Adjournment
2019 Department Goals & Objectives
Town Master Plan
Goals Strategies & Actions

“Our mission is to serve the needs of the community by offering lifelong learning through recreational and educational programming utilizing existing parks and facilities”
Goal #1:
Prepare for 2020 Accreditation despite Department reorganization and staffing challenges. **In Progress**
Objective:
- Review consistently and train new staff on the process.

Goal #2:
Keep aspects of the office up to date and operations working with the MyRec System.
Objective: **In Progress**
- Require review of software and operations to be sure we are on the cutting edge of technology.
- Develop new pass system using bar codes.
- Incorporate Digital check in process for camps and other programs

Goal #3: Keep the community continuously updated about programs and services. seek specialized training to enhance our offerings and improve our services.
Objective: **In Progress**
- Attend trainings and seminars. All staff.
- Collaborate with other agencies in the area on programs to enhance our offerings.

Goal #4: **In Progress**
Continue to offer quality programs and events that meet the needs of our community that promote healthy lifestyles, community and wellness.
Objective:
- Work with groups, organizations and individuals developing programs offerings.
  Focus on sponsorships that help offset the cost of the programs.

Goal #5: Ensure the wellbeing of staff, advocating for and allocating resources in a sustainable manner. **In Progress**
Objectives:
- Continue to evaluate the capacity of the Department (Staff/Volunteers) in the programs we offer and facilities that we operate.

Goal #6: Maintain and develop parks and facilities to best serve the needs of the community in an efficient, productive and economic manner. **In Progress**
Objectives:
- Continue to use the past needs assessment results while investigating alternate uses of parks and green spaces.

Goal #7: Improve the clear expectations and guidelines for the users of athletic fields and parks. **On Hold**
Objectives:
- Continue to improve existing application form.
- Develop post use report for large functions.

Goal #8: Begin development of a community wide needs assessment.
Objective:
• Distribute survey in the Fall of 2020
• Maintain agency accreditation

Goal #9: Maintain new revamped scholarship program. In Progress
Objective:
• Improve marketing of the program to school councilors.
• Provide on-line access to the form.

Goal #10: Continue to enhance the summer Camp Ventures program. In Progress
• Grow partnership with Creative Lives
• Hire two additional staff members to support the camp program
• Develop a more holistic approach to the camp programming

Town of Hartford – Master Plan - Parks & Recreation

A. Organizational

Goal 1: Continue collaboration and adapt to the community’s cultural and demographic make-up. In Progress

Strategy 1: Maintain a variety of recreational opportunities for all residents.

Actions:
  a. Continue to collaborate with special interest groups to provide recreation programs and special events; Polar Express, Covered Bridges Half Marathon, Balloon fest and Special Events.
  b. Continue to explore the possibility of constructing a river trail from Downtown White River Junction to Ratcliffe Park, which is part of the Latham Works Community Group.
  c. Continue relationships with the Lebanon/Mascoma Trail Network to connect with White River Junction.

Goal 2: Secure a plan that will guarantee funding to maintain our existing recreational programs, resources and facilities. In Progress

Strategy 1: Develop financial giving opportunities and establish secure funding resources.

Actions:
  a. Establish a capital reserve fund to secure funds in the operating budget to go toward existing capital maintenance and repair of existing facilities.
  b. Develop a gift catalog that shows images and descriptions of park and recreation related items that the Department can use through a donation.
  c. Establish a revolving fund for recreation programs.
  d. Identify cost-saving maintenance practices and landscaping options for parks and public spaces.

Goal 3: Implement or participate in a community-wide needs assessment, maintaining a 4 to 5 year cycle. On Hold-2020

Strategy 1: Initiate participation in community needs surveys or develop internally to collect data on a 4 to 5 year cycle.
Actions:
  a. Continue to demonstrate through evaluation of community need through needs assessment and program evaluations for desired new programs and facility offerings.

Goal 4: Create a sub-committee consisting of a variety of vested interests to establish a community center.  On Hold-2020

Strategy: Meet with community partners and stakeholders to identify a vested need for a community indoor recreation facility.

Action:
  a. Create a steering committee to focus on the feasibility of developing a community center for the Town of Hartford. Look at developing in collaboration with the Bugbee Senior Center.

B. Programs

Goal 1: Have services and facilities meet the community’s cultural and demographic make-up. In Progress

Strategy 1: Maintain a variety of recreational opportunities for residents of all ages, cultural diversity, and abilities to advocate and promote a healthier community population.

Actions:
  a. Plan and implement town-wide indoor and outdoor active-living programs for families and adults.
  b. Maintain community wide events by enhancing its program through collaborations with other organizations such as the Chamber of Commerce and Downtown Merchant Associations.
  c. Continue participation in the Hartford Community Coalition.

Strategy 2: Facilitate intergenerational social awareness and diversity. In Progress

Action:
  a. Create and implement two intergenerational art/music programs per year (cooking, quilting, knitting and card making).

Strategy 3: Meet the programming logistics of working parents through a more on-line presence. In Progress

Actions:
  a. Continue to engage in social media outlets to promote further programs and offerings.

Strategy 4: Build on existing coalitions within the community and identify new opportunities. In Progress

Actions:
  a. Continue to collaborate with special interest groups to provide recreation programs and special events: Polar Express, Covered Bridges Half Marathon, Balloon Fest and other special events.
b. Continue to explore the possibility of constructing a river trail from Downtown White River Junction to Ratcliffe Park with the Latham Works Community Group.

c. Continue relationships with the Lebanon/Mascoma Trail Network to connect with White River Junction.

**Strategy 5: Continue to promote programs that create one-town awareness versus a one-village image.**

**Actions:**

a. Program activities that create visitation to each village (Valley Quest, Tree Walk tour and fun run/walk events)

b. Maintain the Parks & Recreation motto of five villages, three rivers, one town.

**Goal 2: Secure a plan that will guarantee funding to maintain existing recreational programs, resources and facilities.**  

**On Hold-2020**

**Strategy 1: Develop financial giving opportunities and establish secure funding resources.**

**Actions:**

a. Establish a capital reserve fund to secure funds in our operating budget to go toward existing capital maintenance and repair of existing facilities.

b. Develop a give a gift catalog that shows images and descriptions of park and recreation related items that the Department can use through a donation.

c. Establish a revolving fund for recreation programs.

d. Identify cost-saving maintenance practices and landscaping options for parks and public spaces.
Goal 3: Provide and maintain desired and high-quality programs and services.

Strategy 1: Create short-term and long-term measurable assessments of Parks and Recreation services and facilities.

Actions:
  a. Use evaluations at the end of every recreational program to identify what worked, didn’t work and desired new programs.
  b. Maintain the Survey Monkey online program and apply the data to evaluation summaries.
  c. Implement or participate in a community wide needs assessment and program evaluations, every 4 to 5 years.

Goal 4: Evaluate the need for a community indoor recreational facility.

Strategy 1: Engage community partners and stakeholders in the process.

Action:
  b. Create a steering committee to focus on the feasibility of developing a community center for the Town of Hartford.
  c. Consider collaboration with the Bugbee Senior Center.

Goal 5: Integrate Town and School Services and Facilities

Strategy 1: Have department youth & adult athletics become an integral part of developing an entire town/school sport programs and facilities.

Actions:
  a. Maintain relationship with Hartford High School Athletics using their system to aid in the development of the youth sport and recreation programs.
  b. Maintain representation on the Hartford Field Facility Use Committee.

Goal 6: Maintain the rural character of our community landscape.

Strategy 1: Facilitate community appreciation of preserving opens spaces and forested areas as recreational resources.

Action:
  a. Schedule community conservation/environmental educational programs over the course of a year working in partnership with the Hartford Conservation Commission.
HARTFORD, VT
PARKS AND RECREATION
DEPARTMENT

RISK MANAGEMENT MANUAL

Approved by Hartford Selectboard 04/27/04
Updated 04/07
Updated 04/09
Updated 01/11
Updated 01/12
Updated 01/13
Reviewed and updated 2/14
Reviewed 1/16 - no changes
Updated 1/17
Reviewed and updated by Parks & Rec Commission 7/18
Reviewed and updated 4/19
Hartford Parks and Recreation Department
Risk Management Manual

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Hartford Parks and Recreation Department
Risk Management Manual
Policy Statement
The Hartford Parks and Recreation Department will maintain a risk management program designed to minimize hazards that can result in personal injury, property damage or financial loss. The department will utilize the following means to implement the risk management.

- Have one staff member participate (Director) on the Town Safety and Wellness Committee.
- Work with the Risk Manager Consultant (Vermont League of Cities and Towns / PACIF Insurance representative) in specific areas related to the department programs, parks and facilities.
- Evaluate and update risk management manual annually (January).
- Provide staff with on going training programs that emphasize safety in the work place. This is to include volunteers.
- Maintain safety inspection procedures for parks, facilities and equipment.
- The manual will be reviewed and distributed to all employees.

I. Inspection Procedures
It is the department’s responsibility to reduce the risk of accidents through regular inspections and repairs. The following procedures are to be used for inspections:

A. Park Inspections
The Director and the Superintendent of Parks & Facilities will tour each park once a month to review park conditions and progress on park projects. Work orders will be completed for any necessary repairs. Weekly inspections (if not daily) of the general conditions of the parks by Park staff should occur while working at the park. In the event there is a park condition that is an emergency – repairs will take place within 24 hours – if not immediately.

B. Outdoor Theater, Open Air Shelter and Gazebo Inspections
Weekly inspections (if not daily) of the general conditions of the facilities by Park staff should occur while working at the park. In the event there is a condition that is an emergency – repairs will take place within 24 hours – if
not immediately. If necessary, the area of concerned should be closed off to public traffic.

C. Playground Inspections
All playgrounds will be inspected biweekly according to a standard inspection form and placed on file at Rec Office. In the event there is a playground condition that poses a risk to injure or is in need of repair – that area/apparatus is to be closed off repairs will take place within 24 hours – if not immediately. Once a year, the Superintendent of Parks & Facilities will do a thorough playground audit of each playground structure utilizing standard inspection equipment instruments and record the inspection on a standard inspection form.

D. Wendell A. Barwood Arena (WABA)
The emergency procedures as outlined in the WABA emergency plan manual are to be utilized in the event of a fire, physical plant or medical emergency.

1. During the winter months, snow and ice is to be removed from all emergency exit doorways and paths and from all general public exit and entrance ways. The outer perimeter road of the WABA is to be plowed and kept cleared, along with main yard of the facility.

2. During ice rental season, the mechanical equipment will be inspected / recorded daily utilizing the standard inspection form. The interior (locker rooms, bleachers, electrical room, bathrooms, entrance ways and all exits will be inspected according to the daily routine procedures. Work orders will be completed for any necessary repairs. In the event there is a major repair, the Superintendent of Parks & Facilities is to be contacteded immediately. If the Superintendent of Parks & Facilities is not available, the next person on the Action Plan for Facility Closure outline should be contacted.
E. Municipal Pools & Other Treated Recreational Water Features
1. **Pool Staff:** The municipal pools and pump house will be inspected daily prior to the opening of the facility utilizing the opening day procedures. The water quality inspection will be done every two hours and recorded on a standard inspection form. At the closing of the day, a thorough inspection of the pool will be completed utilizing the closing procedures.

2. **Park Staff:** The pool mechanical circulation and filtration systems will be inspected twice a week – to include a back-washing procedure.

F. Equipment Inspections

1. **Park Maintenance equipment** is to be inspected on a timely basis according to its respective operating manual. All equipment shall be given a visual inspection before being used by an employee. Equipment that is unsafe is to be taken out of service and tagged with a warning label.

2. **Youth Sports equipment** will be thoroughly inspected prior to issuing the equipment to a team. Any equipment deemed damaged will be discarded if it cannot be repaired to meet the manufacturer’s label standards.

G. Operation Equipment
All operating equipment is to be inspected and serviced as prescribed in the operating manual. Each employee operating a piece of equipment must complete a training session on how to operate the equipment. Inspections and routine service repairs are to be recorded.

II. Facility Inspection Schedule
For the purposes of maintain (legal) VOSHA requirements the Wendell Barwood Arena and Municipal Pools will be inspected yearly (WABA in October and Pools in June) by the VT Department of Labor and Industry and/or VT League of Cities and Towns.
III. Personal Protective Equipment

All employees are required to provide personal protective equipment / clothing based on the type of equipment, machinery or supplies the employee is using. Proper use of personal safety equipment / clothing as required by the department is outlined in the respective staff manuals (Park Maintenance, Pool, and Day Camp).

IV. Accidents

A. Auto Accident Reporting Procedure

Accidents of any nature must be recorded on the Town insurance reporting accident form within 24 hours of the accident. The forms can be obtained at the Town Manager's Office.

B. Employee Accident Reporting Procedure

In the event an employee is injured "on the job" a worker compensation form must be completed within 24 hours of the accident. The forms can be obtained at the Town Manager's Office.

C. Patron Accident / Incident Reporting Procedure

If a participant (of any nature) of a department function is injured, a department accident form is to be completed and brought to the recreation office within 24 hours. In the event the participant required hospitalization, contact the Director (even if you need to call their home). All incidents with patrons should be recorded on a department incident form. (See appendix for Accident and Incident forms).

V. Hazardous Materials and "Right to Know"

All chemical-related material will have a SDS sheet. The SDS sheets will be centrally located. A database of all materials (SDS sheets) will be maintained and kept on file at the recreation office and in the emergency management manual. SDS are required from the supplier/manufacture when the department purchases chemicals. It is the responsibility of the Parks and Facilities Director to assure the SDS materials is kept up to date.
All chemical storage areas will be secured from entry by the general public. All chemical products will be stored in location that meets the VOSHA standards.

VI. Air Quality (Carbon Monoxide & Nitrogen Dioxide Monitoring)
1. Testing with portable Multi-Rae device will be done by trained staff.
2. Testing and documentation follows the Massachusetts Department of Public Health requirements # 105CMR 675.000.
3. Test samples are taken 20 minutes after re-surfacing has ended. This test shall be done twice during the week and once on weekends. All samples are taken at center ice or from the center of the bleacher area.
4. Written procedures and all test records will be kept in the Zamboni room notebook labeled “Gas Test Info”.

VII. Vandalism Action Plan
The parks and facilities may experience random acts of vandalism. The department staff, volunteers and park neighbors are asked to report vandalism immediately to the police department. If vandalism is found where safety devices and/or measures are disturbed due to the vandalism, the matter must be corrected immediately or closed off to the general public. To combat vandalism the department staff will complete the following procedures:
   ✓ Document vandalism by completing an incident report
   ✓ Contact the Hartford Police Department and make an official report
   ✓ Every effort will be made to repair vandalism within 48 hours
   ✓ The vandalism reports will be recorded
   ✓ When possible, park sites will be gated and a guardrail installed.
   ✓ Whenever possible, park practices will include vandalism-proofing.

VII. Major Storm Threat: Flood Procedures and Heat
A. Rain - Thunder / Lightning Storms
Safety of the patrons is paramount. The lightning procedure is to be followed. No child will be allowed to leave the premises of a department facility during a major thunder/lightning storm if he or she is alone. The child may contact a
parent/guardian to arrange for a ride home. During camps, sporting events, special events and park maintenance projects, a designated shelter area should be predetermined in the event of a thunder/lightning storm. Wait at least 30 minutes after the lightning flash before resuming activities.

**B. Snow Storm**

In the event of a major snowstorm, priority of snow removal will be concentrated at the public facilities that are open – primarily at the WABA. Programs will be canceled if it is deemed unsafe to travel. Gates are in place to close off the entrances to parking lots – as not to have vehicles get stranded (stuck) in the parking lots.

**C. Flooding**

Our park system encompasses three major rivers. To avoid damages / loss to park amenities, any item that can be removed from the park grounds will be stored away during the closed season of the parks. In the event that the parks are flooded, appropriate action will be taken to close off the flooded areas.

**D. Extreme Heat Conditions**

In the event that weather conditions are (or are forecasted to be) of extreme heat conditions over eight hours or longer, staff, volunteers and participants may be required to postpone their outdoor activities. Volunteer coaches should be trained to conduct, if not cancel, their practices in a manner that does not create heat exhaustion of their players. Day Camp and swim activities will be curtailed to indoor/shaded facilities. Recreation participants and staff will have access to fluids.

**VIII. Waiver Forms**

**A. Program Waiver**

Waiver forms are required for all participants registered in a department program. Individuals under 18 years of age must have the waiver signed by a parent or legal guardian.
B. Volunteer “Special Projects”
Volunteers working on specialized projects are required to complete a volunteer application and a waiver form indicating that they understand the responsibilities of the volunteer and the type of work that the project may entail.

C. Background Check Waiver
Volunteers working with a vulnerable population (youth, elderly, and handicapped) are required to complete a waiver to allow the department to complete a background check. (see Appendix for Waiver forms).

IX. Program, Facility and Park Security Plans
A. Program Security Plan
   1. Youth Sports
      a. Coaches are required to complete a background check application once a year. Check is to be submitted and verified prior to start of program.
      b. All volunteers are required to complete a Volunteer application form.
      c. Coaches are asked to have a cell phone available in the event of an emergency
      d. No child is to be left alone at a facility/park after a practice and/or game.
      e. Coaches are required to attend coaches training sessions sponsored by the department.
   2. Special Events (Annual Fireworks and Glory Days of the Railroad)
      a. Police Department to coordinate pedestrian and vehicle traffic and on-site security.
      b. Department full-time staff members are to carry two-way radios.
      c. Event volunteers are required to attend a pre-planning training meeting.
   3. Only designated volunteers are allowed to handle concession and/or gate receipt funds.
4. Venture Day Camp
   a. Campers are not allowed to leave the camp premises without the staff knowing the person who is picking up the child – before the child will be released.

B. Facility Security Plan
   1. Wendell A. Barwood Arena (WABA)
      a. Facility Lock System
         1) Only full-time and seasonal part-time employees will be issued keys to the front door and maintenance entrance.
         2) Keys issued are to be recorded at the main office and WABA staff room
      b. Chemicals and Cleaning Supplies
         1) All custodial cleaning supplies are to be kept in the custodial closet. The closet is to be kept locked.
         2) SDS sheets are kept in a binder in the Zamboni Room.
         3) All chemicals and paints are to be stored according to the VOSHA requirements.
      c. Daily Routine Security
         1) Staff members are required to follow the closing and opening procedures of the facility to assure that the building is secure and in safe condition.
         2) No funds are to be kept on the premises overnight. If the event start-up funds are required for the following day, funds are to be kept in the safe.
      d. Emergency Plan
         1) Follow prescribed procedure as outlined in the WABA Emergency Plan.
      e. Working Conditions / Environment
         1) When working alone – the exterior maintenance door is to remain closed.
         2) No unauthorized personnel are allowed in restricted areas
3) The maintenance / Zamboni Room entry doors are to remain closed at all times.

4) All exterior doors to WABA facility and out building are to remain locked when no staff member on-site.

2. Hartford Municipal Pools
   a. Facility Lock System
      1) The Pool Director, Superintendent of Parks & Facilities and full time Park staff will be issued keys to the main gate of the pools, pump house and pool office.
      2) Keys issued are to be recorded at the main office.
   b. Chemicals and Cleaning Supplies
      1) All custodial cleaning supplies are to be kept in the custodial closet. The closet is to be kept locked.
      2) MSDS sheets are to be kept in a central location.
      3) All chemicals are to be stored in according to the VOSHA requirements.
      4) The main pump house is to be kept secured at all times.
   c. Daily Routine Security
      1) Staff members are required to follow the closing and opening procedures of the facility to assure the building is secure and in safe condition.
      2) Staff members are required to attend pre-training/orientation meeting prior to the start of the season starting.
      3) No funds are to be kept on the premises overnight. If the event starts-up funds are required for the following day, funds are to be kept in the safe.
   d. Emergency Plan
      1) Follow prescribed procedure as outlined in the Pool Emergency Plan.
C. Park Security Plan

1. Each site has an emergency 911-address number associated to the specific park. A volunteer or staff member can call 911 and give the park’s address number.

2. Parks are closed from October through April.

3. The Town Parks Ordinance outlines specific security measures for the public parks.

4. Park Staff will receive basic training each year – scheduled in May and October.

X. Recreation Program Safety

Program safety implies the safety of the participant enrolled in a department sponsored activity.

A. General Safety Procedures

1. Instructors/Leaders:
   a. Will have sufficient knowledge of the program/event to ensure safe instruction to the class or operation of the event.
   b. Are to have access to a phone (cell phone)
   c. Will record attendance
   d. In the event of an accident, will be trained in how to report the accident.

2. Summer Recreation & Aquatic Staff Leaders:
   a. Will be trained in CPR and First Aid
   b. Utilization of a AED unit
   c. Aquatic Staff Leads must be Lifeguard certified

3. Volunteer Youth Coaches:
   a. Will be given sufficient training on emergency procedures, including recognizing potential head injuries leading to a concession.
   b. Will record attendance
   c. Will have access to first aid kits
   d. In the event of an accident, will be trained in how to report the accident.
e. Make available CPR/First Aid/AED training

XI. Employee Safety Training

A. Training Programs

1. The department will conduct seasonal orientation training programs prior to the beginning of the summer season.
2. Topics to be covered, but not limited to, will be blood pathogen, hostile situations, disruptive behavior, and use of equipment and emergency procedures.
3. Training sessions will be in-house and with professionals from outside the department.
4. Training sessions will be recorded, along with attendance.
5. Park maintenance staff will receive sufficient training in operating specialized equipment. No employee is to operate a piece of equipment without receiving prior training and approval. When appropriate, the staff will be required to attend training programs conducted by the Vermont League of Cities and Towns.

XII. Safety/Wellness Committee

A. Town Safety Committee(s)

1. The department will designate one person to serve on the Town Safety Wellness Committee. That person will update all staff on safety concerns pertinent to the operations of the department.
2. Internally, the department park staff will meet with the Director once a year (May) to discuss the importance of employee safety practices and keeping the parks and facilities safe.

XIII. Other Safety Procedures

The following safety procedures (programs) are part of the Town of Hartford written Safety Plan
A. Lock-out, Tag-out procedure:
In the event that any power tool, vehicle or motorized piece of equipment needs immediate mechanical repairs / service or adjustments because of safety or service needs, the following must take place:

The following procedure must also be followed even if the machine is actively being worked on.

1. Remove all sources of power and ignition.
2. Mount laminated placard of LOCK-OUT in an obvious location on the equipment.
3. Verbally notify any co-worker of LOCK-OUT status of said unit.
4. Secure facility that the equipment will be stored if machine must be left unattended.
5. Removal of LOCK-OUT placard can only be done by authorized operator, mechanic or supervisor.

B. Confined Space

1. See Appendix: Confined Space Program. This program is designed to establish minimum requirements and procedures for the safety and health of employees who may (do) work in, and in connection with, confined spaces.

C. Bloodborne Pathogens

1. See Appendix: Exposure Control Plan. The plan is designed to protect employees from the dangers which result from occupational exposure to bloodborne pathogens.
2. Each employee is to receive the department’s blood borne pathogen manual and complete the respective application form. This procedure complies with VOSHA. The department will maintain a Bloodborne Pathogen Exposure Control Plan. An annual refresher course will be conducted yearly, before the summer season begins, by the Vermont League of Cities and Towns.
D. Traffic Control Procedures

1. All personnel involved in traffic control will be provided in-service training led by the Town Traffic Control Instructor.

2. Staff and volunteers will be issued appropriate orange vests and flags and/or flashlights.

3. The department will utilize roadblocks for major events that involve significant traffic control. Prior to the closing of a public road – the Hartford Police department are to be notified and any logistics of closing the road to be coordinated with the police. A community event form and road closure form must be submitted to the Town Manger’s Office.

4. The Hartford Police department will be contracted to control traffic on public roads and public right a ways when applicable.

5. A site plan will be developed for the major special events that require roadblocks and road closures.

E. Cooperation Efforts with the Town Departments Safety-Emergency Services

1. Police Department
   a. The Director and the Superintendent of Parks & Facilities are the primary liaisons to the Department. The Director will be responsible to report problems to the department and/or follow-up on reports issued to the police department. The park staff is authorized to enforce all park ordinances that do not require professional law enforcement. If the park user or visitor refuses to comply with the request, staff should contact the Superintendent of Parks & Facilities or the Director. In an emergency, contact the Police Department. The park staff will receive in-service training from the Police Department twice a year in the fall (October) and spring (May).

2. Fire Department
a. The Director and the Superintendent of Parks & Facilities are the primary liaisons to the Fire Department. The Director will be responsible to report problems to the department and/or follow-up on reports issued to the fire department. The Fire Department can assist in emergencies that require rescues in the rivers and town forest. During special events, the EMT service should be contracted to be on location of the event. It is the responsibility of the Director or the Director’s designee to contact and schedule the EMT services at large special events.

3. Public Works
   a. The Director is the primary liaison to the Department of Public Works. The Director will be responsible to report problems to the department and/or follow-up on reports issued to the police department. Large equipment and trucks may be necessary to assist in emergencies at the parks.

F. Handling Evidentiary Items

   Department staff should make every effort to preserve a crime scene in the same physical condition as the perpetrator left it – this includes vandalized sites prior to the police investigation. The employee should complete the following steps (as approved by the Hartford Police Department):

   1. Contact immediate supervisor.
   2. Supervisor will contact the police department.
   3. Monitor the scene until the police arrive to ensure that the site is not disturbed by other staff and/or public.
   4. The employee remains at the scene until relief by another Parks and Recreation staff employee or until police have arrived and assumed supervision of the site.
G. Handling of Disruptive Behavior

The handling of disruptive behavior will vary depending on the level of the behavior. No Parks and Recreation employee is required nor expected to put themselves in harm's way. The primary goal is to avoid injury to staff or patrons and/or damage to public property. Listed below are general responses to behaviors that should be used by staff:

1. Angry Patron (physically under control)
   a. Provide the patron the opportunity to express the cause for their displeasure.
   b. Calmly reiterate the concern(s) to ensure you fully understand the issue.
   c. Calmly explain how the issue can be resolved. If you are unable to resolve the issue, explain that you will consult with your supervisor and the patron will be contacted as soon as possible with a response.

2. Angry patron (physically threatening situation)
   a. Contact your supervisor or fellow staff member to assist you with the situation.
   b. When assistance arrives, request that the patron calmly explain the situation. If possible, try to resolve the issue.
   c. If the situation is becoming out of control (physical contact and/or verbal threats), call the police department and proceed to secure the area until the police arrive.
   d. Complete and submit the incident report to your supervisor.

H. Out of Control Situations

Out of control situation include a physical fight, angry mob of people and unruly athletic spectators.

1. In the event of an athletic venue, the staff can implement the “Zero Tolerance” policy (see Appendix). If the spectator refuses to leave the premises, call the police department.
2. If the staff member(s) cannot resolve the problem safely, contact the police department.

3. If concerned with your own personal safety, proceed to secure the area until the police officer arrives. Do not try to take matters into your “own hands.”

4. Complete and submit an incident report to your supervisor.

XIV. Risk Management Accounting Procedures

A. Employee Wellness and Safety
   To reduce the potential loss of workdays due to illness and/or accidents the department (via Town activities) staff will participate in a variety safety-training programs and be encouraged to participate in the Town sponsored wellness programs.

B. The primary agency that implements the department’s risk management accounting is the Vermont League of Cities and Town (our insurance carrier). Once a claim is submitted to the carrier, the carrier will determine whether to pay the damages or not pay the damages. In the event the claim is not going to be settled, the Town Manager is to be notified.

C. The department will undergo outside inspections conducted by the Vermont League of Cities and Town and Vermont Labor and Industry to assure all facilities meet VOSHA regulations.

D. Cash Handling of admission fees from the Arena and Pool should be handled as outlined in the Funds Handling Procedure (see Appendix).

E. Cash Handling of skate sharpening fees should be handled as outlined in the Skate Sharpening Procedure (see Appendix).

XV. Communications

A. Park staff will primarily use cell phones.
B. In the event of a major catastrophe, the Parks and Recreation Director will be the spokesperson to the media and if necessary to the respective patron(s) who may be involved in an incident.

C. Portable radios are to be utilized at major events. Each event supervisor will be required to have a radio in their possession. Cell phones will be used as a back-up.

D. Cell Phone roster to be established for each event

XVI. Records and Recovery Plan and Procedures
A. For the protection and recovery of electronic files the Department will conduct the following procedures: 1) weekly full backups, daily incremental backups, and continuous cloud backups. 2) Copies of backups are created and stored both onsite and offsite including the cloud. 3) Full backups are kept for a minimum of 2 weeks. 4) Backup and recovery operations are managed by the Town of Hartford IT Staff. To manage electronic documents the Parks and Recreation Department will utilize the Town of Hartford’s Microsoft Windows file server and Laserfiche Document Management System. Document access and security is controlled by Windows Active Directory User Accounts and Security Groups. In order to minimize any potential loss or corruption of this data, the town employs a combination of Symantec Backup Exec and cloud based backup software to allow data to be readily recovered as necessary. The off-site computer terminal located at the arena is connected to an external drive for back-up. The external drive is periodically down loaded to the main computer for back-up. When necessary the appropriate off-site documents will be filed through the Laserfiche Document Management System.
Appendices

Pool Rules
Daily Chemical Report
Pool Daily Maintenance Report
Pool Closing Procedures
Guard Rescue Report
Lifeguard Statement Form
Patron Statement Form
Behavior Incident Report
Daily Maintenance Report
Pool Emergency Plan
Accident Report
Ventures Opening/Closing Procedures (duties)
Ventures Conduct Slip
Volunteer Coaches Emergency Procedures
Park & Facility Incident Report
Arena General Operational Guidelines
Public Skating Procedures
Medical Emergency Plan Arena (winter)
Zamboni Blade Changing Procedure
Zamboni Operation
Municipal Arena Safety Completion check-off
Refrigeration Inspection Data Sheet
Ice Maintenance Record Form
Arena Cleaning Check List
Rink Operator Orientation Review Sheet
Funds Handling Procedures (Arena)
Skate Sharpening Procedure
Daily Rink Report (attendance & funds)
Park Closing Procedure (seasonal)
Playground Inspection Form
Program Registration Waiver/Release Form
Zero Tolerance Policy
Confined Space Program
Exposure Control Plan
Glory Days Risk Management (2005)
MARKETING / COMMUNITY
RELATIONS PLAN

“Our mission is to serve the needs of the community through quality parks and facilities, and by offering lifelong learning through recreational and cultural programs.”
CONTENTS

Introduction
Vision Statement
Mission Statement
I. Administration
II. Marketing Tools
III. Special Events
IV. Community Relations Plan "A Work In Progress"
V. Staff Responsibilities
VI. Community Assessment / Quality Assurance
VII. Market Research Methodology
Introduction
The department is dedicated to providing citizens with accurate, up to date and relevant information about programs, special events and facilities. The department will strive to inform the public of current news relative to on-going programs. The marketing efforts will include a variety of mediums to ensure the department provides Hartford citizens with a variety of opportunities to discover the many services offered by the department. Implementation of the Marketing / Community Relations Plan is based on the department’s vision and mission statements.

Vision Statement
Something for Everyone – Where the citizens of Hartford and surrounding communities recognize the vital necessity of recreation through diverse programs that reach all, regardless of age, gender, race and economic backgrounds. A department that cooperates with all community groups to bring a variety of recreation opportunities to the citizens of Hartford. The parks and facilities are maintained at the highest quality and improved on a regular basis to meet the future needs of the community.

Mission Statement
Our mission is to serve the needs of the community through quality parks and facilities and by offering life long learning through recreational and cultural programs.
I. Administration

A. Review
The Hartford Parks and Recreation Commission, Director, Superintendent of Recreation Programs, Superintendent of Parks & Facilities, Administrative Assistant and Town Manager will review the plan yearly. The review will consist of evaluating marketing promotional material, sequence of distribution and methods of distribution.

B. Staff Responsibilities
The Director will be responsible for updating the plan, distributing the plan and overseeing the administration of marketing activities for the department. The Administrative Assistant and Superintendent of Programs will develop the seasonal program guide, event fliers, press releases, website, and online presence.

II. Marketing Tools
The following tools will be implemented to announce programs and special events:

A. News Releases / Feature Articles
When appropriate – news release will be sent out announcing activities of the department (new programs, capital improvements, etc.) All news releases will be submitted through the appropriate media choices at least three weeks prior to the program, activity, and/or event date. Reminders will be sent weekly prior to events using Constant Contact, websites, and social media.

B. Web
All activities and general information about the department will be maintained and updated on an “as-needed” basis on the Town’s official web site and on www.hartfordrec.com. The seasonal program guides will
be posted on the town’s website and on www.hartfordrec.com, which allows participants to view or print out the document. All social medial platforms will also be utilized for promoting events, deadlines, and notifications.

C. Bulletin Board
Communication information will be maintained at the entrance bulletin board at the Parks & Recreation office in the Municipal Building, the WABA, the pool and all schools. When appropriate, fliers/posters will be distributed to local bulletin boards and storefront windows.

D. Recreation Telephone
The phone line (802) 295-5036 —will be maintained as a direct contact to the Department.

E. Paid Advertising
Advertising will be utilized for season openings of major facilities and announcements of special events.

F. Internet - Email
Emailing and use of social medial platforms will be used to engage potential participants. This format will be utilized to directly target the appropriate market that we want to reach. Marketing documents and press releases to every household in our database, through both www.hartfordrec.com and Constant Contact mailings.
G. Direct Mail

Direct mail marketing is an option for the department to use for marketing of programs and special events. However, in today’s technologically advanced world, the department finds it more beneficial to market via social media, emails, and websites. Due to social media and our available technology, cost prohibitive direct mailing is being phased out as a means of marketing. We do, however, mail promotional materials upon request.

H. Seasonal Program Guide

Two program guides will be developed and published: One in late February and the other in late August. The February guide will announce the spring / summer information and the August publication will announce the fall / winter information. The publications will be distributed to the schools (copies for each student, faculty and staff), village post offices, libraries, WABA, municipal pool, general stores and municipal offices.

I. Facebook, Twitter, Text Messages & Instagram

Social media posts are utilized for program marketing by creating events and posting status updates to inform people of announcements, cancellations, and programming. Facebook and Twitter are linked, so that anything added to Facebook is automatically added to Twitter. Twitter links are embedded on the website, as are links to Facebook. Social media posts will show up on all social media platforms.

J. Text messaging is an option available within the MyRec system. However, the method of set-up and maintenance require a tremendous amount of administrative oversight. Until the department is able to focus on that means of communication, texting is a method that we'll work toward in the future, allowing for last minute cancellations or updates to programs and events.
**Program Guide Time Line**

<table>
<thead>
<tr>
<th>February Publication</th>
<th>August Publication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nov – Dec determine programs and gather information</td>
<td>Apr – June determine programs and gather information</td>
</tr>
<tr>
<td>December 2nd week / review with Commission</td>
<td>June 2nd week / review with Commission</td>
</tr>
<tr>
<td>January 1st week – design layout</td>
<td>July 1st week – design layout</td>
</tr>
<tr>
<td>January 2nd week – finalize program content</td>
<td>July 2nd week – finalize program content</td>
</tr>
<tr>
<td>January 4th week – final draft to be edited</td>
<td>July 4th week – final draft to be edit</td>
</tr>
<tr>
<td>February 1st week – make final revisions</td>
<td>Aug. 1st week – make final revisions</td>
</tr>
<tr>
<td>February 2nd week – send to printer, upload to website</td>
<td>Aug. 2nd week – send to printer, upload to website</td>
</tr>
<tr>
<td>February 3rd week – print and pick-up</td>
<td>Aug. 3rd week – print and pick-up</td>
</tr>
<tr>
<td>February 4th week – distribute</td>
<td>Aug. 4th week – distribute</td>
</tr>
</tbody>
</table>

**III. Special Events**

**A. Marketing Tools**

Marketing of special events demand a variety of marketing tools to assure significant exposure is created. Along with the Marketing Tools listed in the plan, the following marketing techniques will also be implemented:

1. Poster and Rack Cards distributed throughout Upper Valley
2. Guests on radio and local cable access talk shows
3. Radio Advertising (if financially able)
4. Distribution of fliers at concerts and/or designated public gatherings
5. Event-Specific invitations on all social media platforms.
6. Feature articles and positioning past/post pictures.
7. Constant Contact
8. Promotional flyers submitted to local cable access bulletins boards.
9. Posting HPRD events on partner social media platforms.
B. Special Event Marketing Time-Line

The outline below is a guideline for starting of marketing of annual special events.

<table>
<thead>
<tr>
<th>Event</th>
<th>Event Month</th>
<th>Kick-Off Marketing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Glory Days of the Railroad</td>
<td>September</td>
<td>November - previous yr.</td>
</tr>
<tr>
<td>Halloween</td>
<td>October</td>
<td>1st week of October</td>
</tr>
<tr>
<td>Opening of Ice Arena</td>
<td>October</td>
<td>1st week of October</td>
</tr>
<tr>
<td>Turkey Skate</td>
<td>November</td>
<td>1st week of November</td>
</tr>
<tr>
<td>Elves Workshop</td>
<td>December</td>
<td>4th week of November</td>
</tr>
<tr>
<td>Skate with Santa</td>
<td>December</td>
<td>2nd week of December</td>
</tr>
<tr>
<td>New Year's Eve Skate Party</td>
<td>December</td>
<td>3rd week of December</td>
</tr>
<tr>
<td>RedZone 5K</td>
<td>February</td>
<td>2nd week of December</td>
</tr>
<tr>
<td>Youth Ice Fishing Derby</td>
<td>February</td>
<td>2nd week of January</td>
</tr>
<tr>
<td>February Community Entertainment</td>
<td>February</td>
<td>3rd week of January</td>
</tr>
<tr>
<td>Boston Flower Show - Bus Trip</td>
<td>March</td>
<td>1st week of December</td>
</tr>
<tr>
<td>Lyman and Quechee Concert Series</td>
<td>June</td>
<td>1st week of April</td>
</tr>
<tr>
<td>Open of Municipal Pool</td>
<td>June</td>
<td>1st week of May</td>
</tr>
<tr>
<td>July 4th Fireworks Festival</td>
<td>July</td>
<td>1st week in March</td>
</tr>
<tr>
<td>Hurricane Hill Trail Run</td>
<td>July</td>
<td>1st week in April</td>
</tr>
</tbody>
</table>

*Other events as developed and when fundraising is needed, should kick off marketing at least 8-12 weeks prior. Some events, such as annual road races, require marketing through trade magazines and websites at least 8 to 10 months in advance.

IV. Community Relations Plan “A Work In Progress”

Policy Statement

It is essential for the department to have a “presence” in the community by having an active, on-going public relations campaign. Each of the staff, whether seasonal or full-time, plays a crucial role in representing the department. Whether in the office with patrons or in the parks/facilities with visitors – the staff should reach out to insure positive community relations. The department must create close ties with the whole Town (Town of Hartford) without losing the sense of each village community. A demonstration of caring and follow through of the department’s mission and vision must be evident.
V. Staff Responsibilities

The Superintendent of Programs will serve as the public relations liaison to the Hartford School District. The Director is the “point” person for all public relations internal and external of the department with the media, community civic agencies and general public. The efforts of positive “community relations” involve the entire staff, whether working within departments within the Town government and/or the wide spectrum of civic and private groups externally.

The following methods will be used to enhance positive community relations (externally):

A. Weekly Recreation Bulletin
   Submission to the Valley News Thursday Recreation Page each Monday for Thursday’s paper and the Thursday Constant Contact communication.

B. Annual Speaking Engagements
   Speak at a variety of local civic groups, clubs, schools and service organizations.

C. Parks and Facilities Brochure and Program Guide
   Utilize these publications to “thank” volunteers and recognize volunteer service award recipient. Directions to parks and facilities for tourists.

D. Civic Cooperation
   The department will work with civic groups within the community and identify needs through collaboration. Department and identified groups/agencies will engage in events and programs as a cooperative sponsor and/or participant. Example: Current relations with WRJ Rotary-Polar Express, Chamber of Commerce-Balloon Festival, Hartford
Community Coalition activities, Hanover School District’s Summer Camp Fair.

E. Community Involvement
The department will assist in a variety of community oriented activities, such as; club youth sports organizations, civic organization activites and the like.

F. Parks and Recreation Commission
Meetings are posted and the public is welcomed and encouraged to attend. Each member of the commission has liaison responsibilities to a variety of youth sport activities, civic organizations and the school district.

G. Word of Mouth
The power of “one on one” to inform citizens about what’s going on in the department is crucial to building a positive public image. If a person has a question that a staff member cannot answer – all best attempts should be made to find and convey the answer.

H. Weekly Program Newsletter
Newsletter is submitted electronically to each of the Hartford Schools which list all of the upcoming programs for the current month. Constant Contact distribution also serves as a weekly Upcoming Program newsletter.

VI. Community Assessment / Quality Assurance

The department will make an effort to assess and evaluate the programs, activities and events offered to the citizens. Citizens input will be obtained to assure the parks are safe and in quality condition.
A. Community-Wide Parks and Recreation Survey

The last community wide survey was completed in 2017. The development of the next survey is scheduled for summer of 2021. The parks and recreation department will administer the survey, with the assistance of various organizations and stakeholders. Survey Monkey or other institutions may be used to collect and validate the data. Results of the survey are used to develop future capital improvement projects and budgets.

Collaboration with other community organizations’ surveys assists us in data collection that supports community recreation and parks. Assessments through the review and updating of the Town’s Master Plan also provides input from stakeholders on how the department is doing. Currently (July 2018) the department is participating in an overall Master Plan Update that includes community wide input on parks and services.

B. Community Meetings

The department will collaborate with the Planning & Development Office of the Town and other organizations, such as Hartford Community Coalition (HCC), to address community needs, problems and concerns through community-wide meetings. Past department participation includes HCC events, where various issues and concerns were addressed providing a true voice of the community. Additionally, the department has participated in Planning and Development village meetings and has utilized a collaborative called the Facilities & Field Committee which includes various interests throughout the community to assess and plan for facility and field uses and needs. The committee has representation from all sport and club organizations along with the Hartford Athletic Director and Director of Parks & Recreation.
C. Programming Evaluations

   Evaluations are created and maintained through Survey Monkey by the Superintendent of Programs and sent to program participants via Email through MyRec or direct email as needed. All programs are evaluated by the participant and seasonally by the Department. The results of the evaluations are compiled and presented in a program report at the end of each program season.

D. Implementation of Evaluation Procedures

   1. Workshops, Classes and Seminars: The data will be reviewed and tabulated by the Superintendent of Programs – to be put into the quarterly program report.

   2. Youth Sports/Programs and Facilities: Evaluations will be emailed to all participants using MyRec or direct email as needed. The data will be reviewed by the Superintendent of Programs – to be put into the seasonal program report. The evaluation process is also available via a link on our www.hartfordrec.com website.

   3. Ventures Camps: The Superintendent of Programs will distribute camp evaluations via email on the Friday of each respective camp session. The evaluations will be reviewed and tabulated by the camp director and a written report submitted to the Program Coordinator.

VI. Market Research Methodology

   The following methods will be implemented to determine the effectiveness of programs and facilities:

A. Program Evaluations

   1. All programs will be evaluated seasonally at the end of the program.

   2. The results of the evaluation will be presented to the Parks and Recreation Commission and the Parks and Recreation Director.
3. The Director and Superintendents of Facilities and Programs will create the evaluation report and maintain the responses for future program offerings.

B. Bi-Annual Program Review
1. Twice a year the Parks and Recreation Commission will review the slate of proposed programs.
2. The Parks and Recreation Director will conduct the workshop session.
3. The School Board and Selectboard liaisons will be encouraged to attend and participate. The session will occur at a regular scheduled commission meeting.
4. This group will review the program line up with the over-all strategic plan.

C. Tracking System
1. The means of how programs are advertised, the registration and evaluation review process will be tracked two times a year as part of the seasonal program review.

D. Community Survey
1. The department will conduct a community survey every five years.
2. The last survey was conducted in 2017.
3. The next survey is scheduled to occur in the summer of 2021.

E. Monthly Program Reports
1. Reports consisting of program attendance, revenue/expense, inventory, evaluation and scholarships given will be submitted to the Parks and Recreation Director by the Superintendent of Programs. This report is also submitted to the Finance Director for review and comment.
2. These reports will be used in evaluating the programs offered.
F. Annual Park and Facility Reports
   1. Reports consisting of park/facility practices, preventive maintenance recommendation, the Superintendent of Parks & Facilities and Park Labor staff will meet to discuss needs for the department facilities. The Superintendent will submit the status of facilities and equipment and any revenue/expense reports to the Director when requested.

G. Public Forums
   1. Public meetings are held to discuss future programs and park/facilities needs when executed by the Director.

H. Park and Facility Evaluations
   1. Through the program evaluation distributed to participants –questions will refer to the park and/or facility being used for the program.
<table>
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<th>Name</th>
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<th>Total Benefits</th>
<th>Total Deductions</th>
<th>Taxes Withholding</th>
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**Total Social Security:** $110,000
**Total Total Pay:** $110,000
**Total Total Benefits:** $22,000
**Total Total Deductions:** $11,000
**Total Taxes Withholding:** $11,000
**Total Federal Unemployment Tax:** $5,500
**Total State Unemployment Tax:** $2,200
**Total Total:** $110,000