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Organizational Assessment of the Parks and Recreation Department: Jamestown, RI

Edward J. Collins, Jr. Center for Public Management, University of Massachusetts Boston

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Organizational Assessment of the Parks and Recreation Department Jamestown, RI

November 2013

Edward J. Collins, Jr. Center for Public Management

MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES



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INTRODUCTION AND OVERVIEW

This report presents the results of the management assessment of the Jamestown Department of Parks and Recreation (“Department”) conducted by the University of Massachusetts Boston’s Edward J. Collins, Jr. Center for Public Management (“Center”). This section introduces the analysis – outlining principal objectives and how the analysis was conducted – and presents an Executive Summary.

AUDIT SCOPE AND OBJECTIVES

The project team conducted a comprehensive organization and management analysis of the Department’s existing operations, service levels, infrastructure management, organizational structures and staffing levels. Additionally, the Center conducted three public input sessions and administered a survey to obtain input on programmatic services. The goal of the analysis was to be fact-based and include all aspects of service provision by the Department. The analysis focused on:

- Organizational structure, including an analysis of the appropriate grouping of functions and activities related to parks maintenance and the provision of recreational services.
- Effectiveness of staffing levels including, but not be limited to, staff assignments, workload, and cost-effectiveness of service levels and service delivery; and,
- Benchmarks and other objective indicators of program effectiveness.

To fulfill this scope, the project team:

- Developed an understanding of the key issues impacting the Parks and Recreation Department. The project team conducted interviews with Department management and staff, as well as Town management, current and former Town employees, and residents. Interviews focused on goals and objectives, management systems, the use of technology, the levels of service provided by the Department, the resources available to provide those services, etc.
- Developed a descriptive profile of the Parks and Recreation Department. The project team interviewed department staff to document the current organization of services, the structure and functions of the Department, budgets, workload data, management systems, inventory of the infrastructure, etc.
- Compared Parks and Recreation Department programs and practices to ‘best management practices.’ The best management practices included comparisons to the American Public Works Association’s, *Public Works Management Practices Manual*, American Parks and Recreation Association, and the experience of the project team.
- Evaluated the staffing, organization structure, and service levels in the Parks and Recreation

Department. This included interviews with key staff to develop an understanding of the current service delivery model, evaluation of the adequacy of current service levels, work practices, work planning and scheduling systems, productivity and staffing levels, the plan of organization, and asset management.

OVERVIEW

The objective of this assessment was to identify opportunities for improvement in the operational, organizational and economic efficiency of the Department and practicable opportunities for enhancing the quality of its product and services.

1. The Parks and Recreation Department displays a number of strengths.

An organizational and management analysis by its nature focuses on opportunities for improvement. However, there are a number of strengths in the Parks and Recreation Department, as well as in the Town that supports the Department. Examples of these strengths are portrayed below:

- Town residents display a strong sense of involvement and ownership in their parks and the recreational services provided by the Parks and Recreation Department;
- The Parks and Recreation Director, Program Supervisor and Teen Center Coordinator solicit input and feedback regarding participants' desires for new programs, and satisfaction with others;
- The Department attempts to work with multiple community groups to accommodate their recreational needs in an equitable fashion. The recent closure of the Country Club at the Golf Course has made this effort more challenging, however, there appears to be an honest attempt to work with groups such as Bridges, the Community Theater Group, Conanicut Island Art Association, the String Ensemble Group, and others, all while providing daily scheduled activities at the Recreation Center;
- The Department solicits sponsorships from local businesses to support many of its annual events; and,
- The Department provides many popular events, such as the Jack-O-Lantern Jog, Summer Concert Series, and others.

These strengths provide a sound basis for further enhancements.

2. There are significant improvement opportunities for the Department going forward.

The Jamestown Parks and Recreation Department is typical of many small parks and recreational service providers across the country, in that it has provided services in the same way, with similar numbers of staff, for many years. Parks, grounds and beaches are opened, cleaned and maintained in accordance with plans, procedures and schedules that are largely undocumented, but well known to the staff.

Similarly, recreational services are provided with relatively little variation, although they may be altered and enhanced based on informal comments received by participants. When faced with new challenges, these organizations tend to confront them within the context of historical operations.

The project team has recommended that the Jamestown Parks and Recreation Department incorporate new, and more formalized, management and planning techniques that will result in greater accountability for results. Further, the project team has recommended that the Town engage in a formal strategic planning process that incorporates input from a broad range of residents. This strategic plan will help guide the Department's future actions and responses to changing needs, and will ensure that programming is a reflection of community desires. In short, the Jamestown Parks and Recreation Department, like many others, can no longer plan its future service provision based on a linear projection of what has happened in the past, but must change and adapt to changes in residents' needs.

The project team received excellent input from many sources during the course of the project, and has related the results within the following pages. However, the provision of the optimum menu of recreational services cannot solely be a product of a consulting report. It must be a collaborative effort by the residents of the town, in concert with the staff who provide them. One of the singularly fortunate attributes for the Town of Jamestown is that there is a knowledgeable and engaged populace with no lack of excellent ideas to share, and a willingness to participate.

With these considerations in mind, the project team has, in the following pages, made recommendations to enhance the operations of the Jamestown Parks and Recreation Department. The over-arching themes for enhanced operations fall into the following categories:

- Use of information systems and technologies;
- Management and planning efforts;
- Programmatic services;
- Facilities; and,
- Staffing and organization.

USE OF INFORMATION SYSTEMS AND TECHNOLOGY

The Parks and Recreation Department, like many small departments, tends to focus its efforts primarily on the direct provision of services to its participants. With limited staff and budgets, this is understandable to a certain degree. However, the incorporation of information systems and other technologies can, once implemented, act as workforce multipliers by minimizing efforts related to repetitive and duplicate data entry, and facilitating the analysis of metrics such as cost of programs and services, accounting for fees, trends in participation – both on a demographic and programmatic basis, trends participant interests, as well as many others.

Interviews and observations by the project team during on-site activities indicated that the Parks and Recreation Department utilizes technology on a very limited scale. The Teen Center utilizes "Youth Services.net" to track attendance, however, the extent of technology use in the Department is otherwise limited to the use of electronic spreadsheets and word processing software.

MANAGEMENT AND PLANNING EFFORTS

The Parks and Recreation Department currently has no guiding structure in place to enable it to analyze, anticipate, plan or manage its work. Further, the Department lacks any asset management plan that identifies its infrastructure, its worth, its maintenance requirements, and the service levels and staffing resources required to maintain it. This is, in some respects, due to the lack of funding for such efforts, but is also related to the lack of managerial focus on these efforts.

Another element of management and planning efforts that should be a part of a well-functioning department is the establishment of performance measures and a reporting structure to ensure the accountability for the attainment of agreed-upon levels of service. This is absent in the Jamestown Parks and Recreation Department. The Department does issue an annual report that reflects certain workload metrics such as the numbers of broad numbers of participants in programs and activities. However, these are simple reflections of outputs, and without proper context, have no meaning to the reader. The real objective of performance measurement should be to report on the efficient and effective use of the resources utilized in attaining service level goals over time, and this is a lacking element of management and planning in the Department of Parks and Recreation currently.

PROGRAMMATIC SERVICES

As noted above, the recreational programs offered by the Department tend to be those that have been offered in the past, with the exception that if an instructor has an idea for a new program, the Department will explore it and, if successful, will continue the program. This is no small task as each program needs to be scheduled, instructors identified, participants registered, and any challenges that arise during the program addressed. However, due to the current day-to-day approach, there is no articulated overarching vision or philosophy related to the provision of recreational services. From the community input it became clear that many potential customers, such as those who do not participate in organized athletic activities and seniors, felt left out of the existing programs. Research is needed to determine the potential customer base and what services they might desire. This can be accomplished by reviewing data sources, such as census and public health data, and by surveying Jamestown residents and program participants.

FACILITIES

Indoor space in Jamestown is not sufficient for the types of programs that are currently ongoing, in addition to those desired by the community in the future. As a result, tension exists between different organizations that believe their space needs are not being met in favor of other groups. This situation has only been exacerbated by the recent closure of the second floor of the Country Club. The Town needs to prepare a long term plan for facility development that is based on a vision of the types of services it wishes to offer presently and in the future. Using the concept of “form follows function” would mean that the recreational and cultural programs should be identified first (aka, “function”) and then buildings and sites designed second (aka, “form”). The attributes of different sites should also be taken into account, considering that while the golf course has space for parking, it is remote from the core downtown area where businesses are located that could benefit from foot traffic to recreational or

cultural activities.

STAFFING AND ORGANIZATION

At present, the Department has two significant areas of responsibility that are inherently different. This is the provision of recreational services and special events and the maintenance of parks, beaches, and Department-operated facilities. In many communities as they seek to be cost effective with operations, they look for organizational alignment that can also improve the quality of services. In the case of Jamestown, the project team recommends that the maintenance functions of the Parks and Recreation Department be moved to the Public Works Department. This will increase the number of resources, including staff and equipment, able to maintain open space and buildings in town, while also freeing up Department staff to focus on programmatic activities. In addition, it is recommended that senior services be added and the Department be renamed the Community Services Department. This will increase the opportunity for high quality programming to be offered for different generations of Jamestown residents and intergenerational activities to be increased.

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EXECUTIVE SUMMARY

The Center has prepared this summary of the recommendations and their fiscal impacts contained in the report.

SUMMARY OF RECOMMENDATIONS						
<i>Organizational Study of the Jamestown Parks and Recreation Department</i>						
Page	Recommendation	Time Frame	Revenue Increase	Cost Increase	Cost Reduction	Capital Outlay
Information Systems and Technology						
11	The Department should acquire, or develop, a new software package that allows for on-line registration and records critical information regarding its program participants.	FY2015	NA	NA	NA	\$10,000 to \$20,000
12	The Parks and Recreation Department should enhance its website to provide both more information and more interactivity for visitors.	Begin Winter 2014	NA	NA	NA	NA
Management and Planning						
15	The Department should develop a set of performance measures against which it reports progress to the Town Manager on a periodic basis.	FY2015	NA	NA	NA	NA
16	The Department should engage in a strategic planning process that involves a wide segment of the Town.	Winter 2014 – Summer 2015	NA	NA	NA	NA
17	The Town should develop new job descriptions for each of the positions in the Parks and Recreation Department.	Spring 2014	NA	NA	NA	NA
18	The Finance Department should conduct random field audits of cash handling and night deposit	Immediate and ongoing	NA	NA	NA	NA

SUMMARY OF RECOMMENDATIONS

Organizational Study of the Jamestown Parks and Recreation Department

Page	Recommendation	Time Frame	Revenue Increase	Cost Increase	Cost Reduction	Capital Outlay
	collections performed by personnel in the Parks and Recreation Department.					
Programmatic Services						
21	The Department should be much more strategic and visionary when developing a package of recreational programs.	Immediate and ongoing	NA	NA	NA	NA
23	The Department should establish targets for attendance at the Teen Center, with actual attendance be regularly monitored.	Immediate and ongoing	NA	NA	NA	NA
24	The Department should enhance communication about program offerings so that potential customers learn of programmatic offerings.	Immediate and ongoing	NA	NA	NA	NA
25	The Town should go through a process to determine what constitutes a "Town program"	Immediate	NA	NA	NA	NA
26	The Town should develop a standardized manner of compensating instructors of programs.	Immediate, for implementation in FY2015	NA	NA	NA	NA
Facilities						
27	The Town should explore constructing a cultural arts facility.	Begin engaging community members in gathering input in Fall-Winter 2014	NA	NA	NA	
28	The Town should identify uses and a design for the second floor of the Country Club that alleviate some of the space challenges faced at the Recreation Center currently.	Fall 2014	NA	NA	NA	

SUMMARY OF RECOMMENDATIONS

Organizational Study of the Jamestown Parks and Recreation Department

Page	Recommendation	Time Frame	Revenue Increase	Cost Increase	Cost Reduction	Capital Outlay
29	The Town should identify alternate locations to hold adult fitness activities that were displaced from the second floor of the Country Club.	Immediate	NA		NA	NA
30	The Town should improve its bicycle facilities and develop a bicycle master plan.	FY2015-16	NA	NA	NA	NA
31	The Town should consider building a year-round public swimming pool.	TBD	NA	NA	NA	
Staffing and Operations						
33	The Town should transfer the responsibility for parks and grounds maintenance from the Parks and Recreation Department to the Public Works Department.	FY2015	NA	NA	NA	NA
34	The Town should transfer the responsibility for the maintenance of Ft. Getty Park to the Public Works Department.	FY2015	NA	NA	NA	NA
34	The Town should transfer the responsibility for the enforcement of rules and regulations at Ft. Getty from the Parks and Recreation Department to another department in the Town organization.	FY2015	NA	NA	NA	NA
35	The Town should consolidate the current Senior Center and Parks and Recreation Department operations under a single organization.	FY2015	NA	NA	NA	NA
36	The Department Director should schedule leave time during lower-volume	Immediate and ongoing	NA	NA	NA	NA

SUMMARY OF RECOMMENDATIONS*Organizational Study of the Jamestown Parks and Recreation Department*

Page	Recommendation	Time Frame	Revenue Increase	Cost Increase	Cost Reduction	Capital Outlay
	activity periods to the extent possible.					
37	The Town should certify at least one Parks Maintenance employee as a Certified Playground Safety Inspector.	FY2015	NA	\$340 one-time cost	May reduce insurance costs	NA
38	The Town should create a "Fort Getty Improvement Fund" that funds capital improvements at that park, and supplements current capital expenditures on the Park.	FY2015	NA	NA	NA	NA

INFORMATION SYSTEMS AND TECHNOLOGY

1. THE PARKS AND RECREATION DEPARTMENT SHOULD ENHANCE ITS MANAGEMENT INFORMATION SYSTEMS CAPABILITIES TO OBTAIN AND UTILIZE PARTICIPANT DATA FOR A VARIETY OF PURPOSES, WHILE ALSO IMPROVING EFFICIENCY.

The Parks and Recreation Department has no automated records of participants in its programs. Therefore, each time someone enrolls in a programmatic offering, critical identifying information is re-entered for each event, thus creating a multitude of separate and unrelated databases of participant information. Not only does this consume staff time, it is ineffective in targeting potential participants based upon their participation in similar programs in the past.

The entry of participant information into a single database that is updated each time an individual participates in a program is vital in the targeting of potential participants who may have interests in programmatic offerings that are similar to those in which he or she has participated in the past. Further, the capture of personal information about the participant in a single database will eliminate the need for duplicative data entry in the future.

In addition, existing registration processes are not customer-friendly. Today, to sign up for a program, registrants must either print and mail a registration form to the Department along with a check for the associated fee, or they must come to the Recreation Building to fill out the paperwork and make payment. This process is time-consuming for staff who have to re-enter the data from the forms into a spreadsheet so that they know who has registered, is difficult for registrants, especially those who work full time during the week when the Department is open, and it generates significantly more foot traffic to the Recreation Center than is necessary given today's technology. In the absence of clerical support, the inability of the information system to accommodate on-line registration also causes regular and constant interruptions of staff as they attempt to perform their other duties. In addition, staff handle many more checks and cash payments than is necessary. On-line registration is what customers expect, it will allow staff more time to engage in the programmatic aspects of their work, and it will have an added benefit of providing data that can be used to see which programs are most popular and fill quickly versus those in which enrollment is slow. One added benefit of an online registration system would be to establish minimum participation rates, below which a program would not be offered. Early registrants would likely encourage friends and family members to sign up if they saw that registration figures were low.

Any selected IT system should also have the capability of entering revenues associated with each program as well. Currently, Department personnel enter these revenues into an electronic spreadsheet that does not facilitate break-even analysis, revenue trend analysis, and other useful information.

Recommendation: The project team recommends that the Parks and Recreation Department acquire, or develop, a new software package that allows for on-line registration and records critical information regarding its program participants. Any new package should include the following data elements:

- Participant name, age (to be updated automatically on birth date), gender, address, phone
- Parent(s) name (if under 18), and alternate contact
- Program(s) being registered for and preferred date/time (if multiple sessions are offered, registrants could indicate their first, second, and third choices)
- Program identification numbers in which the individual has participated
- Personal Identification Number (PIN)
- Allergies
- Medications needed
- Other medical conditions or assistance needed
- Resident/Non-Resident
- Permission (Y/N) to photograph/video participant

In addition, the Department should integrate the participant information with the Town's GIS.

2. THE DEPARTMENT SHOULD ENHANCE THE FUNCTIONALITY OF ITS WEBSITE TO CONFORM TO BEST PRACTICES IN THE INDUSTRY.

In the not-too-distant past, the simple provision of a web site of any description for a parks and recreation department was considered a progressive and customer-oriented feature of government. Today, however, residents expect that their governments' web sites will be informative, interactive, and easily navigated. In fact, "web surfers" throughout the country and the world scan websites for information, and a well-designed website says much about a municipality, just as does a poorly-designed one.

The project team has made numerous visits to the Parks and Recreation Department's website throughout the course of this project, and there are several facets of its content and design that could be refined and enhanced to provide a more informative and useful experience for visitors, whether they are residents, other governmental entities, or simply interested viewers.

Darrell West, of the Brookings Institute, in his book, *Digital Government: Technology and Public Sector Performance*, describes four stages of government websites that progress from the "billboard style," that simply houses information, up to the "interactive democracy style," that offers residents services and a variety of ways to get in touch with public officials and to accomplish tasks. It is this latter style that West says that governments should aspire to in order to develop a more knowledgeable and empowered citizenry.

Although the Parks and Recreation Department's website is more than a simple "billboard" of information, it falls short of being truly interactive. Further, it does not provide certain information that the project team believes should be shared with visitors to the site. The project team noted several areas in which the website should be enhanced and has listed these below.

- The website provides descriptions of the three primary parks and beaches in the Town, however there are many more that are not noted on the site. The site may potentially be enhanced to provide photographs and driving directions.
- The Department should provide rules and regulations on its website for all beaches and parks.

- There is no mention of the Recreation Center on the website other than the address. The Center is the primary location of indoor services and programs, and the amenities should be described. In interviews and conversations with residents, many people mentioned the Recreation Center as a place they fondly remember in years past. The history, of the Recreation Center should be included on the website, along with, perhaps, a pictorial history of the facility.
- There is no information on how residents can volunteer to assist the Department. Further, there is no mention of programs and services for which volunteers are needed.
- There is currently no method by which visitors may offer suggestions for improvement in programs or services.
- Not all programmatic offerings are listed on the website (i.e., only seasonal programs are shown, year-round offerings are not).
- The site does not allow for online registration and payment.

The current Department website does list upcoming events in a bullet-style fashion, although two of the events listed had already occurred as of the writing of this document. This bullet listing is not as helpful as a community calendar would be in helping visitors visualize the timing of scheduled events. In this regard, the Department may wish to post and update events in a calendar style format, with links provided to a description of the event, as well as any related fees.

Recommendation: The website of the Parks and Recreation Department should be enhanced to provide both more information and more interactivity for visitors. The project team has provided several suggested enhancements that reflect best practices in the parks and recreation industry, and these should be incorporated into the Jamestown Parks and Recreation website.

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MANAGEMENT AND PLANNING

1. THE PARKS AND RECREATION DEPARTMENT SHOULD DEVELOP PERFORMANCE MEASURES AND REPORT ON THE ATTAINMENT OF THESE MEASURES.

The Jamestown Parks and Recreation Department provides grounds maintenance and recreational services in the town on a daily basis in accordance with what are perceived to be the expectations of Town management and the residents it serves. However, as many municipalities have found, simply providing the service in the same manner as has been performed in years past ensures that little or no progress will be made. For this reason, as well as others, the project team recommends the development and institution of performance measures that apprise stakeholders of the Department’s progress.

Performance management and performance measures can help the Department develop a continuous system of improvement. Consistent performance measures can help reveal when a program or service is not being delivered properly or effectively, which can result in insufficient services to the public. Conversely, performance measures can help in identifying those programs or services that the Department is delivering well. Other benefits of a performance management program include the following:

- It can stimulate productivity and creativity of staff;
- It improves accountability for performance of agreed-upon goals and objectives;
- It facilitates communication from the Department to its stakeholders;
- It assists in focusing the Department, as well as its stakeholders, on results rather than process; and,
- It can improve the delivery of the services themselves.

In designing the performance measures in the Parks and Recreation Department, the project team recommends that the Department focus on the efficient and effective use of resources, and not solely on volume of work. The project team conducted an assessment of the Department’s performance against “best management practices” (provided in Appendix B of this report), and this may serve as a basis for the development of a comprehensive performance measures program, however, the table below also provides some sample measures.

Performance Measure	Comment
Parks acreage per thousand population	Should be in the range of 15 to 20 acres
Total earned program revenue per capita	Should be in the range of \$12 to \$17
Break even on 90% of program offerings	Ensure consistency of costs captured from year to year
Percent increase in program participation	Should be measured on an overall basis, as well as on individual programs
Percent increase in volunteer hours worked	This measures the outreach efforts of the Department, as well as the level of community

	support
Decrease in number of staff injuries/participant injuries	This measures the effectiveness of staff in adhering to safety principles

Once established, the Parks and Recreation Department should report on these measures at least quarterly to the Town Manager. Deficiencies in performance should be explained, as well as remedial actions.

The Department should also formally issue periodic surveys to determine the levels of satisfaction with current services and programs, as well as to identify any that are desired but not currently provided.

Recommendation: The Parks and Recreation Department should develop a set of performance measures against which it reports progress to the Town Manager on a periodic basis. Negative variances should be explained, as well as corrective actions. The Department should also periodically formally solicit input from the Town to assess the satisfaction levels with current programming, as well as to determine any desired services that are not being provided.

2. THE PARKS AND RECREATION DEPARTMENT SHOULD DEVELOP A STRATEGIC PLAN.

Interviews with Parks and Recreation Department staff, Council members, and members of the general public indicate that, although many have their favorite programs and services, and many have ideas about the future direction of the Department, there is no clear consensus regarding what the Department is attempting to achieve through its provision of services. In many ways, this is typical of small municipal departments in general, as the daily required duties of management and staff take precedence over strategic thinking.

The failure to think strategically can, over time, ensure that programs and services stagnate and fail to reflect the needs of the public the Department is attempting to serve. The project team facilitated a series of three public input sessions related to recreational services, and it was clear that residents had many ideas regarding desired services that are not currently being offered. This may or may not be a symptom of a disconnect between the Department and the general public, but it was equally clear that there were many suggestions that indicated that the Department had not included at least some of the residents in attendance in the planning of the programs and services it offers.

Managers may think strategically with or without a strategic plan. However, without a “blueprint” to guide this thought process, strategic thinking reflects the thoughts and desires of a single individual or, at best, a small group of individuals. A formal strategic plan that engages a wide spectrum of ideas from the Jamestown community is necessary, particularly for a provider of services that affect so many in a personal way. This would allow the Department to respond to such factors as:

- Changing levels of available resources;
- New or changing public expectations;
- Demographic changes;
- Changes in the profiles and availability of private service providers; and,
- Changes in the national economy.

The Jamestown Parks and Recreation Department provides an array of services that satisfy the needs of many in the Town. (See the Descriptive Profile in Appendix A of this report for a listing of programs and services, as well as estimated attendance at each). However, the service offerings are not reflections of any strategic effort, but rather appear to be the offerings that are made in reaction to individual, sporadic requests for programming, as well as the suggestions of staff for new programs.

Perhaps emblematic of this observation is the operation of the Teen Center. Interviews and input gathered by the project team during the public input sessions indicates that this is a very popular program, and is by all accounts providing a valued service for the Town's teen population. However, when asked to articulate the mission of the Teen Center and enumerate measures of success, the staff were unable to clearly define these important facets of operation. This is not to disparage the efforts of staff, nor the value of the services provided, but rather is an illustration of how even very popular programs should be challenged to define their future directions and measures of success, and these may be defined through a formal strategic planning process.

The project team recommends that the Department undertake in a strategic planning process that engages stakeholders from the Town at large. Although the process may be amended as necessary, the basic elements of the process should include the following elements:

- Initiating and agreeing on a strategic planning process;
- Identifying any organizational mandates;
- Clarifying the Department's mission and values;
- Assessing the internal environment (i.e., strengths and weaknesses);
- Assessing the external environment (i.e., opportunities and threats);
- Analyzing the customer base and its wants/needs (e.g., demographics, areas of interest as gathered via survey or community meeting, geographic location, etc.);
- Identifying the strategic issues facing the Department;
- Formulating strategies to manage the issues; and,
- Establishing an effective vision for the future.

There may be many outcomes of the process, however, it should, at minimum, identify a vision (e.g., "Creating a community through parks and recreational services") and mission (e.g., "Parks and Recreation will work with residents and visitors to be stewards of the environment, and specifically the beaches and parks, to provide safe and welcoming opportunities to play, learn and build community"). It should also state the Department's service delivery goals related to:

- People – residents, staff, diversity, inclusion, etc.;
- Parks – preservation, environmental sustainability, etc. This should also address Ft. Getty as a unique Town asset;
- Programs – encourage health and fitness for individuals and families; provide opportunities for lifelong play, creativity and learning; strengthen accountability for the provision of programs and services; enhance inter-generational ties; as well as others;
- Effective Partnerships – with youth and adult groups, private and non-profit providers, senior center, etc.; and,
- Communications with the public – through the web site, through community groups, solicitation of input from the public, etc.

The outcome of this process should be a formal document that provides guidance in many areas of the operation of the Parks and Recreation Department. It should not be viewed as a roadmap to provide specific instructions in arriving at a specific end-point, but rather as a flexible document that provides guidance in response to events as they occur. These responses should be based on the core mission and values of the Department, as well as those of the Town, that have been defined through a consensus-gathering process.

Recommendation: The Department of Parks and Recreation should engage in a strategic planning process that involves a wide segment of the Town.

3. THE TOWN SHOULD UPDATE THE JOB DESCRIPTIONS OF STAFF IN THE PARKS AND RECREATION DEPARTMENT.

The project team requested job descriptions for each of the positions in the Parks and Recreation Department, and received descriptions for the Director, the Recreation Supervisor, and the Recreation Clerk. The project team reviewed these job descriptions and determined that there are several missing elements, including the following:

- The job description for the Director lacks any reference to duties related to financial controls. One of the duties refers to the preparation of the budget and to the preparation of vouchers, however, there is no mention of the responsibility for the receipt and accurate accounting for fees for service.
- The Director's job description perhaps unnecessarily attempts to provide a listing of all of the parks, grounds, and beaches for which the Director is ultimately responsible, however, the listing is incomplete.
- The Director's job description does not refer to the position's duties to report on programs and services as they relate to metrics such as attendance and participation, financial position, maintenance performed, capital needs, etc.
- The Program Supervisor's job description lists the title of the position as "Program Supervisor" on one page and "Assistant Recreation Director" on the next page.
- There are relatively few "Illustrative Examples of Work" provided in the Program Supervisor's job description and none of these addresses the position's financial responsibilities or the responsibilities related to public reception, greeting, and communication.
- Neither the Program Supervisor's nor the Director's job descriptions list any physical demands or any description of their work environments. These descriptions are necessary in order to comply with the Americans with Disabilities Act (ADA).
- The job descriptions provided to the project team were apparently developed at different times, as the formats are different. For example, the Director's job description lists job duties under the heading, "Essential Duties and Responsibilities", whereas the similar section of the Program Supervisor's job description is entitled, "Illustrative Examples of Work."

There are other inconsistencies and omissions, however it is not the intent of this study to note each of these, but rather to point out that these job descriptions should be reviewed to provide more consistency and to reflect accurate job duties. Further, these job descriptions should be written to conform to the requirements of ADA in terms of listing each job's essential mental and physical requirements.

Recommendation: Develop new job descriptions for each of the positions in the Parks and Recreation Department that are consistent in the levels of description of work duties, are in the same format, and are in compliance with the requirements of ADA.

4. THE TOWN'S FINANCE DEPARTMENT SHOULD CONTINUE TO CONDUCT PERIODIC RANDOM CHECKS OF THE PARKS AND RECREATION DEPARTMENT'S CONFORMANCE TO THE NEW CASH-HANDLING POLICY.

At least partially in response to an alleged misappropriation of funds at Fort Getty, the Town issued new policies related to cash handling and overnight deposit collection. These policies are provided in Appendix E.

There are several important elements to the new cash-handling policy that should, with strict adherence by Parks and Recreation personnel, minimize any future misappropriations. These include, for example:

- The requirement that two people reconcile all deposits, and that one of these is always "management";
- The two people who reconcile deposits should rotate;
- Gatehouse receipts are issued in triplicate, with copies given to the customer and to management, with one copy retained at the Gatehouse; and,
- The Finance Department conducts an itemized listing of activity of individual deposits, with any unusual activity flagged for investigation.

The issuance of policies is imperative in ensuring that rules and procedures related to cash-handling is both understood and performed in a standard and approved manner. However, the issuance of the policies alone cannot ensure that the defined procedures are consistently followed. Over time, employees in any organization tend to follow rote procedures and get careless in executing them if there have been no recent problems, or if it is believed that management no longer places the same emphasis on following precise procedures as was once the case.

The project team strongly recommends that the Finance Department randomly, yet frequently, send a qualified designee to perform a field audit of the cash handling and night deposit collection procedures to ensure that staff in the Parks and Recreation Department are adhering to defined policies and procedures, and to ensure that there are no future allegations of impropriety.

Recommendation: The Finance Department should conduct random field audits of cash handling and

night deposit collections performed by personnel in the Parks and Recreation Department.

PROGRAMMATIC SERVICES

1. THE DEPARTMENT SHOULD BE MORE STRATEGIC AND VISIONARY IN DETERMINING THE RECREATIONAL PROGRAMS IT OFFERS.

The Department's program offerings do not appear to have a strategic underpinning, rather they are largely a continuation of programs that have been offered in the past, with some exceptions when an instructor has come forward willing to offer a new class. While this does not mean that the existing programs are not successful, opportunity exists to make the overall recreation program more successful.

It is important to recognize that recreation is a customer service function and one that has a responsibility for generating revenue to cover at least a portion of its operating costs. However, to do so, program offerings must be attractive to Jamestown residents at a price that they are willing to pay. Therefore, identifying and anticipating customer needs and providing good quality programs is essential. Further, capturing a larger cross section of town residents will also be important for generating revenue. At present, since program offerings are exclusively athletic in nature some people who do not engage in athletic activities, or do so elsewhere, are being left out.¹

Information is available that can be used to strategically plan for recreational programs. Census data, public health data, and information from customers themselves can be used to create a comprehensive package of program offerings. Census data, for example, is very enlightening. It reveals that Jamestown has a lower proportion of children and youth below the age of 20 (21.1% or 1,141 total youth) than Rhode Island as a whole (24.9%) and its median age is significantly higher, 50.7 years of age for Jamestown residents as opposed to 39.4 years for the State. While this does not mean that programming for youth should be diminished, it does indicate that there may be a large market of adults and seniors that could participate in recreational programs, if they were available.

Data from the Rhode Island Department of Public Health reveals that childhood obesity in children aged 2 to 5 in the state exceeded the national average. In fact as of 2008, 34% of kindergarteners and 37% of 7th graders were overweight or obese, and that the rates vary by gender.² Even though baseball and basketball programs may address this issue for some children, at best, only a subset of children in town participate in these activities. A youth running club, dance classes, cooking classes, or a fitness program that introduces young people to multiple sports, including strength training, may capture even more. When asked what the Department is doing to address childhood obesity, one of the staff said they had not really thought about it. Another source of information about childhood fitness would be local school administrators. Department staff should meet at least once a year with the school superintendent to see how they can collaborate. For example, classroom curriculum in nutrition could be reemphasized in fitness classes at the Recreation Center.

¹ It should be noted that the Jamestown Library does offer some non-athletic programs such as films, crafts, etc..

² Rhode Island Department of Public Health, *Initiative for Healthy Weight Program (2010)*, retrieved at <http://www.health.ri.gov/publications/burdendocuments/2010OverweightAndObesity.pdf>, October 5, 2013, p. 8.

Even though census and public health data can be illustrative, local residents truly are the best source of information regarding what programs to offer. The recent survey generated a number of suggestions from Jamestown residents and a more focused survey could possibly generate more and, importantly, would make residents feel as if they were part of the planning process for the Department.

According to the survey, some residents felt that certain age groups were not represented in the existing recreation program. Multiple people commented on the need for additional activities for seniors and more than one wrote about the need for activities for very young children, other than taking them to the playground. On the issue of seniors, data shows that more seniors are increasingly able-bodied and interested in participating in activities and events in their communities, including volunteering. They can be both customers of and an asset to the Department. For very small children, some communities and organizations offer "mommy and me" classes for infants that promote early development in learning and motor skills, coordination, and balance. Early childhood educators could help the Town identify the needs of its youngest residents.

In terms of actual programmatic suggestions, survey respondents offered multiple suggestions which can be found in appendices C and D. (See Appendix C for an overview of findings from the survey and community meetings and Appendix D for survey data and meeting notes.) A few comments from the survey include:

- Reasonably priced classes (water color, knitting, sewing, yoga, etc.) at rec (sic) center;
- Open country club to cross-country skiing in winter;
- Try to find activities that different age groups could do together. Old learning from the young skills like twitter "the Twitter abbreviations", their dances, the young interacting with older people in something that promotes conversation;
- Painting classes;
- Dodge ball, tug o war (sic), fishing, hunting, beach volleyball, indoor volleyball, golf, homework club, computers, field trips, youth group, afterschool snacks, kite flying, skate club, farming, self-defense and karate, kickboxing, surf club, canoe, kayak, bowling, bike club, horseback riding, bird watching, cooking, arts and crafts, puppet show;
- More sailing and ocean awareness programs for children;
- Adult walking group;
- Cultural classes in farming, scuba, swimming, bird watching, fishing, gardening; and,
- Ballroom and tango dance lessons.

In addition to surveying all Town residents on what programs they thought should be offered, actual program participants are an even greater source of information. They should be regularly asked about their thoughts on the program(s) they just participated in, i.e., quality of the instruction, cost, hours/dates available, equipment, etc. With an electronic registration system that would collect contact information including email address, this type of survey would be relatively easy to administer.

In terms of revenue generation, the Town has been reinvesting any difference between revenue and expenditure on recreational programs back into the department for years. The result of this is a relatively modest fund balance³ that can be used by the Department to enhance its programs. These

³ According to the Finance Director, the balance as of June 30, 2013 was approximately \$56,500.

funds can be appropriated out of the fund balance by the Town Council for Department expenses. It is recommended that they be used for one-time expenses, such as new equipment, building or playing field improvements, etc. as opposed to ongoing operations. As part of the strategic planning effort, participants should consider how best to use this resource to make the programs even more successful.

Recommendation: The Department should be much more strategic and visionary when developing a package of recreational programs. Consideration should be taken into identifying the potential customer base for the Department and identifying their needs, via use of publicly available data and outreach directly to community residents and program participants.

2. WHILE THE TEEN CENTER IS WELL-LOVED AND OFFERS DIVERSE ACTIVITIES, ITS OPERATION SHOULD BE REGULARLY EVALUATED TO MAINTAIN, IF NOT GROW, THE LEVEL OF PARTICIPATION AND TO ENSURE THE SAFETY OF THE YOUNG PEOPLE WHO PARTICIPATE.

Nearly all of the attendees at the community meeting on Recreational Activities for Youth and Teens were there to show their support of the Teen Center. They indicated it was a very welcoming environment where the teens actively participated in leadership roles, including identifying and planning for future activities and trips. Parents indicated that they felt safe knowing that their child(ren) was at the teen center and explained that in high school when teens go to school off-island it was important for them to have a local place to go to see their friends. Teen Center participants expressed how open everyone was to individual differences and indicated that the anti-bullying program supported this. Attendance figures provided by the Center Director show that an average of 20 to 30 youth participate in activities at the Center on a daily basis. It is apparent from this that the Teen Center is an important part of the Department's programming. However, for the Teen Center to be successful, it must always remain vibrant and relevant, as what draws teens to the Center may change over time. As such, targets for attendance should be established and attendance closely watched to ensure that it remains an active place for young people.

The project team would like to offer two concerns regarding the operation today. First, attendance at the Teen Center is taken on paper and appears to be done predominantly by the Center director. Since the facility has seven (7) doors, a fact of which the Center director was very aware, she cannot always see who is exiting and entering the facility, even though she is very diligent in monitoring the youth. As a result, the attendance records may not always be accurate. In event of an emergency, teens could be listed as being in the building when they are not, or may not be listed even though they are there. Research should be done regarding whether a "tap card" type of technology (similar to those used in transit systems) might be an option for the Town so that the teens tap their cards when entering and exiting the building. Perhaps such a system could allow parents to monitor attendance remotely. Of course, the youth would need to be rigorous about tapping the cards, which should be included in the Center rules and posted online.

A second concern is regarding the space for the Teen Center. It appears that at times the Teen Center is both the room in the back of the Recreation Center and, at other times, it is the entire Recreation Center. However, when the Teen Center takes up the entire building, this can make it unavailable for other groups who would also like to use the space. This is creating a level of tension among organizations that should be addressed. (See Facilities Section, Recommendation #1 for further discussion.)

Recommendation: Targets for attendance at the Teen Center should be established and actual attendance be regularly monitored to ensure that facility remains a vibrant center of activity. Steps should be taken make check in electronic to provide more, and more accurate, data about attendance.

3. COMMUNICATION REGARDING PROGRAM OFFERINGS SHOULD BE SIGNIFICANTLY ENHANCED.

With 350 out of 411 respondents indicating that they learned about recreational programs and special events from the Jamestown Press and 209 respondents indicating they learned by “word of mouth” (respondents were asked to list all ways they receive information, so the total of all information sources is greater than the number of respondents), it is clear that the Town’s direct communication mechanisms are far from the first place that residents look for information. In fact, the Town website and the Department’s Facebook Page only received 57 responses combined. In the comments, multiple people indicated that they did not know about all of the programs offered by the Department and were learning them from the survey itself.

In order to keep in touch with its customers and to bring in new customers, the Department needs to greatly enhance its outreach and information sharing. Fortunately, technology makes this much more manageable than in the past. A few steps the Department and Town should take include:

- The Department should create a customer database that identifies the type of information different customers are interested in. For example, youth athletics, youth crafts, senior trips, etc. Customers can be asked to self-identify what they are interested in;
- The Department should prepare a calendar of all activities in Department facilities or operated by the Department and post it on the website. A monthly pdf of a calendar with information about how to register on the back should be sufficient until something more sophisticated can be developed;
- The Department should print and distribute calendars at the library, senior center, and other locations where people gather;
- The Department should more regularly use its Facebook page. It is a credit to the Department that they took the initiative to set up the page, but weeks can pass without a posting;
- The Department should develop list serves on different topics or for different age groups;
- The Town should consider creating a master database of residents who voluntarily sign up to get notice of activities, events, or other offerings. In many communities, this starts as a means to get out public safety information to residents quickly, but can be used for other purposes so long as they can opt out of information for which they are not interested.

To the Department’s credit, it should be noted that they actively provide announcement to the Jamestown Press for inclusion in the paper and that is part of the reason that residents look to the paper for information.

Recommendation: Communication about program offerings needs to be significantly enhanced so that potential customers learn of Departmental offerings.

4. TOWN OFFICIALS SHOULD ESTABLISH A POLICY ABOUT WHAT CONSTITUTES A “TOWN PROGRAM” AND THEN IDENTIFY THOSE PROGRAMS THAT TAKE PLACE IN TOWN FACILITIES, BUT ARE NOT TOWN PROGRAMS IN ITS PUBLICATIONS SO THAT COMMUNITY MEMBERS ARE AWARE WHO IS MANAGING THE PROGRAM.

Recreational programs in Jamestown can be provided with Department staff as instructors, with vendors hired by the Town as instructors, or by outside organizations, such as the Jamestown Soccer Association. While those who are very familiar with the program offerings may be clear about type of arrangement, it is not so transparent to others. For example, the posting for “Fall Soccer Registration” on the Town’s website links directly to the Jamestown Soccer Association website without explaining that the Association is responsible for managing the program, but they are using Town fields.

The definition of Town program is particularly important as it relates to liability in the case of injury and in determining the proper rate to be charged for the use of the public asset (i.e., playing fields, recreation center, beaches, etc.). Liability, of course, is a significant issue because if an injury does occur on a Town field, the injured party will likely seek some type of remuneration. If a program is not clearly under the umbrella of the Town’s insurance, yet is also not clearly marketed as being run by a separate organization and properly insured, the Town may be compelled to make payment without having the ability to access its own insurance policy.

A second issue is that in using the fields, an outside organization is using Town property much in the same way the private golf course operator is using that facility. A written agreement with an associated fee is routine in many communities today. The Town of Brookline, Massachusetts, has a particularly sophisticated registration and payment process for use of its fields. Fees range from \$10 to \$40 per hour depending on the level of amenities at the field (i.e., turf vs. grass, lighting, etc.) and the entity seeking to use the space (i.e., resident, not-for-profit, for-profit). The hourly rate applies even to groups that may use a field or fields for an entire season, although the Town does offer scholarships that can offset up to 30% of the costs. In Carver, it is the project team’s understanding that some of the organizations offset their fees by performing in kind service. If the Town Council determines that this should continue to be an option, it would be appropriate to calculate the cost as if payment was to be made and then determine the value of the in kind work to be applied against the total fee.

Recommendation: The Town should go through a process to determine what constitutes a “Town program”, ensure that all Town programs are included on the Town’s insurance, and then clearly distinguish between Town programs and programs by other organizations that take place in Town facilities when advertising recreational program options.

5. THE PAYMENT STRUCTURE AND PAYMENT MECHANISM FOR INSTRUCTORS SHOULD BE FAIR, CONSISTENT, AND TRANSPARENT.

Since the Department has limited staff, outside instructors are regularly sought and paid by the Department. However, the means by which they are paid varies. Some get paid hourly on the Town’s payroll while others get paid via check as if they are a vendor. For those paid through the vendor system, they are paid a percentage share of the revenue that is generated by each class taught (i.e., 25% instructor, 75% Town). In the case of the percentage share payment arrangement, the project team has

significant concerns. First, in a typical vendor arrangement, a vendor is paid a rate that is based upon the work that is to be performed, whether this be a fixed rate for a defined deliverable, an hourly rate for a service, or a unit price for something that may be recurring. In the case of the percentage share, the amount paid varies depending upon the number of attendees even though neither the length of the class nor the curriculum is being changed.

Second, this percentage share payment mechanism also raises question about whether the instructor is a vendor at all or rather is a private business operation that is leasing space from the Town and paying for use of that space through a revenue sharing agreement. If the instructor is actually paying the Town for the cost of using the space, that cost also should be fixed and not vary by number of attendees or at least not vary for anything less than large swings in attendance levels that would have significantly different impacts on facility maintenance.

Recommendation: The Town should determine whether instructors who are not on payroll are either vendors paid by the Town or whether they are private businesses renting Town facilities. If they are vendors, the rate paid should be consistent based upon the work being performed and not vary based upon the number of attendees. If they are private businesses, then a fair facility rental fee should be established.

FACILITIES

1. THE NUMBER, SIZE, AND TYPE OF RECREATIONAL AND CULTURAL FACILITIES SHOULD BE DRIVEN BY THE TOWN'S GOALS AS THEY RELATE TO THE PROGRAMS THE TOWN WISHES TO OFFER.

The recent closure of the Country Club and the second floor space previously used for adult recreational activities and theater rehearsals has exacerbated the tension that has existed for some time regarding the availability of indoor space for public activities in Jamestown. Residents are fortunate to have so many active groups interested in using space in the Recreation Center, but space limitations and scheduling in recent years has meant that some groups have not been able to use the space as often as they might like.

A particular challenge appears to exist between two of Jamestown's most popular activities: the Teen Center and the Jamestown Community Theater which both have evening activities. In addition, when the Art Show occupies the building, it is not available to anyone else. The perception of many is that the Teen Center takes precedence over other activities, including rehearsals for theater productions, regardless of how many youth are in attendance at the Teen Center. While the project team did not analyze the actual space allocation by week or day, and space allocation is ultimately at the discretion of Town policymakers and Department staff, the perception of unfairness is important. At present, no calendar is posted for the public to see when or if space is available. While transparency in government is always important, in an environment of constrained resources, it is even more so. In Jamestown's case, different groups want to be able to see when space might be available so that they can reserve it. A secondary benefit is that groups might be willing to switch dates/times with others, but may not be aware of that option since the scheduling information is kept closely by staff. It is therefore recommended that the reservation calendar for the Recreation Center be posted online so that interested groups can see when space is open.

Over the longer term, the Town needs to establish a vision for the level of recreational and cultural arts programming it seeks to offer so that comprehensive space needs can be determined. Theater, chorus, string ensembles, basketball, yoga, tai chi, the teen center, the craft show, and many other programs, events, and activities are currently vying for space on a regular basis. Many of these have storage needs, in addition to space needed for the activities themselves. If, as suggested in a recommendation above, the Town is to consider additional program offerings, they too, will require space to be able to function.

One of the projects that should be considered over the long term is a constructing a cultural arts facility. Residents' active participation in special events and the many recommendations for non-athletic programs that were gathered the survey, suggest that Jamestown residents highly value their arts-related activities. At the same time, sports activities are important to many families and individuals. At present, since the Town's stage and the open gym are located in the same room, scheduling conflicts are commonplace and neither group of users is particularly satisfied. Of course, building a cultural center will require a substantial financial commitment and strong community support, but successful examples of such developments do exist and could serve as a model for Jamestown. The Watertown,

Massachusetts Arsenal Center for the Arts consists of 30,000 square feet of space, housing two theaters, classrooms and workshop spaces, artist studios, gallery and exhibit space, rehearsal rooms, and informal gathering places. It presently provides a home for three resident companies: New Repertory Theatre; Watertown Children's Theatre; and the Quilters' Connection. The Center was made possible by \$6.5 million in donations. One consideration is that in Watertown and in many other locations, cultural facilities are built and managed by non-profit organizations. Jamestown will need to determine if the community is willing to engage in the type of multi-year effort needed to create a cultural center and, importantly, whether demand is great enough to support the operation over the long term. Nevertheless, it appears that the concept is worth exploring.

Recommendation: The Town should develop a community-driven long term plan that quantifies space needs for recreational programs and cultural activities and identifies actions to be taken to meet demand. Specifically, the Town should explore constructing a cultural arts facility.

2. THE SECOND FLOOR OF THE COUNTRY CLUB SHOULD BE DESIGNED IN A MANNER THAT MAXIMIZES ITS CAPACITY FOR MULTI-PURPOSE USE.

Currently, the Town is considering how best to renovate the Country Club, and expanding the facility is one potential option being explored. The Town Council has asked the project team to provide its thoughts on how the space could or should be used. First, the project team would like to suggest that although the Country Club is most immediately available space, it should be considered within the context of town-wide goals and needs. If the facility ends up being oversized, then public resources that could have gone into another building will have been expended there and if it is too small or too specialized, it may not meet long term community needs. As such, it should be considered as part of a broader picture that may take multiple years to fully come to fruition. Second, the project team wishes to suggest that the design of the building should be a community-wide decision that balances community needs/desires with the resources available. At present, since the project team does not know what resources might be made available, at best what can be offered are some process suggestions.

Even though developing a long range plan may take some time, some relatively quick steps could be taken to begin to frame what activities could take place at the Country Club. Steps would include:

1. Generate a list of possible activities that could take place in Town facilities, the number of potential attendees, and any unique space needs – for example, live performances for 200+ with a stage and lighting, adult athletic classes with 20 participants, weddings, open basketball, etc.
2. Group those that are similar or could potentially share a space, while also identifying the outliers that are particularly large or small, or have highly specialized requirements (ex. a kiln for pottery class).
3. Consider which activities should take place in a central location, such as the town center, versus those that could take place anywhere. This is a particularly important step since the golf course location and the downtown offer different strengths. The golf course has considerable land area and parking (at times when the golf course is not in heavy use), while the downtown is the true town center, with Town Hall and attractive restaurants and businesses, but has limited parking.

When considering location, ways to support the downtown businesses should also be taken into account. For example, live performances should perhaps take place near the downtown restaurants so that they could take advantage of the crowds, while small tai chi classes could take place anywhere on the island.

Those activities that do not need to be in the downtown could be considered for inclusion in the Golf Course project.

Since, it appears that the Country Club will be the facility most quickly available to begin address recreational and cultural space needs in Jamestown, design will be very important. If it is built for a single purpose, such as a theater with fixed seating, it will not provide much relief to the competing uses of space. If, however, its design is flexible, it could be creatively used for different purposes. One possible option is to use some of the design concepts in modern day black box theater spaces. These are typically unadorned spaces with (re)movable seating that allows for flexible staging. Instead of having a stage, the performance takes place on the floor with the audience on risers above. The example in the photo is a 4,125 square foot space, but one built at the Boston Center for the Arts is only 1,150 square feet in size while seating 90 audience members.



Edmonds Community College, Seattle, WA

A flexible space, together with substantial storage, on the second floor of the Country Club may begin to address some of the short term space needs in Jamestown.

Recommendation: In the short term, the Town should identify uses and a design for the second floor of the Country Club that alleviate some of the space challenges faced at the Recreation Center currently.

3. THE TOWN SHOULD PROVIDE AN INTERIM LOCATION(S) FOR THE PROGRAMS OFFERED AT THE COUNTRY CLUB UNTIL A NEW FACILITY IS BUILT.

Several respondents to the survey expressed dismay with the loss of the adult athletic programs previously offered at the Country Club. Based on the survey results and attendance records provided by Town staff, it is clear that these activities had regular constituencies who participated. According to staff records, yoga and pilates combined had nearly 100 attendees, while the survey actually showed a higher number of 154 combined. (Note that these figures may have some duplicates as a single individual may attend more than one type of yoga/pilates class.)

An alternate opinion was expressed by some participants at the community meetings for the study who indicated that they thought the Town should not offer any recreational programs that competed with businesses in Jamestown. Their thought appeared to be that the public sector should not be in the same market as the private sector. However, in researching this question, the project team found

multiple examples where classes offered in the private sector were also offered by the local recreation department. These include:

- Charlestown, RI – tai chi, zumba, pilates, yoga;
- Narragansett, RI – crossfit, senior yoga; and,
- Provincetown, MA – adult dance, yoga.

Prices ranged from \$5 to \$15 per class.

One potential location that should be explored would be the Senior Center on West Street. Although other groups do use the building at different times during the week, potential exists for some time to be made available for adult fitness programs. A second benefit is that this co-location could attract some seniors to the activities who might not otherwise participate.

While the project team would place finding an alternate location for the displaced programs as a somewhat lower priority than other recommendations in this report, if one or more of the potential uses on the revamped second floor of the Country Club is to be for adult fitness, then maintaining the Department’s customer base during the interim may be a consideration. As one of the survey respondents indicated, “consistency is important”.

Recommendation: The Town should identify alternate locations to hold adult fitness activities that were displaced from the second floor of the Country Club.

4. THE TOWN SHOULD IMPROVE ITS BICYCLE FACILITIES.

At least 22 respondents to the community survey raised the issue of bicycle facilities on the island, expressing support for improvements and dissatisfaction with the situation today. They expressed the need for adults and young people to be able to get around town, noting that bicycling is a good way to get exercise and also reduce parking demand. Those who ride on the existing road surfaces indicated concerns about the lack of bike lanes, despite what appear to have been years of discussion, and the quality of the road surfaces, which can make it uncomfortable and/or difficult for cyclists to ride safely. Many others, however, expressed a strong desire for bike paths to be built in town that can be used by families and individuals. Several called for the Town to prepare a bicycle plan that would especially help unite the north and south sides of town. Other specific ideas were for a north-south bike path and a bike path that ringed the island. Across New England and the country, many more people are getting on their bicycles and communities are responding by striping bike lanes, constructing cycle tracks (where the cyclists are separated from the moving traffic and are riding at the same level as the pedestrians), and building off-road paths for pedestrians and cyclists. With its relatively flat topography and beautiful parks and beaches scattered across the island, Jamestown is well-positioned to be attractive to cyclists, both local and people coming from elsewhere.

Recommendation: The Town should develop a bicycle master plan, but even while developing the plan, the Town should start striping some of the wider roads with bicycle lanes and installing “share the road” signs where appropriate to let drivers know there may be cyclists on the road.

5. THE TOWN SHOULD CONSIDER BUILDING A PUBLIC SWIMMING POOL.

The desire to have a year round swimming pool was expressed by participants in the survey and at the community meetings. In the survey, 212 residents indicated that swimming was “very important” to them when using the Town’s parks, beaches, and recreational facilities and at least seven mentioned building a swimming pool in one or more of the open ended questions. Several mentioned that they would like to swim year round for fitness, while others specifically mentioned the need for classes to teach local children how to swim. In the past, the Town transported children to the Newport/Middletown YMCA for a swimming program but that was discontinued in 2002. Since then, it has been up to individual households to transport their children to swimming classes off the island. Department staff indicated that there are not swimming classes on the island because of the water currents. In fact, lifeguards who work all beaches in Rhode Island must be surf certified.

One respondent suggested that the pool be open air during the warmer months and then closed in the winter. Another respondent suggested that a building at Fort Wetherill could possibly be used for this purpose.

It should be noted that Jamestown would be somewhat unique among some of its neighbors and other beach communities if it built a public swimming pool. The project team contacted five beach communities in Rhode Island and Massachusetts and found that none of them had public pool facilities and only one had a privately owned and operated pool.

PUBLIC POOLS IN SELECTED RI AND MA BEACH COMMUNITIES				
Town	Indoor Pool	Outdoor Pool	Private Pool	Town beach
Charlestown, RI	N	N	N	Y
Marion, MA	N	N	N	Y
Middletown, RI	N	N	Y	Y
Narragansett, RI	N	N	N	Y
Provincetown, MA	N	N	N	Y

Although the cost of a public swimming pool will vary depending upon the size and amenities offered, the project team did look for examples in other communities or public agencies. The Worcester Polytechnic just completed a multi-use fitness center and its marketing materials indicated the pool had a construction cost of \$5 million. In Concord, Massachusetts a 35,000 square feet fitness complex including a pool opened in 2006 at cost of \$11 million. More recently, in February 2013, the City Council in the City of Mission Hill, Kansas approved a \$4.1 million design build contract for a new pool, park, and amenities funded by a sales tax surcharge approved by local voters.

Recommendation: The Town should consider building a year-round public swimming pool.

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STAFFING AND ORGANIZATION

This section of the report analyzes the current organizational structure, alternatives for change, and the staffing levels that are required to meet desired service levels.

1. PARK AND FIELD MAINTENANCE SERVICES PROVIDED BY THE PARKS AND RECREATION DEPARTMENT BOTH DUPLICATE THOSE PROVIDED BY PUBLIC WORKS, AND DIVERT THE FOCUS OF THE DEPARTMENT FROM OTHER CORE SERVICES.

Currently, the Parks and Recreation Department provides park and field maintenance services at seven parks and beach areas, two schools (including three fields, a skateboard facility, and six tennis courts), a playground, a cemetery, the Recreation Center facility, and various facilities on the grounds of the aforementioned parks and grounds. Maintenance services are provided by a Parks Supervisor, a Maintenance Technician, and two temporary Maintenance Workers who generally work from May through October.

The project team did not analyze the services provided in the Town's Public Works Department, nor the adequacy of maintenance staff to provide services for the grounds and other infrastructure for which it is responsible. However, that Department is responsible for rights of way maintenance on at least 42 center line miles of roadway, as well as tree maintenance, water and sewer maintenance, paving and other similar services.

Local government organizational structures are often developed over time and not frequently adjusted to address changes in service delivery approach, workloads, and/or changes in technology. The "way we've done it" becomes the understood, accepted, and unquestioned approach to providing services. This sometimes results in an overall system that can be duplicative, fragmented, inefficient and difficult to alter once in place; especially when considering services that are similar in nature but provided by two related yet independent entities – such as the Town's Public Works and Parks and Recreation Departments. Incremental changes with no overall strategy are often detrimental to the organization's overall performance or do not result in achieving the desired outcomes.

The Parks and Recreation Department and the Public Works Department both provide grounds maintenance services using low-skilled labor in a relatively small geographic area. Further, the services provided by the Parks and Recreation Department are much more cyclical than are those provided by Public Works. With a transfer of parks and grounds maintenance services to Public Works, a consolidated maintenance function would have the flexibility to allocate resources more efficiently and effectively as needs arose throughout the year. The equipment utilized in both departments for maintenance functions is similar, and the work occurs in locations that are, in many cases, contiguous, or in very close proximity. These factors weigh strongly in favor of consolidating the parks and grounds maintenance functions under a single department, and the project team recommends that they be transferred out of Parks and Recreation, and into the Department of Public Works. This is not only because of the similarity of functions to other services provided by Public Works, but because it allows the Parks and Recreation Department to focus more heavily on its core recreational services.

Recommendation: Transfer the responsibility for parks and grounds maintenance from the Parks and Recreation Department to the Public Works Department. This includes the responsibility for each of the parks noted in Appendix A, and the maintenance staff as well.

2. THE RESPONSIBILITY FOR MAINTAINING FORT GETTY PARK SHOULD BE TRANSFERRED TO THE PUBLIC WORKS DEPARTMENT.

The largest area of responsibility of the Parks and Recreation Department is Fort Getty Park, which is approximately 31 acres. The operation of this park reportedly consumes about 80% of the Parks and Recreation Director's time by his own estimate. It likely consumes a similar amount of time of the maintenance workers assigned to its care and upkeep, although there are no departmental records of work to substantiate this estimate. However, multiple interviews by the project team with campers and staff indicate that there is a substantial amount of dissatisfaction with the degree of care provided there.

Observations by the project team, which were reinforced through interviews, indicate that there are some long-standing maintenance issues at the park. The restroom was maintained poorly on the single visit made by the project team, and interviews indicate that this is not an uncommon occurrence, with complaints about the restroom lacking hand towels and soap. There are several structural deficiencies at the park, such as a poor pavement condition on the road leading into the park, lack of potable water, lack of sewerage, and substandard electrical service.

The project team has previously recommended that transfer of parks and grounds maintenance from the Parks and Recreation Department to the Public Works Department, and reiterates that recommendation here as it relates to Ft. Getty, the largest single park in the Town. This responsibility should encompass not only the maintenance, but the identification and implementation of capital improvements as well.

Recommendation: Transfer the responsibility for the maintenance of Ft. Getty Park to the Public Works Department.

3. THE PROVISION OF SECURITY AND RULES ENFORCEMENT SHOULD BE TRANSFERRED OUT OF THE PARKS AND RECREATION DEPARTMENT.

Interviews conducted by the project team also indicated a general dissatisfaction with the level of oversight at Fort Getty Park provided by the Parks and Recreation Department. Specific complaints related to the inattention to rules enforcement of the Department and the Maintenance/Security Worker assigned to the Park during the duty hours that the employee is assigned. There were many anecdotal instances described to the project team of campers violating rules related to washing boats and trailers on site, campfires that are not extinguished until well after midnight, park visitors spending many hours at the pavilion after telling Gate Attendants that they are at the park for the purpose of going to the Sailing School, and others.

As is the case in many parks and camp sites at which groups of people congregate, there are rules violations at Fort Getty, and these can be expected. The rules violations, and the alleged inattention to them, may or may not have occurred as they were anecdotally related to the project team. It is notable,

though, that multiple interviewees related similar accounts. However, it is true that enforcement of rules and regulations and correction of structural deficiencies such as the ones related above, are not core services of a recreational services organization.

Recommendation: Transfer the responsibility for the enforcement of rules and regulations at Ft. Getty from the Parks and Recreation Department to another department in the Town organization. This organizational move will allow the Parks and Recreation Department to focus its attention on its core recreational services.

4. THE TOWN SHOULD CONSIDER THE CREATION OF A COMMUNITY SERVICES DEPARTMENT THAT CONSOLIDATES RECREATIONAL SERVICES WITH THE SENIOR CENTER.

One of the recurring themes throughout the course of this study was the lack of coordination between the Parks and Recreation Department and the Senior Center in the provision of programs and services. Although there are some intergenerational programs, these are not provided through any cooperative effort between the two organizations. Moreover, there appears to be a certain amount of tension between the Parks and Recreation Department and the Senior Center, particularly in the use of the recently-purchased van. Clearly, the Town could benefit from a much greater degree of cooperation between the two organizations in terms of their programmatic offerings

In addition to the potential benefits related to programmatic coordination, many municipalities have found that they can save taxpayer dollars by consolidating existing organizations under a single management structure. The more successful of these organizational efficiencies, however, do not consolidate services simply to save taxpayer dollars, but rather they seek a logical nexus that capitalizes on the similarity of service provision..

The project team has, in the previous two sections, noted that Public Works has as its primary mission the provision of maintenance services. For this reason, as well as others, it was recommended that the Public Works Department assume the responsibility for the parks and grounds maintenance services currently provided by the Parks and Recreation Department. In turn, this will allow for a greater degree of focus of the Department on its core recreational programming. Similarly, as the Jamestown Senior Center provides health, recreational and leisure programming opportunities to the Town's senior population, these are logically related to the recreational programming offered to the Town's adult population by the Parks and Recreation Department.

Many local governments have consolidated the recreational services that have been historically provided by their separate parks and recreation departments and senior centers. The benefits of this consolidation include:

- A greater degree of focus on inter-generational programming
- Enhanced administrative support
- Shared information systems that require and maintain similar attributes for participants
- Potential shared use of facilities

In Jamestown's particular case, the recommended organizational consolidation is timely, as the current Senior Center Director's retirement was imminent as of the date of the project team's on-site activities. Although the operations of the Senior Center were not a part of this project's scope of services, the project team requested a tour of the Center, as well as a description of some of the services provided. The Senior Center, in fact, is a spacious facility that is suitable for programming that exceeds the uses for which it is currently utilized. The attendance of seniors at the Senior Center has reportedly declined markedly in recent years. This is in contradiction to trends not only nation-wide, but also in the actual experience of the project team, as seniors increasingly account for a larger percentage of municipalities' populations. Again, the project team was not engaged to conduct a study of the services provided at the Senior Center, however it was clear in a brief tour and interview that its programming efforts could benefit from a renewed focus on programming.

Another factor favoring consolidation of Jamestown's senior and non-senior recreational services is that the Town recently applied for, and received, a grant to purchase a new van for transporting program participants to recreational events. The Parks and Recreation Department reportedly initiated and applied for this grant, and included the Senior Center as a participant in the grant application. However, there has been some degree of confusion and disagreement between the two organizations in the past year as to the use of the van. The Parks and Recreation Department provides the van and a driver for the Senior Center's weekly trips to its bowling activity, however there is some lack of agreement over the Parks and Recreation Department's provision of the van and a driver for other senior activities. The project team cannot definitively state whether the sources of confusion are valid from the point of view of either organization, however, the consolidation of the two organizations would appear to offer a potential solution and would, in fact, foster a much greater degree of cooperation.

Recommendation: Consolidate the current Senior Center and Parks and Recreation Department operations under a single organization. The new "Community Services Department" should be responsible for all recreational and leisure services to the entire population of Jamestown.

5. THE NEW COMMUNITY SERVICES DEPARTMENT SHOULD MANAGE LEAVE TIME TO ENSURE THAT STAFF ARE AVAILABLE DURING THE HEAVY VOLUME PROGRAMMING SUMMER MONTHS.

During on site interviews in the mid to late summer months, the project team noted that the Parks and Recreation Director had taken a relatively substantial amount of leave time. Investigation by the project team indicates that the Director took 21 days of leave time during the period of June 18, through September 30⁴, which is one of the primary periods of the year for programmatic services. Further, given that by the Director's estimation, 80% of his time is expended on Ft. Getty-related activities, the taking of leave time during the primary camping season leaves much of this burden to the Program Supervisor, who is otherwise engaged in providing and coordinating other programs.

The project team recommends that the Department Director and the Program Supervisor schedule time off, to the greatest extent possible, during time periods that do not coincide with the heaviest volume of programmatic activity. The Jamestown Parks and Recreation Department has a very small staff, and it

⁴ This included two sick days, one personal day and 18 vacation days.

may not always be possible to provide two employees in the Recreation Center at all times, however leave time for the times of heaviest workload and programming activities should be avoided if at all possible, and scheduled well in advance.

Recommendation: Schedule the leave time of the Department Director during lower-volume activity periods to the extent possible.

6. THE TOWN SHOULD CERTIFY AN EMPLOYEE AS A CERTIFIED PLAYGROUND INSPECTOR.

Interviews indicate that the Parks and Recreation Department is inspecting the equipment at the Town's playgrounds. Given the relatively small investment necessary to obtain certification as a Playground Inspector, this would appear to be a cost-effective initiative on the part of the Department.

A Certified Playground Safety Inspector (CPSI) is a career that was developed by the National Playground Safety Institute (NSPI) and is recognized nationally by the National Recreation and Park Association (NRPA). No prior experience is necessary, but a candidate for the certification must attend a training course, pass a final exam and be re-certified every three years.

The training course costs, on average \$340, which includes all course materials, and is generally a two-day, 15-hour course. The course entails classroom lectures, discussions and examples of maintenance problems with playgrounds through hands-on-training. It is based on the Consumer's Product Safety Commission (CPSC) guidelines and the American Society for Testing Materials (ASTM).

The course focuses on understanding the standards and guidelines for public playgrounds, identifying safety hazards within the play environment, establishing repair priorities, fixing items on-site, providing the necessary knowledge to establish a comprehensive program of playground and safety within a given agency and developing long-term plans to upgrade playgrounds.

The project team has previously recommended that the parks and grounds maintenance functions be transferred to Public Works from the Department of Parks and Recreation. The project team did not interview Public Works personnel to determine whether that Department has a CPSI, however if there is no such position, the project team recommends that it certify at least one employee.

Recommendation: Certify at least one Parks Maintenance employee as a Certified Playground Safety Inspector (CPSI). The cost is minimal, and would result in greater flexibility as to when these inspections are performed, and could potentially result in a small cost savings for the Division.

7. THE TOWN SHOULD CREATE AN INFRASTRUCTURE RENEWAL FUND FOR FORT GETTY PARK.

Fort Getty Park is perhaps the centerpiece of Jamestown's rich collection of parks and beaches. Initially used as a U.S. Military fort during World Wars I and II, it overlooks the West Passage of Conanicut Island, and was used as an observation point protecting entry into the Narragansett Bay. Today, it is a Town park at which visitors may engage in a variety of leisure activities including sailing, fishing, hiking, or simply gazing at the Bay. The Park has a pavilion that has picnic tables, a charcoal pit, and a sand volleyball court.

In addition to these amenities, Fort Getty serves as a campground for visitors using recreational vehicles (RVs) and tents. The Town recently reduced the number of RV spaces from 105 to 83, and increased the fee from \$3,700 for 20 weeks, to \$4,500 for 16 weeks. In addition, visitors may pay fees for the use of the boat ramp, nightly tent space fees, parking and for the use of the dump station. In total, annual revenues from fees at Fort Getty exceed \$400,000.

The Fort Getty Committee, a group of residents and Town staff, updated the 1994 Fort Getty Master Plan in 2005. This Plan was approved by the Town Council, and assessed many options for the use of Fort Getty. These will not be discussed here, however, it is worth noting that many of the needed infrastructure improvements that were identified in the 1994 and 2005 reports could still be listed as being needed today. For example, in 1994, it was noted that additional showers should be constructed, the electric and water distribution systems should be upgraded, and that the Town should “seek outside funding for long-term restoration of forts to maintain (a) sense of historic setting.” None of these had been accomplished as of 2005, and the project team heard complaints from residents, campers and staff that these were particular concerns today.

One of the notable recommendations from the 1994 Plan was that “(c)apital improvements should be implemented by the years referred to in (the) Capital Improvement Section, or as funding permits.” In commenting on the actions taken on the 1994 recommendations, the 2005 Master Plan also noted that capital improvements should be implemented “(a)s funding permits.”

Clearly, sufficient funding has not been available to keep pace with the infrastructure improvements necessary at Fort Getty, as many of the same issues remain today that were identified in 1994. The project team acknowledges that the Town has budgeted and spent \$580,000 on Ft. Getty improvements from FY2006 through FY2013, however these expenditures alone have been insufficient to keep pace with needed infrastructure repairs.

The project team recommends that the Town create a “Fort Getty Improvement Fund” for the express purpose of making capital improvements at the site. As is noted elsewhere in this report, many interviews conducted by the project team during the course of the study made reference to sub-standard facilities, particularly the restrooms, the boat dock and the electrical services. Some campers expressed negative comments on the condition of these facilities, particularly in view of the nearly 22% increase in campground fees, and for a shorter camping season. The Fort Getty Improvement Fund should be maintained in a separate account that receives a percentage of the fees charged at Fort Getty, and should be used for capital improvements. Given that the revenues generated at Fort Getty exceed \$400,000 annually, the deposit of 10% of these revenues into the Fund would generate in excess of \$40,000 per year for capital improvements. This Fund may also be supplemented by other capital funding as is deemed to be necessary on an ad hoc basis.

The finding that many capital improvements at Fort Getty needed today are the same ones identified in 1994 is one that deserves notice by the Town. Clearly, funding needed infrastructure improvements on the basis of “as funding permits”, as was noted in the 2005 Master Plan, is failing to keep pace with the needs of the park. This is particularly true given the visibility of the park, and the pride that residents have in its upkeep.

Recommendation: Create a “Fort Getty Improvement Fund” that funds capital improvements at that

park. The Town may debate the appropriate percentage of revenues generated by Fort Getty that should be diverted into this Fund, but for illustrative purposes, if the Fund received 10% of all generated revenues, it would receive over \$40,000 annually for these improvements.

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**APPENDIX A:
DESCRIPTIVE PROFILE OF THE PARKS AND
RECREATION DEPARTMENT**

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Descriptive Profile of the Parks, Beaches and Recreation Department

TOWN OF JAMESTOWN, RHODE ISLAND



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June, 2013

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DESCRIPTIVE PROFILE OF THE PARKS, BEACHES AND RECREATION DEPARTMENT

The following pages provide a descriptive profile of the Town of Jamestown’s Parks, Beaches and Recreation Department. The purpose of this descriptive profile is to document the project team’s understanding of the Department’s organization, allocation of staff, principal assigned responsibilities of staff, budgets and description of facilities and grounds. Data contained in the profile were developed based on the work conducted by the project team over the past month, including:

- Interviews with management and staff in the Department, as well as with Town department heads and Council members.
- Physical tours and observations of all Town facilities.
- Collection of various data describing organization and staffing, workload and service levels as well as costs.

In this document, the structure of the descriptive profile is as follows:

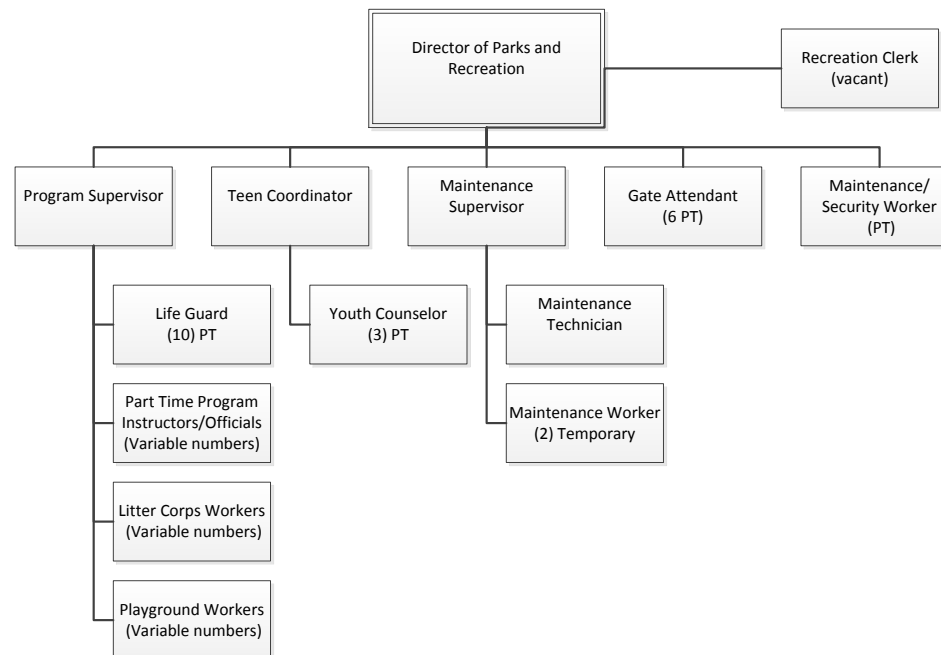
- Organizational charts showing Department staff positions by function and reporting relationships.
- Summary descriptions of key roles and responsibilities of staff. It should be clearly noted that responsibility descriptions are not intended to be at the “job description” level of detail. Rather, the descriptions are intended to provide the basic nature of each assigned position.
- Presentation of budgets and expenditures.
- Summary of facilities, parks and grounds maintained.

These data should be reviewed for accuracy and completeness by Town staff and the steering committee. Comments and corrections generated from these reviews will be incorporated into the final version of this document. Information contained in the descriptive profile will be employed in the analysis of issues during subsequent stages of the project.

JAMESTOWN PARKS, BEACHES AND RECREATION DEPARTMENT

The Jamestown Department of Parks, Beaches and Recreation has responsibilities in the Town for the provision of recreational services, programs and facilities for its residents. Further, it generally is responsible for the maintenance of parks facilities and grounds, cemetery, some beach access rights of way, as well as the grounds at Town Hall, Veteran’s Cemetery, the water towers and the Police Station.

The following organization chart provides an overall depiction of the reporting relationships within the Department of Parks, Beaches and Recreation. Note that the chart depicts the organization as it was described to the project team, and is not offered as an official organizational structure.



1. Staffing

In the table, which follows, a summary is provided of Jamestown’s Parks, Beaches and Recreation Department staffing and key elements of responsibilities.

Division	Staffing by Classification		Key Elements of Staffing and Scheduling
Parks, Beaches and Recreation Administration	Parks, Beaches and Recreation Director	1	<ul style="list-style-type: none"> • Provides the overall executive management and administration of program delivery and staff responsibilities and assignments within the Department. • Responsible for developing the overall priorities of the Department, including the development of policies and procedures related to cash handling, facilities rental and use, performance objectives, monitoring of budget, etc. • Prepares the operating budget and confers with Town Administrator on formulating the capital improvement program • Meets with the public to discern needs, answer questions, receive comments and complaints, and to direct Department resources to abate these concerns and complaints.
	Program Supervisor	1	<ul style="list-style-type: none"> • Develops and manages recreational programs (program development occurs at least one quarter before the program starts) • Identifies instructors for recreational programs • Personally instructs recreational programs, as available • Accepts registration forms and payment; maintains spreadsheet of registrants • Supervises temporary summer personnel at Jamestown Summer Camp and beach lifeguards • Establishes work schedules for assigned temporary personnel • Participates in recruitment and hiring of temporary personnel • Facilitates and coordinates special events, e.g., summer concert series, jack o’lantern jog • Establishes schedule for activities in recreation center gymnasium • Maintains departmental website and facebook page
Parks, Beaches and Recreation Administration	Recreation Clerk	1	<ul style="list-style-type: none"> • Takes reservations for the use of Ft. Getty Park

TOWN OF JAMESTOWN, RHODE ISLAND
Descriptive Profile of the Parks, Beaches and Recreation Department

Recreation Administration		(vac)	<ul style="list-style-type: none"> • Makes deposits • Prepares departmental payroll for submittal to Town • Answers phone and greets public at Recreation Center • Position works 30 hours per week • Position is currently funded but vacant
Teen Center	Teen Coordinator	1	<ul style="list-style-type: none"> • Works with teen groups, specifically the Leadership Group (AMPT) to develop programs for community involvement and service, and peer interaction • Directs the activities of teen workers at the Recreation Center • Monitors the numbers, and identification, of teens using the Recreation Center • Works with outside groups to provide and supplement programs such as Rape Aggression Defense (through Police) • Raises funds through various methods in support of teen programs • Organizes the annual High School Dance (\$5.00 charge last year), Middle School Dance, basketball tournament, lock-in, cooking club, etc. • Develops programs and outreach to help teens obtain jobs • Serves the following populations: <ul style="list-style-type: none"> - 5th through 8th grades on Mon, Wed - 9th through 12th drags on Tu, Thursday - 7th grade through 12th grade on Fri, Sat • Works through the “Friends of Jamestown Youth” to involve parents in providing input and feedback on programs offered at Teen Center • Coordinates the work activities of the Youth Counselors • Position works from 11:00 am till 7:00 pm, M-F
Teen Center	Youth Counselors	3 PT	<ul style="list-style-type: none"> • Fills out teen attendance sheets and tracks entry and exit of each teen • Makes phone calls • Observes teens engaged in activities at the Recreation Center to ensure conformance to standards of behavior
Parks Maintenance	Parks Supervisor	1	<ul style="list-style-type: none"> • Serves as working member of the parks maintenance crew • Directs the activities of parks maintenance personnel • Mows, removes weeds, removes trash from parks, beaches, athletic fields, playground, pavilion, cemetery, rights of way, trails • Maintains picnic tables and bathrooms on parks sites • Mows Town Hall and Police Station • Adds sand to playground and Ft. Getty volleyball court • Inspects parks for safety

TOWN OF JAMESTOWN, RHODE ISLAND
Descriptive Profile of the Parks, Beaches and Recreation Department

			<ul style="list-style-type: none"> • Lines fields • Rakes beach areas • Cleans out tent areas, firings • Maintains infrastructure at park sites such as guard rails, pathways, basketball fixtures, etc. • Maintains mowers and other small engines • Removes snow at Country Club and Recreation Center
Parks Maintenance	Maintenance Technician	1	<ul style="list-style-type: none"> • Works under the supervision and direction of the Parks Supervisor • Responsible for similar duties as those listed above for Parks Supervisor, either as a member of a crew or individually
Parks Maintenance	Maintenance Worker	2 (Temp)	<ul style="list-style-type: none"> • Work from mid-May through October • Cut and trim fields
Parks Maintenance	Gate Attendant	6	<ul style="list-style-type: none"> • Sells passes at Ft. Getty • Checks vehicles for proper passes for entry into Ft. Getty • Schedules for Attendants ensure 24/7 coverage at the Gate House during the campground season, which varies each year. This year, the season began on May 15, and will go through Sep. 16. • There are three shifts per day, with no Attendant working more than four days per week. Shift schedules are as follows: <ul style="list-style-type: none"> - 7:00 am – 3:00 pm - 3:00 pm – 11:00 pm - 11:00 pm – 7:00 am
Parks Maintenance	Maintenance/Security Worker	1 (Temp)	<ul style="list-style-type: none"> • Works 3:15 pm till 11:45 pm from Thursday through Sunday at Ft. Getty • Employee is currently working from Thursday through Monday until grass mowing backlog is worked • Ensures fires are properly extinguished at night • Empties trash barrels • Cleans bathrooms • Conducts minor security at Ft. Getty, and responds to minor complaints such as noise or parking issues • Generally enforces the campground rules

TOWN OF JAMESTOWN, RHODE ISLAND
Descriptive Profile of the Parks, Beaches and Recreation Department

2. Financial

The following table provides the actual expenditures for budget for FY12, and the budgets for FY 13 and FY 14 for the Department of Parks, Beaches and Recreation.

Budget Element	Expenditure 2011/2012	Budget 2012/2013	Council Approved 2013/2014
Director Salary w/longevity	\$58,285.03	\$59,625	\$59,625
Salaries, Other Personnel w/longevity	\$244,537.98	\$274,969	\$274,969
Salaries, Teen Center	\$49,525.42	\$50,000	\$50,000
Fees, Supplies, Dues	\$6,596.08	\$5,965	\$5,965
Advertising and Printing	\$3,310.43	\$3,750	\$3,750
Insurance	\$7,222.20	\$5,882	\$5,882
Telephone	\$2,879.19	\$3,250	\$3,250
Equipment	\$4,404.08	\$4,600	\$4,600
Gas & Oil	\$9,940.94	\$7,500	\$8,500
Electricity and Field Lighting	\$22,389.29	\$22,400	\$22,400
Ft. Getty-Wastewater removal	\$6,524.00	\$8,000	\$8,000
Shores Beach/Sanitary Facility	\$3,087.50	\$3,000	\$3,000
Water	\$9,938.98	\$13,500	\$13,500
Trash Removal	\$10,231.00	\$12,000	\$12,000
Repairs, Maint. & Improvements	\$20,936.12	\$26,648	\$26,648
Summer Programs	\$3,796.59	\$3,825	\$3,825
Winter Programs	\$1,232.65	\$1,200	\$1,200
Total	\$464,837.48	\$506,114	\$507,114

The above expenses are offset by an approximate total of \$475,000 in revenues (about 93% of Departmental expenses) in the Parks, Beaches and Recreation Department. The large majority of these revenues come from permits and passes at Ft. Getty and Mackerel Cove, however some of this revenue is from recreational programs and classes.

3. Parks, Beaches, Facilities and Grounds

The following table provides a listing of parks, beaches, facilities and grounds for which the Department has maintenance responsibilities. Photographs of the facilities and grounds for which the Department has responsibility are provided at the end of this descriptive profile.

Asset	Comment
Recreation Center	<ul style="list-style-type: none"> • Gym, restrooms, offices, lobby • Square footage of space unknown
Ft. Getty Park	<ul style="list-style-type: none"> • Approximately 35 acre site • 83 spaces for RVs (from 105 previous year). Charge \$4,500 per space • Camping site (24 tent sites) • Guard Gate • Walking path (approx. ½ mile) • Pavilion • 180 picnic tables • Wood pile pier • 2 Bath and shower facilities, restrooms • Pumpout facility
Country Club	<ul style="list-style-type: none"> • First floor leased to golf course management operation (\$150,000/year) • Second floor currently unused due to structural issues
Shore’s Beach (aka, Heads Beach)	<ul style="list-style-type: none"> • North end of island • No lifeguard, no fees collected for use • Shores Association residential group operates the beach • Rock jetty • Department cuts small lawn, trims weeds, empties trash, maintains picnic tables
Mackerel Cove	<ul style="list-style-type: none"> • Small beach near Ft. Getty • Open June 8 for parking • Attendant on site to issue parking passes (may also get passes at Rec. Center or

Asset	Comment
	<p>from Ft. Getty Gate Attendant).</p> <ul style="list-style-type: none"> • Season passes are \$15, and available only to Jamestown residents • Charge \$15 per car, per day on first come, first served basis • In 2012, a total of 1,571 resident stickers, and 535 daily parking passes were issued • Attendant on site from 9:00 am – 3:00 pm • Parks Department provides Lifeguard, rakes beach daily • Parks Department has a beach shed and fences at this location • Parks Department provides parking signs
Battery Park	<ul style="list-style-type: none"> • Ecologically sensitive park, maintained contractually by Jamestown Historical Society. • Parks Department does not maintain this park. • Revolutionary War site
Beaver Tail State Park	<ul style="list-style-type: none"> • Town owns small strip of land on which the Fire Department practices • Parks Department does not maintain this area
Hull’s Cove	<ul style="list-style-type: none"> • Approximately one mile north of Beavertail Point at east passage entrance to Narragansett Bay • 4-5 parking spaces, portable bathroom, vegetation, trash barrel all maintained by Parks Department • Access to Cove is through narrow footpath through Conanicut Island Land Trust. Footpath is not actively maintained by Parks Department, reportedly due to restriction by DEM
Soccer Fields	<ul style="list-style-type: none"> • One full-size and two smaller soccer fields in adjacency, encompassing approximately 4 acres, maintained by Parks Department at Eldred Road and Route 138 • Parking area for approximately 20 vehicles • Parks Department provides supplies to Jamestown Soccer Association for lining the fields

Asset	Comment
	<ul style="list-style-type: none"> • Parks Department empties trash barrels
Park Dock	<ul style="list-style-type: none"> • Old dock with small strip of about 5 parking spaces. • Portable bathroom • Small strip of grass mowed and trimmed by Parks Department • Trash barrel emptied by Parks Department “every few days”.
Taylor Point (aka, Potter’s Cove)	<ul style="list-style-type: none"> • Small grass area mowed by Parks Department • Parks Department empties trash • Old wooden guardrails repaired and maintained by Parks Department. • Fishing, crabbing area, accessible to general public without permit • Near Jamestown Wastewater Treatment Facility
Lawn Avenue and Melrose Schools	<ul style="list-style-type: none"> • Skateboard facility maintained by Parks Department • Six (6) tennis courts maintained by Parks Department • Three baseball fields, one of which is regulation-size. The Parks Department mows and trims all fields at this site • During soccer season, the outfields of the two non-regulation fields are configured for use as soccer fields • Parks Department lines fields for Middle School baseball games • Jamestown Baseball Association runs the Cal Ripken League games at the regulation size field, and accomplishes its own lining of fields • Parks Department provides the concession stand water and electricity
Veteran’s Cemetery	<ul style="list-style-type: none"> • Small 1-2 acre inactive cemetery mowed and trimmed by Parks Department
Fort Wetherill State Park	<ul style="list-style-type: none"> • Town owns a small (approx. 4-acre) site within this State Park • There is a 40-slip boat storage site not maintained by Parks Department • There is a 1940’s concrete building on site currently serving as the Parks Maintenance storage facility. This stores such items as mowers, spreaders, lifeguard stands, paint, etc. The Town has land-banked this facility pending a decision on its future use.
Community Playground	<ul style="list-style-type: none"> • Child playground area with slides, etc.

Asset	Comment
	<ul style="list-style-type: none">• Sand is provided by Parks Department as there are no rubberized surfaces in the playground• Parks Department inspects for safety, mows and trims

4. Recreational Programs and Attendance

The following are the programs offered by the Parks, Beaches and Recreation Department in 2011-2012.

Program	Approx. # of Participants
Youth Basketball (k-8)	60 Participants
Intergenerational Volleyball	20 Participants
Youth Volleyball	20 Participants
Girls Softball	20 Participants
Adult Softball	20 Participants
Adult Tennis	50 Participants
Youth Tennis	25 Participants
Baseball Camp Week	30 Participants
Basketball Camp Week	25 Participants
Save The Bay Summer Camp	80 Participants
Jamestown Summer Camp	80 Participants
Open Recreation	65 Participants
Outdoor Cooperative Volleyball Program for youth and adults	30 Participants
Adult Competitive Volleyball	40 Participants
Adult Recreational Volleyball	25 Participants
Over 40 co-ed Soccer	30 Participants
Over 35 Bball	25 Participants
Open Co-ed Recreation Soccer	30 Participants
Mellow Vinyassa	20 Participants
Gentle Yoga	20 Participants
Beginners Yoga	20 Participants
Yoga	20 Participants
Pilates	20 Participants
Adult Fitness Boot Camp	12 Participants
Tai Chi @ Country Club	10 Participants
Tai Chi @ Recreation Center	35 Participants
Adult Ballet	10 Participants

TOWN OF JAMESTOWN, RHODE ISLAND
Descriptive Profile of the Parks, Beaches and Recreation Department

Kinder Gym	15 Participants
Jamestown Community Theatre	100 Participants
String Ensemble	20 Participants
CYO Basketball	100 Participants
Higher Level Soccer	30 Participants
Jamestown Baseball Association	100 Participants
Jamestown Soccer Association	150 Participants
Bridges Open Rec	15 Participants
CISF Sailing Camp	25 Participants
Free Sailing Wednesday Night @ Getty	30 Participants
Bully Program (4 weeks)	15 Participants

The following are programs that are held on an annual basis by the Department

Jamestown Summer Concert Series	8 bands/200 Audience every Sunday
The Jamestown Jack O' Lantern Jog	250 Participants
Jamestown Community Theatre Plays/Musicals 2x per year	200 Audience
Bridges Story Telling Concert	310 Audience
Annual Jamestown Classic (Bike Race)	800 Participants
Men's Chorus of Jamestown Concert	150 Audience
Jamestown Talent Show	50 Participants/300 Audience
Jamestown Art Association Art Show	100 Participants/500 Audience
Jamestown Craft Show	100 Participants/300 Audience
Jamestown Fire Works	300 Participants
Pinewood Derby	100 Participants
Green Up Day	100 Participants
Friends of Jamestown Youth Meetings	10 Participants
Teen Talent Show	15 Participants/100 Audience

TOWN OF JAMESTOWN, RHODE ISLAND
Descriptive Profile of the Parks, Beaches and Recreation Department

Jamestown Day	250 Participants
Jamestown Skatefest	200 Participants
St. Matthews Family Basketball Tournament	100 Participants
Friends of Jamestown Youth Speaker Series (8 series)	25 Participants
Blood Drive (January)	150Participants
Annual Easter Egg Hunt	200 Participants

**APPENDIX B:
BEST MANAGEMENT PRACTICES**

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**Draft Diagnostic Assessment
of the Parks and Recreation Department
TOWN OF JAMESTOWN, RHODE ISLAND**

August 2013

DIAGNOSTIC ASSESSMENT OF THE PARKS AND RECREATION DEPARTMENT

While the study of the Department of Parks and Recreation in the Town of Jamestown is designed to provide an analysis of operations, organizational structure, and staffing, this initial diagnostic appraisal of the Department represents an important step for the project team to report its preliminary findings and issues. In order to make the assessments of operational strengths and improvement opportunities, the project team developed a set of performance measures which we call “best management practices” against which to evaluate these various maintenance activities. These performance measures comprise the main thrust of this diagnostic assessment.

The measures utilized have been derived from the project team's collective experience and represent the following ways to identify strengths as well as improvement opportunities:

- Statements of "effective practices" based on the study team's experience in evaluating operations in other municipalities or “industry standards” from other organizations such as NRPA, etc.
- Identification of whether and how these various Parks and Recreation Department activities meet the performance targets.

Best Management Practice	Strengths	Opportunities for Improvement
Recreation Administration		
<p>A long-range recreation planning document (3 to 5 years) has been developed and is periodically reviewed.</p>	<p>The Town, through the efforts of the Ft. Getty Committee, developed a Master Plan for Ft. Getty. This was last updated in 2005.</p>	<p>The Department does not have a formal long-range plan for recreational services. Rather, the Department personnel gather informal input from residents regarding their preferences for programming.</p> <p>A long range plan should include the following elements:</p> <ul style="list-style-type: none"> • An environmental assessment (SWOT) and/or needs assessment of the internal and external conditions of the Department. • Vision and mission for the Department, • Goals and objectives related to the vision and mission for the Department, at the program, and facility levels. • Action plans for each objective that include approaches, assign responsibility and timelines by which each action will be completed. • Evaluations on progress in accomplishing established goals, objectives, and action plans. Evaluations are done on an annual and regularly scheduled basis.
<p>There are written, established agreements with the School District on cooperative use and maintenance of facilities.</p>	<p>The Schools require the Town to complete a building use form for use of school facilities.</p>	<p>There are only informal agreements with the Schools for use of facilities. The Town has access to school facilities and grounds and in return the schools have use of Town property.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department effectively utilizes School District facilities for delivery of recreation programs.</p>	<p>The Town provides softball, T-ball, baseball on fields located at the schools.</p> <p>The Town also mows, trims, drags and lines fields, as well as fills in dirt on pitcher’s mounds and batter’s boxes.</p> <p>The Town utilizes the gyms at the schools.</p>	
<p>The Department cooperatively programs recreation activities among other public, commercial, and non-profit agencies to avoid overlapping of programs and reduce inter-agency competition.</p>		<p>The Department has historically provided such programs as yoga, pilates, etc., which has been a source of some concern on the parts of local providers of the same services. However, since these programs can no longer be offered at the Country Club, many participants have migrated to private instructors. However, the Town should make a longer-term determination as to the viability of these programs under the auspices of the Recreation Department.</p>
<p>The Department generates a monthly report that includes statistical and data summaries of recreation programs such as attendance.</p>	<p>The Department utilizes “Youthservices.net” in recording attendance at events, programs, leagues, etc.</p>	<p>There is no regular report of attendance produced. Youthservices.net has the capability to allow participants to rate their courses, programs, etc., however this utility is not being employed by the Department at this time.</p>
<p>The Department has established written procedures for collecting, safeguarding, and disbursing cash.</p>	<p>The Finance Department recently issued policies on cash transactions and overnight deposits.</p>	<p>There have historically been no written procedures for collecting and safeguarding cash, and this led to a recent incident of loss of funds at Ft. Getty Park.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department evaluates the recreation program by soliciting customer input and feedback regarding programs and services.</p>	<p>The Department staff gather information informally from program participants.</p>	<p>There is no formal survey administered to assess the degree of satisfaction with current programming, nor suggested new programs and services. The Department also does not solicit formal feedback from participants on specific programs.</p>
<p>Recreation Programming</p>		
<p>The Recreation Department utilizes a continuum of public and non-profit agencies to deliver services including direct services or programs and services developed and implemented by the Department as the lead agency.</p>	<p>The Department directly provides a variety of athletic programs, including youth basketball, youth and adult volleyball, girls softball, youth and adult tennis, youth and adult soccer, baseball and basketball camps. It also provides summer camps, yoga and pilates classes, Tai Chi, adult ballet, and others.</p>	<p>The Department has no facility to provide swimming lessons.</p>
<p>Programs and services are facilitated by, but not necessarily provided by the Department. The Department facilitates the program or service provided by another agency or a collaboration of agencies.</p>	<p>The Department provides space at the Rec Center for the Theatre Group, as well as the String Ensemble Group, Bridges, and others.</p> <p>The Department also provides facilities for the Jamestown Baseball Association and the Jamestown Soccer Association, as well as the CISF Sailing Camp and Free Sailing.</p>	<p>There is little coordination with the Library, the senior center, the arts center or the local fitness center for the provision of programs and services.</p>

Best Management Practice	Strengths	Opportunities for Improvement
<p>Enabled services or programs and services are offered by other agencies with the Department providing a vehicle for their implementation. Examples would include arts exhibits in the parks, sponsorship of a Lawn Bowling Club or providing facilities for the Bridge Club.</p>	<p>The Department provides space at the Recreation Center for the Conanicut Island Art Association for a 10-day period each year.</p> <p>Bridges has an open invitation to use the Center on days for which their workers cannot perform outdoor duties.</p> <p>The Jamestown Chamber of Commerce recently held an exposition at the Recreation Center.</p>	<p>The project team acknowledges that Jamestown is a small town, and thus many on the island are aware of the services and facilities available through the Town. However, it is also true that there is no proactive outreach from the Department to local community groups, Clubs, etc. to ensure that community demands are satisfied.</p>
<p>Advocacy services or programs and services advocated by the Department in behalf of a specific group or agency to another governmental or regulatory agency. An example of advocacy would be Department efforts to obtain added senior services from non-profits.</p>		<p>There is little coordination or communication between the Parks and Recreation Department and the Senior Center. The two organizations collaborated in obtaining a grant for a van, however, there is some confusion on the provision of a driver for the van when the Senior Center wishes to use it.</p> <p>Although the Parks and Recreation Department allows special populations, through the Bridges program, to use the Rec Center, the Department does not advocate for services or proactively provide programmatic services for these residents.</p>

Best Management Practice	Strengths	Opportunities for Improvement
Use of trend analysis to identify changing needs and demands for services.		Detailed analysis of program participation and needs is not conducted as part of any annual programming effort. Some programs exhibit high attendance and others somewhat less. An annual evaluation of program utilization would assist in determining programs needing additional capacity and those programs that have low registration rates that might be candidates for replacement with new or expanded programming efforts.
Aggressive promotional techniques are utilized for programs and services.	The Department uses the local Jamestown Press newspaper that is provided free of charge to all Town residents to list programs that will be available in the upcoming season. This is also posted on the bulletin board in the Recreation Center's administrative office.	There is no description of programs provided in these bulletins. The Department reports that it is no longer allowed to distribute the bulletins at the schools. The Department does not distribute the bulletins to, for example, churches, restaurants, Town Hall, etc. This may limit the awareness of programs, even considering that all residents receive the local Jamestown Press.
Detailed marketing plan for recreation services has been developed and regularly updated.		No marketing plan is currently in place. The development of a basic marketing plan to identify opportunities for communicating with target audiences may enhance the utilization of programs especially for those that have low enrollments. Efforts could include pamphlets distributed through schools (assuming suitable arrangements can be made with the Schools, who reportedly do not currently allow this), and through targeted mailings to previous registrants.

Best Management Practice	Strengths	Opportunities for Improvement
Registration is made as easy as possible so as to encourage participation.	Potential participants have the options of physically visiting the Recreation Center to enroll and pay, or going on-line to download registration forms and mailing these in along with payment.	The Town offers no on-line registration or payment option, reportedly due to the cost. These options are becoming standard for Recreation Departments, and facilitate registration, making it more convenient to those who work during the day, or who may be out of town.
Sponsorships are elicited for special events and for ongoing programming.	<p>The Department receives raffle prizes from local businesses for the annual Jack-O-Lantern Jog, and a local trophy company donates the trophies for this event as well.</p> <p>Bands perform for free during the Summer Concert Series, and local businesses donate money toward the advertising of this event.</p> <p>The Jamestown Police sponsor a bus for trips for youth to various locations, including Six Flags.</p>	Sponsorships are elicited for special events and for ongoing programming.
Resident committees are in place to provide constant feedback and oversight.	The Teen Center is advised by the Friends of Jamestown Youth which meets monthly, and receives input on programmatic offerings and other topics related to the Teen Center.	A formalized feedback process would assist in getting specific information from these groups regarding future needs and desired programming. These could include Athletic Associations, Senior Advisory Committee and perhaps others.
The Department has an inventory of resources from the community which facilitates recreation program offerings.		The Department has knowledge of community resources, however these are not formalized. An inventory listing of other resources should be developed to provide alternative locations for recreation programming. In the near term, this may assist in relieving space needs that are occurring due to the lack of public facilities, and specifically the closure of the space at the Golf

		Course. Space needs are currently most critical for programs needing classroom space.
Best Management Practice	Strengths	Opportunities for Improvement
Safety plans are in place and address issues such as accidents / injuries, missing children, abandoned children, etc.	The Department reports that all workers receive safety training.	Although the Department posts a building evacuation plan in the Recreation Center, there have been no evacuation drills performed.
Background investigations are performed on all staff with client contact. This includes those who are hired under contracts.	This is the case for all workers.	
MAINTENANCE		
Work activities are scheduled on a frequency sufficient to maintain park lands and assets at a pre-determined level.	Though not formalized, the Parks Supervisor does have a routine work schedule that ensures that all parks, grounds and cemetery are proactively maintained.	The maintenance staff consists of two full time and two part time workers. Although the precise ground acreage is not known, it is estimated that there are close to 60 acres at 16 different sites. This includes the 35+ acres at Ft. Getty. This equates to about 15 acres per worker during the growing season, which is in excess of the 8-12 acres per maintenance worker required to maintain grounds at a "B level" of maintenance. The presence of only four maintenance staff workers means that an absence by any one of these workers creates a problem in adhering to the maintenance schedule. There are no other maintenance workers in the Department to cover the tasks that would have been assigned to the absent worker.
A computerized maintenance management system is in place to handle and schedule preventive, routine, and emergency maintenance service requests.		No computerized maintenance system is in place to process work orders or to schedule and track maintenance activities.

Best Management Practice	Strengths	Opportunities for Improvement
<p>A preventive maintenance program is in place for major assets and equipment (such as irrigation systems, playground equipment, facilities, fences, etc.). Preventive maintenance should focus on addressing issues before they impact either the operation or functionality of the asset and prior to developing into safety concerns.</p>	<p>The Parks Supervisor provided the project team with a hand-written schedule of daily activities for the parks, some of which are preventive in nature.</p> <p>The majority of activities performed by maintenance workers during the spring and summer months are daily routine duties such as raking beaches, mowing and trimming, emptying trash, cleaning restrooms, emptying the cleanout, etc. Preventive maintenance on the plumbing, HVAC and electrical systems in the facilities does not come under the purview of the Parks Maintenance Division.</p>	
COST RECOVERY		
<p>The Department has established a formal written cost recovery policy for recreation programs, adopted by the Town Council.</p>		<p>The Department does not have a formal cost recovery policy other than an unwritten goal of attempting to break even on each program or event.</p>
<p>Specific cost recovery thresholds have been established for each recreation activity area at the most specific programming level that is administratively practical.</p>	<p>The Department attempts to ensure that each program and activity at least breaks even.</p>	<p>There is no systematic basis by which the Department is able to accomplish the break-even objective. Each program's expenditures are maintained in an electronic spreadsheet and compared to revenues on an as-needed basis.</p> <p>Ideally, each program or activity would be assigned a project number into which all revenues and expenses would be accumulated. Further, indirect costs associated with program administration, building costs, etc., would be</p>

		allocated based on some allocable basis, such as number of participants.
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Best Management Practice	Strengths	Opportunities for Improvement
RECREATION SERVICES		
The Department offers a good variety of programs and activities for all ages, including:		
<p>Classes</p> <ul style="list-style-type: none"> • Arts / Crafts • Wellness / Fitness: Kindergym, Karate, etc. • Culture / Dance • Educational: Storytelling / literary programming 	<p>The Department offers Kindergym, adult ballet, yoga and tai chi.</p> <p>During the winter months, the Teen Center Coordinator hosts a once a week Arts & Crafts hour from 6:00 PM-7:00 PM for grades 7 through 12.</p>	<p>The Department reports that there are no adult arts and crafts programs due to lack of space.</p>
Saturday programming to provide opportunities for children of working parents	The Teen Center provides programming on Saturdays for youth between 7 th and 12 th grades.	
Intergenerational programs	The Department offers intergenerational volleyball. Also, the Jamestown Community Theatre attracts participants across age groups.	Intergenerational programs are often initiated by senior centers, and the project team has not obtained information on any intergenerational programming offered by the Jamestown Senior Center. Through intergenerational programs people of all ages share their talents and resources, supporting each other in relationships that benefit both the individuals and the community. Successful programs are based on reciprocity, are sustained and intentional, and involve education and preparation for all ages.
Special events (Halloween, Christmas, etc.)	The Department coordinates a popular Jack-O-Lantern Jog annually that draws approximately 250 participants. The Department also holds an annual Easter Egg Hunt for children, and holds an	

Best Management Practice	Strengths	Opportunities for Improvement
	annual New Year's Day Penguin Plunge, as well as July 4 th Fireworks and an Earth Day clean up.	
Information and referral services for pre-school, child care and other family-related resources		The Town is small, so many people in Jamestown reportedly know individuals and service providers for child care, pre-school and other family-related services. However, there is no central repository of information provided by the Recreation Department for these services. This is typically not a time-consuming effort to maintain once the directory is established, and can be posted easily on the Department's web site as a public service.
Summer programming expanded to include day camps and aquatics programming	The Department provides an annual summer camp at Ft. Getty.	
After school programs.	The Department provides a variety of active and passive programs through the Teen Center, which occupies a section of the Recreation Center. The ages range from 5 th grade through 8 th grade on Mondays and Wednesdays, and from 9 th to 12 th grades on Tuesday and Thursday, with Fridays and Saturdays devoted to 7 th through 12 th grades.	
Child care to include before school care and after school care		There is no child care provided by the Recreation Department.

Best Management Practice	Strengths	Opportunities for Improvement
Intramural Sports Leagues	There are multiple sports leagues provided by the Recreation Department. These include youth basketball, intergenerational volleyball, youth volleyball, girls and adult softball, youth and adult tennis, CYO basketball, soccer, baseball and others.	
Aquatics <ul style="list-style-type: none"> - Lessons - Swim Team 	Summer campers are taken to Mackerel Cove on Fridays, however there are no lessons given.	The Town has no access to a swimming pool, and therefore there is no swim team or any swimming lessons offered by the Department.
Special Events	This appears to be a particular strength of the Town, as it has an active population interested in various special events, such as theatre performances, summer concert series, a Jack-O-Lantern Jog, a Skatefest, a Pinewood Derby, a bike race, Men’s Chorus, and other events.	
Homework / tutoring	<p>Computers are available at the Recreation Center, and some children use these to complete homework.</p> <p>The schools also offer a “Homework Club” that is supervised by aides who assist with homework.</p>	

Best Management Practice	Strengths	Opportunities for Improvement
USE AND APPLICATION OF INFORMATION SYSTEMS		
<p>The Department utilizes an automated information system for activity registration.</p>	<p>The Department utilizes “Youthservices.net” for attendance at teen-oriented activities.</p>	<p>The Department does not possess an automated system for registration, and thus relies on manual systems to create records for participant information. Therefore, information is not stored on past programs, classes and activities for each participant. This inhibits cross-marketing of programs to participants who may be interested in either similar programs, or the same program in a subsequent year. Further, it requires re-entering all participant profile data (e.g., name, address, parents/guardians, age, allergies, etc.) each time the participant registers.</p> <p>There is no automated information system in use for the Parks Maintenance Division. This inhibits the analysis of the uses of time and materials by employee, and by maintenance activity</p>
<p>The Department uses an automated information system to track revenue and expenses associated with fee based recreation activities.</p>	<p>This is done via Excel spreadsheet.</p>	<p>Department personnel enter all cost and revenue data into an electronic spreadsheet, however this does not facilitate analysis of program performance across programs and across fiscal years. Further, it does not allocate any indirect costs associated with program provision.</p>
<p>The Department uses an automated information system to track class attendance.</p>	<p>This is done via Excel spreadsheet</p>	

Best Management Practice	Strengths	Opportunities for Improvement
<p>The Department utilizes an automated information system for facility reservation to manage facility use to track reservations, check availability of facilities, to track fees, including deposits etc.</p>		<p>The Department does not possess an automated information system that allows residents to check the availability of facilities or to track payments of fees, etc. The desirability of on-line access to facility usage and availability was one of the themes discussed by residents at the first public input session.</p>
<p>The Department utilizes an automated information system for sports league scheduling including developing and submitting practice and game schedules, recording the names of leagues, teams, players, and officials, recording scores and tracking standings, tracking league fees and statistics, etc.</p>		
<p>The Department uses an automated information system to enable on-line Internet-based customer access for self-service inquiries and activity registration including payment processing.</p>		

APPENDIX C:
FINDINGS FROM COMMUNITY SURVEY AND
COMMUNITY MEETINGS

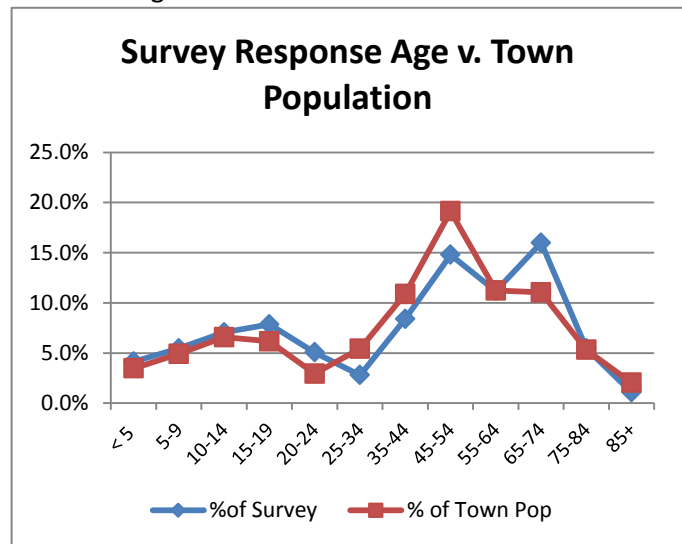
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APPENDIX C: OVERVIEW OF PUBLIC COMMENTS FROM SURVEY AND COMMUNITY MEETINGS

Background

In order to understand community sentiment regarding the facilities and services offered by the Parks & Recreation Department, a community survey was distributed and three community meetings were held. The survey was open for response between July 16th and August 16th, being made available on-line via a link posted on the Town website, and by hard copy, having been printed by the Jamestown Press and distributed with the newspaper on July 25, 2013. Additional hard copies were made available at Town Hall, the Library, Recreation Center, and McQuade's grocery store. The three community meetings were held on weekday evenings in July and August on the topics of "Special Events, Arts, and Culture", "Recreational Activities for Adults and Seniors", and "Recreational Activities for Youth and Teens".

The survey respondents represent a solid cross-section of the Jamestown community. A total of 411 survey responses were received, including 225 submitted via hard copy and 186 on-line. Overwhelmingly, survey respondents were Jamestown residents and the majority indicated that they had lived in town in excess of 15 years. Out of 390 respondents, 380 (97.4% of respondents) of them identified themselves as residents and 10 (2.6%) indicated they were not residents. Another 22 did not respond to the question. A total of 242 (63.4%) respondents indicated they had lived in town for more than 15 years. Respondents were asked to indicate the ages of their household members and the results were very similar to the population distribution by age for Jamestown, with the exception of a higher than average number of survey respondents aged 64 to 74. In terms of neighborhood, responses were received from all areas of town, with the largest number of respondents living in the Village (149 respondents), followed by Jamestown Shores (85 respondents), and North End of the Island (43 respondents). An additional 62 respondents did not answer the question regarding neighborhood. All together, 180 respondents answered at least one open-ended question which required them to take additional time to write or type an answer, as opposed to simply checking a box.



The community meetings were attended by between two and nine people each. (Tabulated survey results and meeting notes can be found in Appendix D.)

Findings

The significant level of response to the survey and the community meetings alone is evidence that Jamestown residents care about their recreational facilities and the services that the Town offers through the Parks & Recreation Department. The survey and meeting notes provide detailed insights into residents' opinions of the facilities and services offered by the Department. A total of seven (7)

overarching findings can be made:

1. Jamestown residents actively utilize their parks, beaches, and playing fields.

Nearly 80% (320 respondents) of those who responded to the survey indicated they used the parks, beaches, or playing fields in Jamestown more than 12 times per year. This far overshadowed those who used these same amenities only 6-12 times per year or 1-5 times per year. However, when asked to identify the three parks, beaches, or recreational facilities that they “use the most”, only two of the top three responses were Town facilities. As can be seen, the top three most used locations were Mackerel Cove, Beavertail State Park, and Fort Getty Park, followed closely by Fort Wetherill State Park.

MOST COMMONLY USED PARKS, BEACHES, PLAYING FIELDS, OR RECREATIONAL FACILITES	
Location	Responses
Mackerel Cove	219
Beavertail State Park	215
Fort Getty Park	170
Fort Wetherill State Park	133
Shore’s Beach (aka, Heads Beach)	59
Battery Park	54
Recreation Center	54
Jamestown Golf Course	49
Rights-of-way to the water	42
Veteran’s Memorial Square at East Ferry	41
Community Playground	40
Lawn Avenue / Schools Playing Fields	37
Soccer fields at Eldred Road	34
Watson Avenue Tennis Courts	27
Jamestown Country Club	19
Taylor Point (aka, Potter’s Cove)	18
Hull’s Cove	15
Lawn Avenue Playground	14
Jamestown Skate Park	11
Park Dock	11
Veteran’s Cemetery	3

One aspect that the top four facilities have in common is that they are largely un-programmed and are multi-purpose; i.e., individuals and families can use these parks for an array of different activities, in contrast to a golf course which has a defined use. Another aspect is that they are very large and can accommodate more users at one time that some other types of parks in Jamestown.

The importance of largely un-programmed outdoor amenities was further emphasized by the types of activities that Jamestown residents find to be important to them. When asked how important 11

different types of activities were to them, the most important activities were “swimming” (212 “very important” responses), “gentle exercise such as walking or tai chi” (163 “very important” responses”), and “reading, relaxation, or contemplation” (162 “very important” responses). The next most important activity, perhaps not surprising given Jamestown’s waterfront location, was “boating and sailing” with 123 responses. Interestingly, the activity rated least important was “dog walking/dog recreation” although the Town’s off-leash recreational areas were found to be an area of strong dissatisfaction among respondents (see Finding #2 below).

Facilities whose predominant users would be children or youth tended to be listed on the mid- to lower-end of the list of facilities, with between 11 and 54 respondents listing these among the three parks and facilities they use most. Among these, three of the locations would most likely be used for organized sports and activities were the Recreation Center, playing fields at the Lawn Avenue schools, and the soccer fields on Eldred Road.

FACILITIES GEARED TOWARD YOUTH	
Location	Responses
Recreation Center	54
Community Playground	40
Lawn Avenue / Schools Playing Fields	37
Soccer fields at Eldred Road	34
Lawn Avenue Playground	14
Jamestown Skate Park	11

Supporting this observation is the fact that the greatest number of respondents (53.7% of total, 206 respondents) indicated that they most often visit parks, beaches, and playing fields with other adults or by themselves. A significantly smaller number (21.1%, 81 respondents) indicated that they visit with a child or children. However, these proportions are nearly identical to the age distribution in town where 21.1% of the population is under the age of 20 and 57.6% of the population is between the age of 35 and 84.¹ Perhaps what is then unique about Jamestown is the fact that so many adults are utilizing the Town’s outdoor spaces. In other communities, perhaps in more urban or suburban locations, many adults most often find themselves outside only when they are accompanying their children to organized sports.

2. Fort Getty Park users most frequently use the beaches, trails, and the pavilion; the RV/camping facilities were least used, followed by the dock.

With 43.2% (130 respondents) indicating that they use them more than 6 times per year, the beaches were the most used amenity in the park. This was followed by the trails, where 41.1% (122 respondents) indicated that they use the trails with the same level of frequency. The RV and camping facilities received low rates of utilization, which is not surprising given that the majority of respondents were Jamestown residents. However, the dock and boat ramp also received relatively high numbers of respondents who “do not use” them. Specifically, 58.8% (100 respondents) of respondents did not use

¹ Jamestown has proportionately fewer children than the State as a whole (24.9% under age of 20 in Rhode Island and 21.1% in Jamestown). In addition, the median age is 39.4 years of age in Rhode Island and 50.7 in Jamestown.

the boat ramp and 51.9% (139 respondents) did not use the dock.

In the open-ended questions, at least 26 respondents offered comments relating to Fort Getty. Several of these related to the physical facilities, including the poorly maintained road, need for trees in the RV area, need to improve the showers, dog droppings, the need for more benches, maintenance of the bathrooms, and the need for bathroom facilities in the winter. Two specifically addressed, the fact that the recently repaired boat ramp is not adequate for taking motorboats out of the water. Some comments offered programmatic suggestions of more music events, a swap meet or flea market, and more water sports, including moving the rental of kayaks and canoes from Mackerel Cove to Fort Getty. Still others mentioned administrative issues such as having more staff at the Parks & Recreation Department to support Fort Getty operations. Opinion was mixed on what is perhaps the most significant issue surrounding the Fort which is the use of space for RV parking. At least one respondent was complementary of the recent changes, while a few others recommended that the RVs be removed in their entirety. One other respondent suggested that the Town develop and implement a comprehensive plan, with public involvement and using a charette format.

3. Jamestown residents place a high value on maintenance of public recreational facilities and are generally satisfied, with some exceptions.

Overwhelmingly, Jamestown residents indicated that “cleaning and routine maintenance of parks and beaches” was “very important” or “important”. In fact, 80.1% (309 respondents) found cleaning and maintenance to be “very important” and 18.1% (70 respondents) found it to be “important”, for a total of 98.2% placing a very high priority on this issue. When compared to other responses, cleanliness and maintenance was the highest priority by far. When asked to rate the actual cleanliness and maintenance of facilities, the responses were also favorable, but not by as large a margin. Overall, 18.5% (73 respondents) found maintenance to be “excellent” and 64.3% (254 respondents) found it to be “good” or “satisfactory”. However, 16.7% (46 respondents) found cleanliness and maintenance to be “fair” or “poor”.

When asked more specifically about their satisfaction with different aspects of parks, beaches, and playing fields, additional nuances were revealed. While part of this question related to the existence of certain types of facilities, or lack thereof, other aspects asked about the quality of facilities. Starting with the area of greatest dissatisfaction, residents were found to be most dissatisfied with off-leash recreational areas, the quality of sport surfaces, and quality of paths, walkways, and stairs.

In the case of off-leash areas, Jamestown does not have a formally sanctioned area where dogs can run without leashes, which may be the reason this issue received a strongly negative response. Specifically, 13.9% (47 respondents) were “dissatisfied” with off-leash recreational areas and an additional 10.7% (36 respondents) were “somewhat satisfied”. Off-leash recreational areas had the greatest number of strongly negative responses of all areas. The website “dogfriendly.com” listed Fort Getty as being pet-friendly, but indicated that the dogs must be on leashes that cannot extend beyond a camp site’s boundary.

A larger absolute number of respondents, however, were less than satisfied with sport surfaces, with 19.2% (68 respondents) being “somewhat satisfied” and 9.3% (33 respondents) indicating they were “very dissatisfied”. When asked what would encourage them to use Jamestown facilities more often, one survey respondent wrote, “Better athletic facilities! Our fields and courts are embarrassing!”

Multiple respondents indicated that the Town's tennis courts should be resurfaced and/or better maintained.

That said, by far the greatest number of respondents were "somewhat satisfied" or "dissatisfied" with the "quality of paths, walkways, and stairs". A total of 167 respondents fell into these two categories with 38.7% (140 respondents) being "somewhat satisfied" and 7.5% (27 respondents) being "dissatisfied". One comment specifically addressed the issue of overgrown sidewalks and how property owners are not maintaining them so that pedestrians need to walk in the street. A number of respondents also commented on the issue of bicycle facilities, which will be described below (see Finding #7) and it is uncertain whether they were indicating dissatisfaction with bike paths or walking paths.

Some respondents commented on maintenance at specific locations, including:

- Trash and litter at Mackerel Cove is disgusting.
- Park and rec dept (sic) should team up with town maintenance crew to keep beaches and parks clean. The litter corps can only accomplish so much.
- Dog dropping is a problem at Ft. Getty, Ft Wetherill, and East Ferry area.
- Rec (sic) people who drive the town own truck need to wear seat belt, and to tie down any trash, branches, etc. that flies (sic) out of truck", The upkeep of current green space is poor.
- Maintain the baseball fields.

Additional comments were made relative to the maintenance and safety at the community playground:

- The community playground should be improved and made safer by putting some trends or safety tape on some of the slates which are extremely slippery. Every time I bring my grandchildren to the park some child falls or slips on the slats.
- Maintain playground at this point upgrade and fix it. Weed the playground, put down a better surface (actual sand or wood chips) Stop leaving broken toys and/or discourage the practice.
- Playground at library needs new equipment and better ground cover. Get rid of sand. There are tons of wasps living there, prevents safe playtime!!
- The playground near the library needs to be better maintained!

4. Over a two year period, the average Jamestown resident attends more than five local cultural events.

When asked to indicate all of the events they had attended at any time in the past two years, a total of 2,086 responses were received. When divided by the 378 respondents to this question, that equals an average 5.5 events per person or household. Since the question asked what events they attended over the past two years and opportunity did not exist for them to indicate whether they attended a particular event two years in a row, the actual number of events attended could be even higher.

The Jamestown Fireworks was by far the most attended event, with 89.4% (338 respondents) of respondents indicating they had attended the fireworks recently, but the Jamestown Concert Series, the Fools Rules Regatta, the Jamestown Art Association Art Show, and the Jamestown Craft Show had over 200 responses each. In fact, given that only a sub-set of the Jamestown population (0.7%) responded to the survey, the extrapolated attendance figures for nearly all events would be substantial.

EVENTS ATTENDED IN PAST TWO YEARS	
Event	Responses
Jamestown Fireworks	338
Jamestown Summer Concert Series	229
Fools Rules Regatta	221
Jamestown Art Association Art Show	215
Jamestown Craft Show	207
Jamestown Community Theater	179
Jamestown Day	94
Jamestown Talent Show	88
Blood Drive (January)	77
Jack O'Lantern Jog	77
Jamestown Classic (bike race)	76
Easter Egg Hunt	62
Jamestown Skatefest	54
Green Up Day	53
Men's Chorus of Jamestown Concert	39
Friends of Youth Speaker Series	23
Teen Talent Show	20
Pinewood Derby	16
St. Matthews Family Basketball Tournament	14
Bridges Story Telling Concert	4
Total Responses	2,086

Participants at the Special Events, Arts and Culture community meeting indicated why they thought community events were so important and popular in Jamestown. They felt that it: enriched the quality of life, brought the community together, especially across generations and among longtime and newer residents; allowed young people to break out of their shells; and was consistent with town residents' appreciation of aesthetics and the environment. They also felt that events that worked with the small town, creative culture of town were most popular.

Despite the number of existing events, survey respondents did express an interest in having additional events, or at least different types of events, available to them. Several respondents expressed interest in additional music concerts, with the suggestion that Fort Getty could be a possible location. An outdoor theater/dance series and a lecture series were suggested by more than one individual and block parties or parties in different neighborhoods in town were also recommended. A swap meet at Fort Getty and a fishing derby were recommended by one respondent each.

Community meeting participants offered many of the same suggestions as the survey participants, but they also added a film series as one of their suggestions.

5. Jamestown residents actively participate in recreation programs, but not at the same levels as the special events. In addition, while more youth participated in programs than adults, they did not

do so by a significantly large margin.

When asked to identify all of the recreational programs they or members of their household had participated in during the past two years, a total of 818 responses were received. When divided by the 231 respondents who answered this question, it translates into 3.5 recreational activities per household in the past two years, a not insubstantial number. However, what is significant is that 181 respondents (44%) skipped the question altogether. Since the question did not offer “did not participate” as an option, it can be assumed that many who skipped the question did so because they did not participate in programmatic activities. Only 34 respondents (8.3%) did not answer the equivalent question related to special events. From this it is clear that many of the same households that are participating actively in special events are not participating in recreational programs. Of course, special events and recreational programs require differing levels of commitment, so it should not be expected that participation levels be equivalent, but this is an issue that perhaps should be further investigated.

When evaluating the programs that had the greatest levels of participation, it should be noted that any survey is only a snapshot of those who participate and it will not capture all of the participants in the recreation programs; the Department tracks actual participation via a spreadsheet it maintains. That said, the Jamestown Community Theatre received the most responses, with 71 participants. However, “participating” in the community theater could be either as an attendee of a performance or as a member of the cast or crew, so it is part special event and part recreational program. As such, the numbers could be skewed upward and the community theater figure should be considered separately from the other recreational programs.

Of the total responses, 418 (51.1%) of them were for programs designed exclusively for young people, 274 (33.5%) for adults, and 126 (15.4%) were multi-generational programs. While it is clear that the majority of participants are children or youth, a significant number of adults also participated in recreational programs.

RECREATIONAL PROGRAMS IN PAST TWO YEARS	
Jamestown Community Theatre	71
Jamestown Soccer Association	54
Yoga	45
Gentle Yoga	41
CISF Sailing Camp	40
Free Sailing (Wednesday night at Ft. Getty)	40
Save the Bay Summer Camp	40
Jamestown Baseball Association	37
Jamestown Summer Camp	37
Beginners Yoga	34
Open Recreation	34
Youth Basketball (K-8)	33
Adult Tennis	31
Baseball Camp Week	27
Basketball Camp Week	27
Pilates	24

CYO Basketball	17
Higher Level Soccer	16
Tai Chi @ Recreation Center	16
Youth Tennis	16
Bully Program	14
Adult Recreational Volleyball	13
Over 40 Co-ed Soccer	13
Open Co-ed Recreational Soccer	12
Tai Chi @ Country Club	12
Over 35 Baseball	11
Mellow Vinyassa	10
Adult Fitness Boot Camp	7
Adult Softball	7
Adult Ballet	6
Outdoor Cooperative Volley Ball (youth & adult)	6
Youth Volleyball	6
Intergenerational Volleyball	5
Adult Competitive Volleyball	4
Bridges Open Recreation	4
Girls Softball	4
String Ensemble	4
Kinder Gym	0
Total	818

Overall, 418 responses were received for programs that served youth exclusively, including organized sports, such as basketball or soccer, and various camps, such as the Jamestown Summer Camp. (This figure does not represent unique children, however, as a child could participate in more than one program over the course of the two years of the question.) Participation by program ranged from the highest level in the Jamestown Soccer Association at 54 responses to the lowest with Kinder Gym at 0 responses. When grouping the programmatic offerings by type, it becomes clear that the youth camps received the highest levels of participation, followed by soccer, basketball, and baseball/softball. (Athletic camps for baseball, basketball, etc. were listed under camps so they were not double counted.) However, not all parents were completely satisfied with the camp offerings, “Jamestown Summer Camp could use some more creative ways to keep kids engaged. My kids don't want to go because they think it is boring. Maybe hold it at the playground?” Others were effusive about the camps, but offered suggestions for improvements, “I think the Town Basketball camp should be longer than just 2 hours. I think 3 hours or even 4 would be better. More sports camps would be great, like a soccer camp run by the town. A lacrosse camp would be great too. Camp should survey parents of campers to see how camp is doing. We love the Jamestown camps!”

One of the respondents commented on the organization of the athletic programs, specifically, “youth basketball and baseball programs need better organization/management. Basketball program needs to be converted into a league with teams. Baseball needs more structure with umpires and actual tryout period to evaluate kid’s abilities.”

YOUTH PROGRAM PARTICIPATION (SUMMARY)	
Youth camps	171
Youth soccer	82
Youth basketball	50
Youth baseball/softball	41
Open recreation	38
Youth tennis	16
Bully Program	14
Youth volleyball	6
Total	418

What is evidenced in the above list of programs and was also commented on by survey respondents is that at present, all of the programming is focused on athletic activities. One respondent asked for “different programs for kids that aren't the "sporty" type” and participants at the community meetings seconded this opinion. Another participant requested more, and more structured, offerings for toddlers. Another asked for “programs offered for tweens during summer”.

When reviewing the adult program offerings, they too are focused on athletic activities. However, two of the top three most attended activities are low impact sports of yoga/pilates or tai chi. These happen to be the activities that were most commonly scheduled at the second floor of the country club, space that is no longer available for this purpose due to structural issues with the building. More than one respondent commented with unhappiness about the loss of the space and associated programming.

ADULT PROGRAM PARTICIPATION (SUMMARY)	
Yoga / Pilates	154
Adult tennis	31
Tai Chi	28
Adult baseball/softball	18
Adult volleyball	17
Adult soccer	13
Adult boot camp	7
Adult ballet	6
Total	274

Other comments related to the timing of programming for adults, with requests for attention to be paid to those who would need to attend activities before the beginning of the work day or after. Multiple respondents requested that the Adult Boot Camp, with one specific request that it be scheduled early in the morning, perhaps at 6 am so people could attend. Others asked for programs to be offered during the day. Many respondents asked for more activities geared toward seniors, including exercise classes or walking groups. As one stated, “If you provide more opportunities for seniors, we will gladly come and participate!”

6. The Town is not successful in getting the message out about programmatic offerings; the Jamestown Press is.

An overwhelming number of respondents (93.1%, 350 respondents) indicated that they learned about recreational programs and special events from the Jamestown Press. The next highest response was “word of mouth” with 55.6% (209 respondents) indicating that they learned about offerings that way. The Town website and the Department’s Facebook Page only received 57 responses combined. A total of 15 respondents (4%) indicated that “I never hear about parks programs and events” and 36 respondents skipped the question entirely.

At least 15 respondents asked for more and better information in their written comments and several of them indicated that, before they saw the survey, they did not know that the Town offered as many recreation programs as it does.




7. Multiple residents identified the need for improved and expanded facilities for: cultural events/theater and bicycling, as well as an indoor swimming pool.

- a) **Cultural Events / Theater:** At the community meeting on special events and through responses to the survey, many people indicated their concerns about the lack of space for cultural activities in Town-owned facilities. The Jamestown Arts Center (JAC) was welcomed as an important addition that met some of residents’ cultural needs, but respondents clearly indicated they believed that either a new cultural arts facility was needed or the current allocation of time/space in the Recreation Center needed to be revised.
- b) **Bicycling:** At least 22 respondents expressed support for improved bicycle facilities and/or dissatisfaction with existing facilities in town. They expressed the need for adults and young people to be able to get around town and the fact that bicycling is a good way to get exercise and would also reduce parking demand. Those who ride on the existing road surfaces expressed concerns about the lack of bike lanes, despite what appear to have been years of discussion, and the quality of the road surfaces, which can make it uncomfortable and/or difficult for cyclists to ride safely. Many others, however, expressed a strong desire for bike paths to be built in town that can be used by families and individuals. Several called for the Town to prepare a bicycle plan that would help unite the north and south sides of town, and others. Other specific ideas were for a north-south bike path and a bike path that ringed the island.
- c) **Swimming Pool:** At least 7 respondents offered the suggestion that the Town build a public swimming pool. Although many were not specific regarding whether the pool should be open year round, but at least one recommended that the pool be open air in the warmer months with a roof that could be added in the winter. Most indicated that they would use the pool, while two specifically mentioned that children could/should be trained to swim.





**APPENDIX D:
SURVEY RESULTS AND MEETING NOTES**

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1. How often do you visit parks, beaches, or playing fields in Jamestown?

		Response Percent	Response Count
Frequently (more than 12 times/year)		77.9%	109
Occasionally (6-12 times/year)		15.7%	22
Infrequently (1-5 times/year)		6.4%	9
Never		0.0%	0
		answered question	140
		skipped question	1



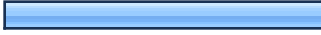

















2. How do you typically get to your favorite park, beach, or playing field? (select one)

		Response Percent	Response Count
Walk		13.7%	18
Bicycle		8.4%	11
Car		77.1%	101
Bus		0.8%	1
		answered question	131
		skipped question	10

3. With whom do you most often visit Jamestown parks, beaches, or playing fields? (select one):

		Response Percent	Response Count
Alone		15.8%	21
With an adult companion		34.6%	46
With a child (or children)		22.6%	30
With a pet		15.8%	21
In a group of three or more		11.3%	15
answered question			133
skipped question			8

4. Identify the three public parks, beaches, playing fields, or recreational facilities in Jamestown that you use the most (select three):

		Response Percent	Response Count
Battery Park		15.8%	22
Community Playground (North Road)		8.6%	12
Fort Getty Park		47.5%	66
Hull's Cove		4.3%	6
Jamestown Country Club		5.8%	8
Jamestown Golf Course		15.1%	21
Jamestown Skate Park		2.2%	3
Lawn Avenue Playground		4.3%	6
Lawn Avenue / Schools Playing Fields		12.9%	18
Mackerel Cove		56.8%	79
Park Dock		1.4%	2
Recreation Center		14.4%	20
Rights-of-way to the water		8.6%	12
Shore's Beach (aka, Heads Beach)		12.9%	18
Soccer fields at Eldred Road		9.4%	13
Taylor Point (aka, Potter's Cove)		4.3%	6
Veteran's Cemetery (South West Avenue @ Narragansett)		0.7%	1
Veteran's Memorial Square at East Ferry		12.9%	18
Watson Avenue Tennis Courts		8.6%	12
Beaver Tail State Park		54.7%	76

Fort Wetherill State Park

37.4%

52

Other (please specify)

4

answered question

139

skipped question

2

5. If you are a user of Ft. Getty Park, please indicate how many times per year you use the following:

	Frequently (more than 12 times/year)	Occasionally (6-12 times/year)	Infrequently (1-5 times/year)	Do not use	Rating Count
Beaches	26.1% (29)	12.6% (14)	27.0% (30)	34.2% (38)	111
Boat Ramp	6.5% (6)	9.8% (9)	16.3% (15)	67.4% (62)	92
Camping facilities	0.0% (0)	0.0% (0)	6.2% (6)	93.8% (91)	97
Dock	5.9% (6)	7.9% (8)	27.7% (28)	58.4% (59)	101
Pavilion	1.9% (2)	11.3% (12)	63.2% (67)	23.6% (25)	106
RV/camping facilities	1.1% (1)	0.0% (0)	3.3% (3)	95.7% (88)	92
Trails	18.8% (21)	18.8% (21)	34.8% (39)	27.7% (31)	112
				Other (please specify)	11







answered question

127

skipped question

14

6. How would you rate the cleanliness and maintenance of the public parks, beaches, or playing fields you use most?

		Response Percent	Response Count
Excellent		19.9%	27
Good		41.2%	56
Satisfactory		20.6%	28
Fair		10.3%	14
Poor		7.4%	10
Not applicable – do not use the facility		0.7%	1
answered question			136
skipped question			5

7. If you use the Recreation Building how satisfied are you with its use for the following?

	Very satisfied	Satisfied	Somewhat satisfied	Very dissatisfied	N/A	Rating Average	Rating Count
Art Shows	16.9% (20)	33.9% (40)	17.8% (21)	4.2% (5)	27.1% (32)	2.13	118
Jamestown Community Theater	16.5% (19)	31.3% (36)	12.2% (14)	6.1% (7)	33.9% (39)	2.12	115
Recreation Programs	17.8% (19)	26.2% (28)	5.6% (6)	8.4% (9)	42.1% (45)	2.08	107
Teen Center / teen activities	14.7% (15)	13.7% (14)	2.0% (2)	5.9% (6)	63.7% (65)	1.97	102
Other (please specify)							12
answered question							122
skipped question							19

8. Using the scale below, please indicate how important the following activities are to you, as you use the Town’s parks, beaches, playing fields, and recreational facilities:

	Very important	Important	Less important	Not important	Rating Average	Rating Count
Social interaction – picnics, group events, etc.	32.8% (41)	38.4% (48)	17.6% (22)	11.2% (14)	2.07	125
Active sports – baseball, soccer, basketball, etc.	28.9% (35)	23.1% (28)	28.1% (34)	19.8% (24)	2.39	121
Aerobic exercise – jogging, running, etc.	21.5% (26)	35.5% (43)	21.5% (26)	21.5% (26)	2.43	121
Gentle exercise – walking, tai chi, etc.	39.7% (50)	40.5% (51)	11.9% (15)	7.9% (10)	1.88	126
Playgrounds and young child activities	30.3% (36)	22.7% (27)	19.3% (23)	27.7% (33)	2.45	119
Dog walking/dog recreation	33.1% (41)	18.5% (23)	13.7% (17)	34.7% (43)	2.50	124
Reading, relaxation, or contemplation	46.4% (58)	36.0% (45)	8.8% (11)	8.8% (11)	1.80	125
Boating and sailing	33.3% (41)	28.5% (35)	17.1% (21)	21.1% (26)	2.26	123
Kayaking, windsurfing, parakiting, etc.	23.3% (28)	30.8% (37)	24.2% (29)	21.7% (26)	2.44	120
Fishing	22.3% (27)	25.6% (31)	22.3% (27)	29.8% (36)	2.60	121
Swimming	56.3% (71)	26.2% (33)	11.1% (14)	6.3% (8)	1.67	126
				Other (please specify)		6
					answered question	132
					skipped question	9

9. Using the following scale, please rate your overall satisfaction with the following aspects of the parks, beaches, and playing fields you use:

	Very satisfied	Satisfied	Somewhat satisfied	Very dissatisfied	N/A	Rating Average	Rating Count
Green open space (i.e., lawn, trees)	31.5% (40)	48.8% (62)	15.0% (19)	3.1% (4)	1.6% (2)	1.90	127
Access for people with disabilities	7.3% (9)	31.5% (39)	11.3% (14)	4.8% (6)	45.2% (56)	2.25	124
Quality of playgrounds	10.6% (13)	36.6% (45)	21.1% (26)	4.1% (5)	27.6% (34)	2.26	123
Quality of sport surfaces (e.g., basketball and tennis courts, soccer fields)	5.7% (7)	24.6% (30)	20.5% (25)	9.0% (11)	40.2% (49)	2.55	122
Lighting	4.2% (5)	42.4% (50)	22.0% (26)	2.5% (3)	28.8% (34)	2.32	118
Spaces for public gatherings (e.g., picnics, events, etc.)	18.0% (22)	51.6% (63)	18.0% (22)	5.7% (7)	6.6% (8)	2.12	122
Seating	10.9% (13)	36.1% (43)	29.4% (35)	7.6% (9)	16.0% (19)	2.40	119
Dog walking / on-leash access	10.6% (13)	37.4% (46)	11.4% (14)	2.4% (3)	38.2% (47)	2.09	123
Off-leash recreation areas (dog parks)	10.3% (12)	13.7% (16)	11.1% (13)	12.8% (15)	52.1% (61)	2.55	117
Ability to access the water	24.2% (30)	38.7% (48)	25.0% (31)	8.1% (10)	4.0% (5)	2.18	124
Quality of paths, walkways, and stairs	10.8% (13)	41.7% (50)	35.8% (43)	8.3% (10)	3.3% (4)	2.43	120
Parking	13.8% (17)	44.7% (55)	30.1% (37)	10.6% (13)	0.8% (1)	2.38	123
Safety / security	21.5% (26)	60.3% (73)	13.2% (16)	1.7% (2)	3.3% (4)	1.95	121
Cleanliness	15.4% (19)	45.5% (56)	30.1% (37)	8.1% (10)	0.8% (1)	2.31	123

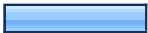


















Other (please specify) 13

answered question	132
skipped question	9

10. Please list in the space below the factors or conditions that would increase your overall use of Jamestown's parks, beaches, and playing fields (for example, more personal time, improved park conditions, etc.):

	Response Count
	100
answered question	100
skipped question	41








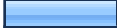












11. Have you or any member of your household attended any of the following special events in the past two years? (Please check all that apply.)

		Response Percent	Response Count
Blood Drive (January)		20.8%	26
Bridges Story Telling Concert		1.6%	2
Easter Egg Hunt		19.2%	24
Friends of Jamestown Youth Speaker Series (8 events)		6.4%	8
Fools Rules Regatta		31.2%	39
Green Up Day		13.6%	17
Jack O'Lantern Jog		21.6%	27
Jamestown Art Association Art Show		60.8%	76
Jamestown Classic (bike race)		19.2%	24
Jamestown Community Theater Plays/Musicals		46.4%	58
Jamestown Craft Show		60.8%	76
Jamestown Day		24.8%	31
Jamestown Fireworks		91.2%	114
Jamestown Skatefest		13.6%	17
Jamestown Summer Concert Series		64.0%	80
Jamestown Talent Show		28.0%	35
Men's Chorus of Jamestown Concert		12.8%	16
Pinewood Derby		4.0%	5
St. Matthews Family Basketball Tournament		4.8%	6

Teen Talent Show	<input checked="" type="checkbox"/>	6.4%	8
		Other (please specify)	12
		answered question	125
		skipped question	16

12. Have you or any member of your household participated in of the following recreational programs in the past two years? (Please check all that apply.)

		Response Percent	Response Count
Adult Ballet	<input type="checkbox"/>	0.0%	0
Adult Competitive Volleyball	<input type="checkbox"/>	0.0%	0
Adult Fitness Boot Camp	<input checked="" type="checkbox"/>	5.1%	4
Adult Recreational Volleyball	<input checked="" type="checkbox"/>	3.8%	3
Adult Softball	<input checked="" type="checkbox"/>	2.6%	2
Adult Tennis	<input checked="" type="checkbox"/>	10.3%	8
Baseball Camp Week	<input checked="" type="checkbox"/>	17.9%	14
Basketball Camp Week	<input checked="" type="checkbox"/>	15.4%	12
Beginners Yoga	<input checked="" type="checkbox"/>	15.4%	12
Bridges Open Recreation	<input type="checkbox"/>	1.3%	1
Bully Program	<input checked="" type="checkbox"/>	3.8%	3
CISF Sailing Camp	<input checked="" type="checkbox"/>	11.5%	9
CYO Basketball	<input checked="" type="checkbox"/>	7.7%	6
Free Sailing (Wednesday night at Ft. Getty)	<input checked="" type="checkbox"/>	15.4%	12
Gentle Yoga	<input checked="" type="checkbox"/>	20.5%	16
Girls Softball	<input type="checkbox"/>	0.0%	0
Higher Level Soccer	<input checked="" type="checkbox"/>	5.1%	4

Intergenerational Volleyball		1.3%	1
Jamestown Baseball Association		20.5%	16
Jamestown Community Theatre		29.5%	23
Jamestown Soccer Association		24.4%	19
Jamestown Summer Camp		15.4%	12
Kinder Gym		0.0%	0
Mellow Vinyassa		6.4%	5
Open Co-ed Recreational Soccer		5.1%	4
Open Recreation		16.7%	13
Outdoor Cooperative Volley Ball Program (youth & adult)		1.3%	1
Over 35 Baseball		6.4%	5
Over 40 Co-ed Soccer		2.6%	2
Pilates		6.4%	5
Save the Bay Summer Camp		17.9%	14
String Ensemble		2.6%	2
Tai Chi @ Country Club		3.8%	3
Tai Chi @ Recreation Center		6.4%	5
Yoga		23.1%	18
Youth Basketball (K-8)		16.7%	13
Youth Tennis		6.4%	5
Youth Volleyball		2.6%	2

Other (please specify) 11




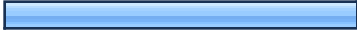





answered question 78

skipped question 63



13. If you have participated in recreational programs and special events in Jamestown (see Question 10-11 above), how would you rate their overall quality?

		Response Percent	Response Count
Excellent		21.3%	23
Good		46.3%	50
Satisfactory		10.2%	11
Fair		3.7%	4
Poor		0.9%	1
Not applicable		17.6%	19
answered question			108
skipped question			33

14. How have you learned of recreational programs and special events offered? (Please check all that apply.)

		Response Percent	Response Count
Town website		20.0%	25
Newspaper (e.g., Jamestown Press)		87.2%	109
Jamestown Record (www.jamestownrecord.com)		13.6%	17
Word of mouth		52.8%	66
Flyers		22.4%	28
Parks & Recreation Department Facebook Page		8.0%	10
Newsletters (please specify in text box below)		0.0%	0
Websites / blogs (please specify in text box below)		3.2%	4
Email lists (please specify in text box below)		10.4%	13
I never hear about park programs and events		3.2%	4
	Other (please specify)		12
answered question			125
skipped question			16

15. Do you think the Town should offer more recreation programs and special events?

		Response Percent	Response Count
Yes		43.1%	50
No		56.9%	66
		answered question	116
		skipped question	25

16. If yes, please list any particular recreation programs or special events that you would like the Town to offer in the future:

		Response Count
		50
		answered question
		50
		skipped question
		91

17. In the space below, please list the factors or conditions that would increase your overall use of Jamestown's recreational programs or attendance at special events (for example, different dates/times, more information, different programs, etc.):

		Response Count
		59
		answered question
		59
		skipped question
		82

18. Using the scale below, please indicate how important each of the following priorities is to you:

	Very important	Important	Less important	Not important	Rating Average	Rating Count
Cleaning and routine maintenance of parks and beaches	83.8% (109)	13.1% (17)	1.5% (2)	1.5% (2)	1.21	130
Providing more parks	3.3% (4)	14.8% (18)	56.6% (69)	25.4% (31)	3.04	122
Renovating existing parks	32.8% (41)	40.8% (51)	22.4% (28)	4.0% (5)	1.98	125
Providing more non-programmed green space (i.e., lawn, meadow)	16.5% (20)	24.0% (29)	43.0% (52)	16.5% (20)	2.60	121
Increasing the Town's tree canopy	18.7% (23)	27.6% (34)	38.2% (47)	15.4% (19)	2.50	123
Adding Off-Leash Recreation Areas (dog parks)	17.2% (21)	14.8% (18)	32.8% (40)	35.2% (43)	2.86	122
Adopting more environmentally responsible building and maintenance practices	33.1% (41)	36.3% (45)	23.4% (29)	7.3% (9)	2.05	124
Providing opportunities for increased public feedback	21.8% (27)	49.2% (61)	21.8% (27)	7.3% (9)	2.15	124
Providing more playgrounds	5.0% (6)	10.9% (13)	55.5% (66)	28.6% (34)	3.08	119
Improving existing playgrounds	27.0% (34)	34.1% (43)	29.4% (37)	9.5% (12)	2.21	126
Providing more playing fields for sports programs	8.3% (10)	11.7% (14)	56.7% (68)	23.3% (28)	2.95	120
Improving existing playing fields used for sports programs	25.2% (31)	34.1% (42)	28.5% (35)	12.2% (15)	2.28	123
Adding community gardens	11.5% (14)	27.0% (33)	41.0% (50)	20.5% (25)	2.70	122
Providing places to rent bicycles	8.1% (10)	20.2% (25)	33.9% (42)	37.9% (47)	3.02	124
Increasing park access for people with disabilities	14.9% (18)	47.1% (57)	21.5% (26)	16.5% (20)	2.40	121
Providing more water related activities (e.g., place to rent boats or kayaks, sailing lessons, etc.)	25.0% (31)	26.6% (33)	29.8% (37)	18.5% (23)	2.42	124

Providing places for cultural programs/classes/special events	22.4% (28)	33.6% (42)	31.2% (39)	12.8% (16)	2.34	125
Building a public swimming pool	17.2% (22)	12.5% (16)	23.4% (30)	46.9% (60)	3.00	128
Increasing security in parks and beaches	5.7% (7)	27.9% (34)	43.4% (53)	23.0% (28)	2.84	122
Providing building for community use at Ft. Wetherill	15.3% (19)	20.2% (25)	35.5% (44)	29.0% (36)	2.78	124
Retaining part of Country Club building for community use	37.1% (46)	33.9% (42)	17.7% (22)	11.3% (14)	2.03	124
Expanding recreational program offerings	18.3% (23)	28.6% (36)	38.1% (48)	15.1% (19)	2.50	126
Providing more parking	23.8% (29)	23.8% (29)	33.6% (41)	18.9% (23)	2.48	122

Other (please specify) 18

answered question 131

skipped question 10

19. What other ideas do you have on how to improve parks and beaches in Jamestown, or the special events and recreational programs offered?

Response Count

63



answered question 63

skipped question 78


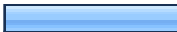

20. What is the ZIP code for your primary residence?

	Response Count
	127
answered question	127
skipped question	14

21. Are you a Jamestown resident?

		Response Percent	Response Count
Yes		96.9%	125
No		3.1%	4
	answered question		129
	skipped question		12

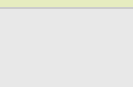
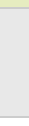
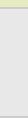
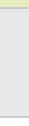


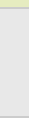
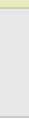
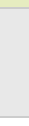
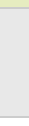
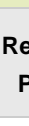


22. If you are a Jamestown resident, for how long have you lived in the Town?

		Response Percent	Response Count
0-5 years		12.6%	16
6-15 years		26.0%	33
More than 15 years		61.4%	78
	answered question		127
	skipped question		14








23. Including you, how many people reside in your household?

	Response Count
	119
answered question	119
skipped question	22

24. What are the ages of your household members as of July 1, 2013? (Please check all that apply)

		Response Percent	Response Count
Under 5 years old		9.2%	12
5-9		13.8%	18
10-14		12.3%	16
15-19		11.5%	15
20-24		7.7%	10
25-34		4.6%	6
35-44		17.7%	23
45-54		26.2%	34
55-59		21.5%	28
60-64		28.5%	37
65-74		31.5%	41
75-84		6.2%	8
85 years or over		2.3%	3
answered question			130
skipped question			11

25. If you live in Jamestown, what neighborhood do you live in?

		Response Percent	Response Count
East Passage		4.3%	5
Jamestown Shores		24.3%	28
North End of the Island		14.8%	17
North of Zeek's Creek		1.7%	2
South Hamiton Avene and Mackerel Cove		8.7%	10
Village		44.3%	51
West Reach		1.7%	2
I don't know		0.0%	0
	Other (please specify)		14
answered question			115
skipped question			26

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Question 4: Identify the three public parks, beaches, playing fields, and recreational facilities that you use the most. "Other" responses included: (12 respondents)

1. Beavertail is one word
2. Dutch Island park
3. East Ferry Beach
4. East Ferry beach
5. Godena Farm and Parker Farm
6. Having Beavertail and Fort Wetherill included in the survey is misleading. These are not town parks and we have no say in changing them.
7. Lawn Ave, Tennis Courts
8. Melrose School Playground
9. Park on E. Shore Road, Westside that used to be a farm.
10. West Ferry
11. West Ferry
12. Would use country club it were available to residents.

Question 10: In the space below, please list the factors or conditions that would increase your overall use of Jamestown's recreational programs or attendance at special events (for example, different dates/times, more information, different programs, etc.): (160 respondents)

1. More programs for senior citizens
2. Maybe an orientation session of offering range of times maybe open fishing, kayaking day. BI has figured out how to make fun easy with permits for fired, easy access to beach, etc. Ft. Getty could offer more. Pavilion needs nice accessible bathrooms
3. In order for programs to be effective more attention needs to be paid to them, specifically the teen center. It is not enough to say we have this great space for our youth and then neglect/dismiss it based on gossip or rumors one may have heard. The fact is that the youth that come here are the same kids that go to our schools, etc. They should not be subjected to the politics that govern adults and the science behind adolescent development is critical.
4. Women's basketball, golf and baseball for dummies - teaching class that is for fun, maybe 4-5 weeks at a time
5. None leave it alone
6. More info, more variety
7. Nothing
8. Keep theater and arts center stuff out of rec center. These venues have other areas with private entities in town! Outside bathrooms at rec are "new" (fairly) the issue is the cleaning crew and public that cannot clean up after themselves! Has NOTHING to do with rec staff at all!
9. Didn't know many of these were available and/or some of them would have been used if they were less expensive on a better time of day. The fitness programs listed as costing in the press should have the actual dollar amount with their listing. Decreased cost of fitness programs and sports programs.
10. Expose them more! I had no idea that all of the programs listed in #12 existed with the exception of comm. theater and free sailing on Wednesday at Ft. Getty per the Jamestown press
11. Better communication, partner with local businesses and schools. better planning, create excitement, positive leadership, better organization scheduling events in advance
12. A performing arts center
13. More info given. Dates and times are always difficult to manage. One example: Visit to town by baseball coaches, etc. During the week Jamestown B.S. has their yearly summer 1 week camp - there's only 1 Boy Scout org in Jamestown! and there may be a number of scouts interested in baseball
14. Programs run by qualified people not just high school kids looking for a job
15. For residents, I would like to see a no fee use of Getty and Mackerel Cove. The use of the campground by "grandfathered" off islanders is unfair. They have a seasonal waterfront home for a relatively small fee and no consideration is given to residents. This also applies to boat slips and parking in town. I can't see many advantages to being a resident and paying high taxes.
16. Better communication of programs available, maybe a little different line-up for Sunday concerts. same groups year after year
17. Remove campers from Ft. Getty
18. Easier parking, more availability.
19. I'm not able to be here except in summer usually. Wish we could participate more
20. Parking - especially handicap parking. Accurate information town wide on dates and times of events. Comfortable seating for performances, speakers, movies
21. Earlier advertising notices

22. Outdoor amphitheater at Getty.
23. Too many areas focus use for children while Jamestown has many older active adults. There are no parks in the shores area.
24. Midafternoon, information in advance i.e. emails
25. More information, more advertisement of programs
26. Yoga - dates and times
27. Rec Dept is doing a great job! Keep it up.
28. Very hot in rec center. bathrooms need updating
29. Earlier times i.e. 6am
30. The boat ramp repair job at Ft. Getty is beautiful but we cannot put our boat in because there is not enough water for motor and boat to come out. We have to go to North Kingston or East Ferry at high tide. Poor engineering of work!! :(
31. I believe the range of what they offer is excellent! They do a great job with minimal funding. Pleasant workers!
32. Ft. Getty I would use more without trailer park
33. Better promotion of events
34. Better chaperoning at the teen center
35. Better personal schedule
36. One general location for exercise classes, yoga, pilates, etc. More available times, more use of the rec center (what do they do or use it for during the day?)
37. Better athletic facilities! Our fields and courts are embarrassing!
38. The bike path idea is a good one.
39. More information, calendar in the press
40. More in winter
41. We need new bathroom facilities at Mackerel Cove. A new or renovated facility for adult recreation would be very much appreciated. An advanced ladies tennis program would be great.
42. Sundays are great
43. If I was 30 years younger!
44. Different programs
45. Different programs in addition to current, more info
46. Between the Town's efforts and non-govt groups (NGO's) such as the young JAC, Historical society, library. There are a lot of choices of programs and events.
47. The more you clutter the open space parks/beaches/trails with organized stuff and buildings, the less appealing they will become. Passive use open space is our most valuable resource.
48. Probably better information
49. We have a wonderful community with a lot going on with many choices. Many more than we need! I would support some shifting to private sector.
50. Have tee times at golf course for town residents all times, and/or let residents go to front of the line when there is a line. We should be treated better at golf course which is supported by our taxes.
51. Parent and youth events--activities that can be done together.
52. More free time
53. Resurface the town's tennis courts
54. Ample parking! Parking is banned nearly everywhere in Jamestown.
55. My own more flexible schedule
56. Have a resident only park and beach
57. Information through internet

58. Different programs
59. When the kids of Jamestown want to go on a trip, get them out there to help raise money, make them appreciate it more by working for things, clean up around the building, do clean ups around town, help their town out, in return the town will help them. Allow NO SMOKING around the building, and do not allow them to hang around outside, and parking all over the place, make the have rules. When supplying junk food for the center, DO NOT use the town credit card at McQuades and seeing the total and say I don't care I am not paying for it, Go to BJ's and get whole sale stuff save the town Money, I was mad when that girl did that. and it was a town credit card for the rec center. if that's the case have a vending machine in there that sells stuff candy bars soda, no drinks from kids should be allowed, seen them spike drinks outside, so that's a no no.
60. More weekend programs
61. More information
62. Better, safer access by foot or bicycle. See comments below.
63. More info, a variety of dates/times?
64. More information, more advertising of the program offerings
65. If we were younger
66. Improved rec building
67. More programs for senior citizens. Special pricing for senior at Jamestown golf course.
68. Fix the road for biking, maintain tennis courts and fields
69. I believe that it may be necessary to ensure that our community center is properly staffed with talent that can help create more events and learning opportunities for children. I have no children of my own but realize the vital necessity of providing safe and enjoyable alternatives for any less-fortunate children.
70. Give the recreation professionals the resources they need so they can plan for new programs and not using most of their work day as Ft Getty reservation-takers.
71. Different programs for kids that aren't the "sporty" type. More programs for kids in the 11-13 range.
72. I would participate in more exercise programs if they were offered mid-morning when child care is easier.
73. Open space and overall improvement of aesthetics, more plants, better sand, safer parking conditions for kids, better bike access, more hiking trails, more bike access and bike trails, safety for kids...drivers whip around distracted, lights at Eldred field for night time soccer
74. When the town is seeking input from families they should consider having forums available both during the day and on weekends parents are busy and evening meetings are just plain HARD. We need a list serve so when there are ideas there is an ongoing conversation that generates ideas for all residents not just a particular constituent. Schools do not appear to be teaming up with or collaborating with Teen center this is a shame.
75. If the camps were offered at different times and if the facilities were cleaner. Also, better advertising of events. My child would have love to do that library camp for girls but just found out about it and I already have her in an off island camp that week. Sometimes I don't read the Press so utilize the Facebook page more?
76. Listed above
77. More info
78. Personal time
79. Town should have for lifeguards at M. Cover. Push boats back, no boat or paddle board launching on beaches. Enforce leash law on beaches in parks. Dogs harm wildlife.

80. Better online information.
81. It would be nice to have things at night since I work in Providence so have to commute. Also, having some programs throughout the year would be nice for the children instead of just soccer in fall and baseball in spring. I have girls that don't want to play baseball. Would love more creative things without the price tag of the JAC. With multiple children you have to think of costs.
82. Better programs for teens, adult night programs
83. More and better information.
84. More safe bike=ways, e.g., along North Road, Conanicus Ave.
85. They need more space for adult exercise programs.
86. The program supervisor and director should not be doing clerical work. There should be a recreation clerk for Ft. Getty etc....
87. It would be nice if the north end kids could ride safely to the school, beaches and parks around town. A bike path would go a long way to having healthier community members and cut back on the driving and parking congestion.
88. What I would like most in Jamestown is better surfacing on roads. My major recreation is biking - 15 to 20 miles per day. Jamestown roads have little traffic but the road surfaces are so poor, it lessens the enjoyment. Bad roads include North, Fort Getty, Summit, road by the yacht club, to mention some.
89. Different programs
90. Offer more
91. Jamestown could use a better venue for theatre or musical events. The Rec Center is not in good condition, and doesn't lend itself to being "audience" friendly.
92. Bike lane on north road! Tennis backboards
93. A north/south bike path
94. Not closing the parks, making them more secure to be alone in
95. Better Access. We need a comprehensive bike plan that will include reuniting the North End with the Recreation Rich South End via a safe bike lane or path down North Road.
96. I wish I knew more about that long list of programs in question 12! Perhaps a flyer in the press would help? Or advertise on Jamestownrecord.com and flyers posted around town. I will try to pay more attention!
97. Nothing
98. More frequency
99. More information, additional times. Hold informational meetings during the day so parents can attend without getting a babysitter!
100. More information, timing
101. Different programs
102. Better marketing, probably.
103. Better facilities for the performing arts, such as the Community Theatre, Band and Chorus.
104. See # 16 above.
105. As a Jamestown performer, I know the Rec Center is the only dedicated performance space. It lacks an adequate stage, backstage, and audience comforts. Performances, while accommodated on the schedule, often have to defer to the on-going recreational activities, Too much demand for too little space.
106. Dedicated performing arts center
107. More info. and time to plan

108. There is not a good low tide boat ramp on the island for launching or extracting a power boat. The recent work on the Ft Getty ramp seemed an utter misuse of funds as it did nothing to improve tide-related accessibility.
109. Scheduling
110. For Ft. Getty the pavilion needs a bathroom, some concerts at the Ft would be nice, anything for kids.
111. Prior notice and more information published in a timely manner. Designated resident and handicap parking availability; less crowding and traffic congestion.
112. More personal free time.
113. Reduce lyme disease improve toilets at Mackerel Cove
114. Having a calendar on the website with all events on it. Even the paper makes you hunt thru articles to find the time and place. One big calendar.
115. More programs for adults, emphasis seems to be on sports for young and adult active sports. Space has been lost - golf course. Use of Rec Center for entertainment and exercise for a variety of ages, esp older adults.
116. Tennis courts need improvements - should have a large poster with rules: Single players - 60 minutes, double players 90 - minutes. One court reserved for players. (Sat & Sun - one player arrives early and holds 3 courts)
117. Okay as is.
118. Fort Getty should be organized for multi-use year round activities.
119. Different times, I work during the day. Night or early morning (6am) yoga or pilates
120. Satisfied
121. If the Rec Center was bigger and updated. Part of our town's problem is too many people think that our programs aren't good enough so they leave Jamestown. Also, there aren't enough kids involved to make quality programs happen. We may need to hook up with some other towns so we can have competitive recreational programs.
122. More time
123. Different dates/times, options
124. Parks and rec could have a better web presence like a blog with info and pictures of past events. Usually don't find out about things until after they happen since we are not on Facebook.
125. Time and day of activities is always difficult for working families. This is not the fault of Parks and Recreation just the reality for many, but if more family-based group activities might be available on weekends that would be appreciated. It would be great to encourage full-family activities so parents and children may participate together, something like baseball/softball or basketball. (I don't need more activities with other adults, I need it with my kids doing something active away from the house that we can share in).
126. More info...different programs
127. Better facilities indoor at golf club house , toddler programs during winter and fall - organized not just open rec
128. The town currently requires proof of insurance in an amount of \$1,000,000. Many insurance companies routinely provide a maximum of \$500,000 of coverage for personal liability and the Town's requirement for \$1,000,000 can be a burden for some wanting to use a property for a 1 day event in these situations. If alcohol is involved, the requirement for \$1,000,000 is appropriate as most personal liability policies do not include alcohol vicarious liability, or negligent supervision coverage. In these cases a special event policy and certificate of insurance is appropriate for the Town. The reality is that most events are not hazardous in nature and the

- Town liability exposure from these events without alcohol is minimal when the "using party" demonstrates \$500,000 of personal liability coverage.
129. I need more awareness of what is offered - but before work 6-7:30 am might give me more options.
 130. Very early in the morning or after 6pm for those work.
 131. If I had more time
 132. Stated previously. Access to mackerel cove. Teen center.
 133. More time in personal life
 134. See above
 135. Give the recreation department more resources. Presently, two full-time employees run the entire department and Ft Getty. The recreation clerk position should be re-instated so the Rec professionals can function as Rec professionals and not clerks taking reservations, Bad move by the town administration.
 136. Maybe if you had free babysitting at things like yoga.
 137. Dates and times usually conflict with my work schedule.
 138. An overall upgrade with the Baseball facilities and regular maintenance with the same facilities.
 139. Timing with busy family limits participation 2. expense is often not necessary despite budgets, it seems that everything is not only pay to play, pay to participate but also pay and maintain to participate and by the way, it's pay to play, pay to maintain and pay to administrate to play. too much hassle to start anything. need to use the talents of the folks in town better and to make it more affordable for those with talents to use facilities. 100 dollars per hour to use the local middle school gymnasium so that a professional organization can provide a children's program???? where's the wisdom there? use of banners for letting folks know of events is helpful.
 140. I am more likely to want to swim, should we ever get a pool. I would be interested in tai chi, as well, personally. But again I emphasize that I want activities for my teen and other teens in town. It is being done very well at present. Lunch hour and after 5 times are best for adults like me. Evening and school vacation events and after school hours are best for my teen.
 141. Better advertising and calendaring system
 142. More personal time
 143. If you provide more opportunities for seniors, we will gladly come and participate!
 144. Since I often can't tell the difference between "Jamestown recreational programs" and recreational programs offered by private organizations (e.g., the Jamestown Community Band or the Jamestown Community Chorus), I cannot answer this question.
 145. Clean bathroom access
 146. More information
 147. Accessibility and flexibility in schedule. It seems the teens use the entire rec center preventing others from using the space. More Jamestown Community Theatre events, the way there used to be.
 148. Pilates course ran for 15 years, same day, same time. The ability to set a routine is important.
 149. The rec center needs to be maintained and up-dated. It's a valuable resource and should be cared for.
 150. Better maintenance
 151. More information well in advance of events. Different programs would certainly increase that chances I would attend more events. Better sound system is required for ALL outdoor events.
 152. Straighten out the free for all at Mackerel cove. Appears no one in charge other than life guards sitting in chairs all day and one parking attendant doing her summer reading

153. Earlier weekday times for fitness programs. Professional fitness instructors.
154. Knowledge and endorsements
155. Some type of on island transportation for kids who do not drive
156. Different programs,
157. Youth basketball and baseball programs need better organization/management. Basketball program needs to be converted into a league with teams. Baseball needs more structure with umpires and actual tryout period to evaluate kid's abilities.
158. I am constrained by my own schedule, not availability of fine programs
159. Adult programs during out of work hours if I knew some other people that were doing it
160. Better communication. I have never heard of many is the programs list in this survey.

Question 16: Do you think the Town should offer more recreational programs and special events? If yes, please list any particular recreation programs or special events that you would like the Town to offer in the future: (141 respondents)

1. Maybe just offer classes at more convenient times
2. More that caters to a wide variety of interests
3. More for the elderly
4. Maybe concerts at Ft Getty
5. For a small dept, the rec staff offer and support an incredible amount of activities, let the professionals do their work
6. Art classes, yoga, weekly workouts
7. People need to slow down and spend time at home with family.
8. Dodge ball, tug o war, fishing, hunting, beach volleyball, indoor volleyball, golf, homework club, computers, field trips, youth group, afterschool snacks, kite flying, skate club, farming, self-defense and karate, kickboxing, surf club, canoe, kayak, bowling, bike club, horseback riding, bird watching, cooking, arts and crafts, puppet show
9. More programs for seniors
10. The town offers a lot - i don't know if there should be more or less
11. Group exercise classes for different levels (seniors)
12. Senior exercise
13. Think we have private businesses that offer coordinated programs that will keep them in business - they include "freebie" sessions. I think we have facilities to maintain so we do need to generate money to do that, but we do not need to build or add on to - to keep the rec department employed.
14. Adult walking group
15. Exercise opportunities
16. More sailing and ocean awareness programs for children
17. More special events, fewer recreation programs. Cultural classes in farming, scuba, swimming, bird watching, fishing, gardening. Less recreation programs and more special events and non-recreational programs.
18. Teen age programs (12-16)
19. Keep farmers market. Semi-annual (spring and fall) swap meet at Getty Pavilion - community yard sale, give-away, only Jamestowners can have a booth but publicize to the world. optional for individuals, proceeds donated to a local charity or portions.
20. Running track for adults
21. More activities for young children, right now its playground
22. Zumba
23. Ball room and tango dance lessons
24. Make programs for handi-cap and seniors to meet and travel. What happened to the senior cook-out? :(
25. Rent out spots where the RV's were removed at Getty from flea market once a month. The money could go towards new showers at Ft. Getty.
26. Basic youth gymnastics - ages 4-11 possibly. Was offered years ago! an affordable youth karate possibly
27. Special events like interesting speakers would be good. Block parties in particular neighborhoods would be fun, maybe join forces with J. Historical Society?
28. More music concerts.
29. Pilates, body sculpting

30. Improve quality of programs and events
31. Nature walks would be good, so people know what plants and wildlife there seen on the assorted nature trail.
32. Pilates, better senior activities
33. Adult advance 3.5 and up tennis, sailing for adults, yoga, pilates, paddle boarding for adults.
34. Need more publicity for events. More aerobic exercises - zumba, belly dance, step, etc
35. Cooking classes for adults and children, adult lecture/seminars - finance basics, small business, senior home safety, interesting local start up business owners, parenting issues, education issues, work issues
36. Improve what you have! Your library is great, why was it not included in your survey? How about giving a workshop: "The care and feeling of generators" So many of us must fend for ourselves on how to start
37. None particularly, but I think any public events are good for the community - the addition of more is always welcome but not necessary.
38. My biggest concern is the use of the community center versus the recreation center. As a community center all ages need to be included and though I recognize the heavy use of the building it would be helpful to use the building clear of debris backstage with the lobby and restrooms clean and functioning.
39. Why couldn't yoga use the rec center?
40. The town should partner with those that make a living providing the desired service. Town should not compete with or undercut those small businesses that pay rent, mortgages, taxes, etc.
41. Nothing in particular, but to have a basketball camp for 2 hours does not help working parents. need at least 1/2 day and more full day options
42. More exercise programs/ better advertised, better timing 6-7pm
43. Adult Kayaking Youth Kayaking age 12 and up
44. More watersports at Ft. Getty
45. More sailing programs. Educational programs about fishing (how to do it, safe and environmentally sound practices, species identification, seasons ...).
46. Public summer plays - musicals, as in Westerly's Shakespeare in the Park but it must be in an area with ample parking
47. Zumba
48. Community parties Outdoor theater n dance
49. Lecture series - educational ones for adults and kids.
50. Open court indoor basketball in winter & outdoor in summer
51. Use of Ft. Getty for town events, concerts, etc. More water related activities, rentals and events. Town should consider building a public swimming pool and offering lessons. It could be used by schools, all residents, elderly for physical therapy, exercise, etc.
52. Perhaps join with other town's senior groups to provide outings.
53. Sailing classes for adults, swimming classes for adults, coordinate with library, art center, historical society
54. More family involved stuff, more things for people of all ages,
55. In expensive yoga and exercise classes
56. More boating/sailing/fishing opportunities
57. Adult exercise wt classes, yoga & meditation classes, on weekends
58. Meditation, Book club, something that 20-somethings and/or geeks can enjoy
59. Activities and recreation specifically for seniors - ie yoga, tennis, walking groups, day trips

60. weekday activities for children during winter months
61. For a small town, the rec dept covers a very wide variety of programs. well done.
62. Walking clubs to encourage social interaction and to enable participation without fear of loose dogs.
63. Return of pilates
64. It has been brought to my attention that the Jamestown Community Center is underfunded and would benefit our youth if more programs and events were established. We need more resources directed toward our children to help keep them occupied and clear of troubling realities of youth lives.
65. Fishing classes for kids/adults, outdoor photography class for kids/adults, surfing, snorkeling, scuba diving
66. More exercise classes at reasonable prices
67. Beach clean ups, mentor program, antibully, Learn to Surf/SUP camps for kids and adults, Fishing, need a bike path around island please, sidewalks everywhere
68. Lego robotics workshops Board Game nights
69. More programs for youths, exercise classes, dance. Something besides soccer and baseball. Also, bring back boot camps for adults. I would love to do a boot camp but haven't seen anything about them.
70. The Pavilion at Ft. Getty could have concerts as well as downtown. More baseball for young & old. More soccer with both young & old More Tennis with young & Old
71. Tumbling for tots Gymnastics for older children
72. Adult tai chi
73. Girl & women softball and swimming pool
74. Town should build a performing arts center at golf course. Town should give swimming lessons at beach.
75. Help Jamestown Theater, the Arts Center, and the Piano Association by providing a proper arts venue. I'm sure that people in the art, music, and theater community would contribute.
76. I would love to see more fitness classes that cater to the working parent that works off island. Also, my children did ballet with Marybeth and loved it unfortunately she stopped teaching and the program just evaporated. Also, there was a gymnastics program years ago that my oldest child enjoyed. I think we should have more programs for the kids at lower costs.
77. Lacrosse, teen basketball
78. I think there are so many rec options in this area that there is no need to expand.
79. I like everything that's been going on within the Rec Department
80. For a small recreation staff, they supervise or support an amazing number of excellent programs. Jamestowners should feel lucky to have such a dedicated staff.
81. Programs are great
82. We have many recreational opportunities to learn life sports (tennis, soccer, basketball..) but no opportunities to learn something that could actually save a life - swimming! The island needs a summer swimming program.
83. Dance classes
84. Football, softball, lacrosse, dodge ball, cheer leading, cooking.
85. Nature walks, more educational programs about the ecosystem we are enjoying living in
86. Adult Ping Pong tournaments
87. Swimming Lessons from the pier at West Ferry
88. Art show, community garden, bike path, greenway, public swimming pool
89. ethnic food festival

90. Swim lessons, rec swim, and competitive swim. Additional playground facilities in addition to the library.
91. More for seniors- bowling, movies etc
92. Beginner golf and beginner sailing for older kids and adults. There seems to be an assumption that everyone in Jamestown already knows how to do these things - even as an elementary school offering it was only Intermediate golf lessons, no beginner!
93. The Town of Jamestown needs a true Performing Arts Center with good acoustics and comfortable seating. We have so many talented groups here; the townspeople and visitors would appreciate such talent even more in the appropriate venue. Thank you.
94. Recreation activities seem plentiful enough; special events--especially cultural--are scant.
95. Youth swimming lessons
96. Fairs
97. Yoga Workout for over 50 Zumba
98. Environmental education and nature walks or tours of open spaces
99. Pilates class by Mary Beth Murphy was excellent and well attended by large group. Unfortunately there is no longer space for this
100. Shooting course, more water related activities that are affordable
101. Dog park, more indoor activities for older adults, ping pong, teazit, bridge (card game), easy exercise
102. Adult doubles tennis "club".
103. boating courses
104. Keep it simple.
105. I think we need a facility at Fort Getty where there is parking space or build up the golf house to accommodate performance or rehearsals for town events
106. Not more but be committed to changing some to keep things fresh
107. Swim lessons; Offer more adult programs at night instead of during the day for those people that work.
108. Teen center is great but recreation for younger children
109. swimming lessons at the beach, exercise classes outside, bootcamp...
110. Would like to see more weekend things for little kids when it is super cold outside. Usually we just utilize the library programming. Especially active things like an open gym or something. More family running events would be fun too. Would love to see a golf program for adults who have never ever played before.
111. While unable to think of one program in particular, I would suggest in a general way that there should always be more programs and events available to the public.
112. Adult basketball
113. Would love to see dance programs for kids and adults, maybe a mom and kid ballet session or hip hop/jazz/tap. Would like to see outdoor movies!!
114. Toddler and young children winter fall
115. The programs are fine the way they are and the staff does a great job of managing many activities.
116. better tennis programs
117. More teen activities
118. Public swimming pool
119. Continue to cater to the interests of the community with adult evening and weekend programs - adult volleyball
120. Book clubs, wine tasting clubs, more pilates classes,

121. More programs for toddler and preschoolers
122. Weaving lessons, obedience dog classes
123. More workshops on sustainable gardening and landscaping, reducing pests (deer, woodchucks, ticks, geese, and mosquitos), natural weed reduction, etc. Also, fishing classes for kids & adults. Island geology & hydrography and protecting our wells and septic.
124. Festival, music, food, food trucks. Cultural events working in conjunction with JAC Center and Theater Company. Fishing derby centered from Town as base for derby.
125. Offer what the community wants. Need to keep current, not the same old programs for generations. Bus trips to New York, or zip-lining, or skiing.
126. I would try to engage more teens in more events at the rec center that do not have costs.. or at least cost very little. It gives our kids something to do. The car wash to raise money for the Texas tragedy was helpful. The dances and day trips are invaluable. Our teen would be wandering around town with friends otherwise. That would not help our town or its citizens, as nice as our kids are.
127. Better theater and community meeting space; community pool
128. Marine science, fishing
129. As indicated, the Town needs to provide more activities for Seniors-Year Round.
130. Golf clinics
131. Music, the arts in general
132. Town rec programs should be offered to all age groups.
133. Outdoor squash courts
134. A monthly schedule of town offered events that included zumba, yoga, paddleboard lessons for beginners, etc. would be nice. I also wish we had a venue that could attract at least a few classical concerts (e.g. string quartet, choral group maybe affiliated with one of the universities.)
135. 6am boot camp early morning weekday fitness, so we can get to work
136. Not sure of what is offered now - need better publicity
137. Programs directed toward early teens who do not drive
138. More water related activities, sailing and swimming, more educational programs, partner with the library
139. I think the Town Basketball camp should be longer than just 2 hours. I think 3 hours or even 4 would be better. More sports camps would be great, like a soccer camp run by the town. A lacrosse camp would be great too. Camp should survey parents of campers to see how camp is doing. We love the Jamestown camps!
140. Kids drama, youth/family dance
141. Aerobics/body strengthening - not during the work day

Question 17: What other ideas do you have on how to improve parks and beaches in Jamestown, or the special events and recreational programs offered? (188 respondents)

1. Jamestown is beautiful for its simplicity but a few things could improve. Mackerel could be better. Parking is an issue for sure, without an easy solution. Restore outdoor showers or add a small facility. Fishing should be easier for island kids. Greens Pier is beloved for raft, boarding, etc. We need something similar for public use. Pavilion is beautiful would be great to have nice bathroom facilities for events. Don't change clubhouse at golf course.
2. Cater more to year round, lower-middle class residents and youth. Adolescence is more than a few years of turmoil and rebellion, the science needs to be understood and applied by every institution that teens are a part of. The disconnect does not foster positive outcomes and despite the best efforts of many who work with the teens it is difficult to guide when politics gets in the way. They know more than we think they do and times are way different than even a few years ago.
3. I would like to see more programs offered for tweens during summer. I would like to see a change in the summer programs. The programs offered are the same programs offered when I was a child, in the 60 and 70s. Attached is a list of programs offered by another town. Not a supporter of the teen center. In my opinion this breeds trouble. Playground program should be moved back to school for use of their activities such as kick ball and other equipment.
4. Have police get out of their cars. I would like to see police as a team patrol Taylor's Point, Potter's Cove, get out of car and walk around their presence is sorely needed. Work with volunteers to get grant money to refurbish our Ft. Wetherill Building. It is goldmine location and historical
5. I heart Billy Piva
6. Stop the witch hunt, leave the rec staff alone!
7. I think the programs and special events are phenomenal!
8. Keep things well repaired and clean. Add more trash barrels and empty them regularly. Get some public water fountains.
9. Take care of existing better.
10. The restructure of campers/RV's looks amazing. I am very happy with the cleanup and reorganization. Stop with the darn dog parks!! Since when can't they play in their own yards!!! Playground at library needs new equipment and better ground cover. Get rid of sand there are tons of wasps living there, prevents safe playtime!!
11. Improved communication from rec dept. Improved follow through by rec dept. Give Ron a raise.
12. We would support the bike path
13. Stop burying the trash at the beach every morning on the west side of the beach that just washes back in the water
14. Boat ramp needs help. Fix it.
15. If the teen center was moved to the Bank of America building and a new sports complex was built, the rec center would be a great performing arts building. I think the community could really get behind this effort. The town has taken away so many parking spaces on Narragansett and Walcott/Conanicus the past 10 years! Now I see sidewalks going in on Green Lane which will remove more parking! Community theater, community chorus, community band, men's chorus, accidental sisters, community piano, community concert series. We have the Arts Center now for visual arts but it would be a great addition to have a building for performing arts.
16. I really feel that the number one place that Jamestown falls down is on bike/walk/job path especially on the North/South roads (east shore/conanicus, North Main/Southeast). It is

- unpleasant and dangerous to bike or jog or even walk in many places. Please consider making dedicated lanes for bikers/joggers/walkers.
17. Change more for some of your recreational activities so you can hire qualified instructors, not just high school kids. You should continue to allow campers at Ft. Getty and use the funds generated to build new bathrooms and showers and to keep the grounds clean.
 18. Maintenance of community center restrooms is deplorable, overall, community center could use some help. Jamestown needs a performing arts center with parking. Golf course?
 19. Jamestown shores beach in a town beach serving the entire town. About 50% of the town population resides in the shores. More resources are needed in order to better maintain the beach. More signs along the roadway to the launch area are needed regarding the requirement of a parking permit. In considering aquaculture in the area, the needs of the people on shore for activities such as swimming, kayaking, clamming, boating, etc. need to be considered and not hindered.
 20. Keep the taxes reasonable for seniors and average people. Keeping MacCove beach groomed is difficult but that's just about the only critique if it could be groomed 2 times a day would be nice however getting the people to move is another story. thank you for reading my comments
 21. Continued maintenance of existing facilities - tennis courts, basketball courts, beach, etc.
 22. The bunkers at Ft. Wetherill are interesting and have fantastic views of the bay. If there was a lot of money, they could be turned into space for entertainment or antique markets, etc.
 23. Maintain playground at this point upgrade and fix it. Weed the playground, put down a better surface (actual sand or wood chips) Stop leaving broken toys and/or discourage the practice.
 24. Good luck! It's a great place to live and hopefully some of the suggestions can make it even better.
 25. Parking is a big issue. We would frequent island businesses more if parking were more available. Reasonably priced classes (water color, knitting, sewing, yoga, etc) at rec center or to eliminate parking issues at senior center. One place you can go (website) which lists all available activities and classes. Or, one mailing at beginning of each season (include art center, library, sr center, rec dept, tennis, golf, kayak rentals, etc) Transfer station pass should include beach pass. Beaches should be free for residents. Use senior center, rec building, or rent golf course clubhouse to tenants for special events.
 26. There is always room for improvement, but Jamestown already has a wonderful selection of parks and beaches for its size.
 27. Get rid of trailers at Ft. Getty - an eyesore in the most beautiful spot. Put a port a potty at heads beach. Cull the deer.
 28. More moorings for residents. Wait is too long. More boat ramps with nearby trailer parking. More parking, more seating everywhere. Better traffic flow after big events such as fireworks. Build a swimming pool - everyone should learn to swim. Build an auditorium with comfortable seating. No venue currently offers good seating. Over 55 recreations. Tick control to prevent more Lyme disease.
 29. Provide bike path around the island, adult recreational areas - walking/running
 30. The town desperately needs a bona fide performing arts center with dedicated space for the many performing groups in town.
 31. Remove trailers at Ft. Getty, simplify programs, lots of overlap with non & for profit organizations on island, partner with those places instead of compete.
 32. Beach parking is a problem but I believe the town has done the best they can with what they have.
 33. provide outdoor basketball courts

34. Enforce parking rules at Mackerel Cove, resident only with sticker.
35. By providing a building similar to the Ft. Getty pavilion, income can be generated from renting it for upkeep on the general grounds. Both Getty and Wetherill need a bathroom for use during events at the pavilion site.
36. The community playground should be improved and made safer by putting some trends or safety tape on some of the slates which are extremely slippery. Every time I bring my grandchildren to the park some child falls or slips on the slats.
37. Enforce parking violations at Mackerel Cove
38. We pay to live on the island part of the year, I hate being called summer residents. We do pay taxes for twelve months per year, no discount!!
39. Post speed limit signs on road to dock at Getty. Maybe set up one of those "your speed is" flashers. Raise the amount to be on waiting list for Getty. This will limit people who have been on for years and refuse spots when they become available. It would also give you a more accurate number of serious campers. Have all city council members visit in person the showers at Ft. Getty and ask if they would let their children shower there. Fix the "hole" in the street near pavilion that becomes a lake when it rains.
40. Rec building needs renovation and general maintenance. Keep country club for rec/public. Parking will always be an issue, we are a small island. I do not want to see blacktop everywhere. People need to walk! Rec staff is critical to our town programs and are very pleasant and professional and understaffed!
41. Just want to add that I don't want the town taking on any more buildings or salaries in order to expand offerings.
42. More trees in RV park at Ft. Getty, Lifeguard at Heads beach in Jamestown shores. Why are beach stickers needed at Head's Beach if it has no lifeguards? swimming lessons at Mackerel Cove for children during the summer
43. A performing arts center would be great! For choral, instrumental music and dance
44. As for the beaches, I think a stand should be allowed at Mackerel Cove for hot dogs and hamburger, etc. The only truck there is a Del's lemonade (overpriced). We need a food source! and again, better parking.
45. Tear down the country club - build a facility that can be used year round for rec, exercise, etc. Buy the land between the police station and Jack Brittain's home. Build a swimming pool that is open in the summer/spring/fall and has a cover for the winter. Parking can be across the street at the country club. Open country club to cross-country skiing in winter.
46. More street signs.
47. Dogs running free and leaving some messes are a big problem. Some people are afraid of ANY dog. Do not put animals in greater priority than people. Start considering methods of tick control. Fear of ticks is what keeps us away from many natural areas including open grass fields and walks near to woods. Deer control is part of tick control. Keep on working to erase graffiti, sets a bad atmosphere. Keep up security patrols of parking lot theft and after dark park violations.
48. Wetherill and Beavertail are fine for parking but the downtown events and Battery Day do have parking problems.
49. Park and rec dept should team up with town maintenance crew to keep beaches and parks clean. The litter corp can only accomplish so much. Trash cans, recycle cans at parks and beaches.
50. Both rec. center and golf course facility badly need renovation.

51. Trash and litter at mackerel cove is disgusting. Barrels need to be provided and emptied regularly. Barrels need to be positioned along the entire beach. Resident parking with stickers at mackerel needs to be enforced. The police won't do it. It seems to be random ticketing and how is paying for parking in the lot being enforced with no ropes or barrels. People just pull in and park. Where are the controls? No other beach town with resident parking allows parking without a sticker. We are so sick of seeing cars parked with no sticker or an expired resident sticker and the town doesn't enforce it. How much revenue is being lost. Has anyone calculated it? Enforce parking!!!
52. Dog dropping is a problem at Ft. Getty, Ft Wetherill, and East Ferry area. Bas impression of town to have to step over piles, not to mention health issue. Too many people let their dogs run loose without picking up after them.
53. Ft. Getty trailer sites should not be grandfathered and should be made available to Jamestown residents first. Boat mooring should be made available to f/t residents first and waiting lists strictly adhered to
54. Better maintenance to tennis court surfaces. If not done they will become not usable.
55. Too much emphasis on dogs. Do not want a dog park, people should walk their dogs. Should be fresh water access for boaters on West Side to fill water tanks at Ft. Getty or town dockwest ferry.
56. Build a bike path, especially on North Main Rd use Ft. Getty for concerts and art shows, add benches at Beavertail, and eliminate all the free standing signs in towns.
57. Have beach passes transferable between cars in the same resident family cars.
58. Providing benches at beavertail park and at Ft. Getty near the pavilion like the "memorial" benches at Ft. Wetherill when our mom passed away, we tried so hard to have her memorial bench placed at Ft. Wetherill but we were told the program was "closed" and there was no more room for benches - what non-sense...There is plenty of room for more benches at both Ft. Wetherill & Beavertail park. With the tick situation in Jamestown, people should not be forced to sit on the ground and benches are a good option for elderly as well, who cannot easily sit on benches
59. Please keep things as simple and passive as possible!
60. No paddle boards or any other rentals at Mackerel Cove. Use Sheffield Cove or the Ft. Getty dock but keep M. Cove for swimming only.
61. For improved access to the village by the public I would support an arrangement with the Mautgins(sic) to use their Taylor Point Boatyard for summer parking and shuttle. At the very least those cars belonging to those working in the villages should be there, that could be more than 100 cars! Or how about a park, employee parking and shuttles on the land behind post office? Could we make this a research project to weigh the positions to the community?
62. Maybe more public barbeque/beach gatherings, keeping up with garbage pickup and maintenance around beaches and parks, esp. Ft. Wetherill
63. Improve golf experience for residents. No waiting or tee times available for residents.
64. 1-kayak launch at Mackerel Cove at designated end. 2-Sailing/boating Center at Ft. Getty. 3-Renovate and expand Country Club facilities.
65. Have a full time summer college student drive a golf cart around Ft. Getty. They can organize the parking and make sure the place is kept clean. Have the traffic slow down in an out of Dutch Harbor before someone gets hurt 15MPH from marine to pier.
66. Parking is always a problem. I wish the people of Jamestown could learn to ride bikes and walk more. It's a small island. The bank of Newport site would be excellent parking. With street

- parking could be eliminated on one side of the road, and bike lanes added. Need more bike stands in town.
67. How about an old fashioned auction barn where we can sell or recycle items of value that we no longer need
 68. Try to find activities that different age groups could do together. Old learning from the young skills like twitter "the Twitter abbreviations" their dances, the young interacting with older people in something that promotes conversation.
 69. Bike paths looping island
 70. Improve Fort Getty by getting comprehensive plan and go with charrette survey majority vote. Open space
 71. Fixing stairs at beavertail
 72. One suggestion, ask the rec dept. employees to stagger their lunches so that the office is open throughout the whole day.
 73. Have more resources dedicated to maintaining the properties and gardens that we do have.
 74. Lifeguards at Shores Beach (if community wants it) Space for yoga, er could double as space for painting classes, coordinate programs with the urban
 75. While a performing arts center would be nice, I would be opposed to putting it at Ft. Getty. The rec center needs to continue to be flexible for the various and different groups who took advantage of its size and location.
 76. We need a bike path now!
 77. CLEAN them and take pride in doing it. rec people who drive the town own truck need to wear seat belt, and to tie down any trash, branches, etc that flies out of truck. So many times driving down north road and the blue rec pickup truck flies by losing trash out of his back, the truck break lights go on but they never stop.
 78. Safe bike routes and bike lockup facilities
 79. Change focus from east ferry towards Fort Getty for events
 80. Greater sampling of weekend activities
 81. Easier access and parking to public rights of way
 82. This survey ignores two primary recreational assets - bikeways and sidewalks. They are often the best way to access our parks and beaches and other recreational facilities (especially for those under 16), and they are primary recreation assets in themselves. They should be made safer than they are. Bikeways: The Town and DOT have been discussing bicycle lanes and paths for at least 15 years and not one inch has been built. This Council should be the first to actually construct one safe bikeway. Sidewalks: Many of our sidewalks are so overgrown that pedestrians must walk in the street. Landowner responsibilities in keeping their vegetation from obstructing sidewalks needs better publicity. I would like to see one Council member walk along Wolcott Avenue from High Street to Fort Wetherill Road and report back to the Council in open session how many time he or she had to step into the roadway. I hope the Town Council will encourage the Recreation Department, which already has a big job, to look beyond the facilities for which it has direct responsibility and work with other departments to maximize the recreational potential and safety of all Town (and State) assets that are used for recreation. Pedestrians and cyclists and skateboarders and runners are on our roads, maybe on their way to a Rec Dept facility; let's make it safe for them.
 83. The Rec Department does a great job. Leave them alone and let them do their jobs!!
 84. I think Jamestown does a good job as far as having things for people to do and get involved in. A lot of times "people" expect too much to be done for them and don't take enough time to develop inner resources.

85. Continue to upgrade Ft. Getty as planned. Rebuild Rec Center. Replace country club building.
86. If facilities are used/built for a designated purpose. The planning should include the proper parking as per zoning. Variances should not so frequently be made to accommodate lack of physical space for parking. These facilities then later say there's no parking available or the parking infringes on other business or residential areas
87. A performing arts center would be a very good thing - with storage space! I'm thinking of the community band.
88. Increase poison ivy control at the Battery during summer months. Increase hiking paths (the new paths at the battery are great!).
89. I have always advocated for creation of a Park and Recreation support committee, not to get in the way of the Rec department, but rather to assist and act as a conduit for new suggestions / programs. This survey is nice but it gives feedback for one specific point in time. Things continually change and a committee made up of 7-8 folks with various programmatic backgrounds to lend a voice / promote issues would be helpful. I would hope it would bring people together rather than be divisive (in terms of budget funds only going to programs x and y, rather than helping to spread funds around between programs x, y and z, etc.).
90. We need more senior activities. We have to belong to North Kingstown senior center to access programs and enjoy social activities such as art classes, zumba, etc. Jamestown needs something like this.
91. Loss of country club building for pilates was a major disappointment with no satisfactory space to replace it.
92. If Jamestown were to effectively annex Dutch Island that would open up a while range of possibilities for recreation and year long activities. Eventually something will come of this deserted island. The question is when and by who? Is prefer it remain in public hands with the town of Jamestown taking the lead. We have the resources of some very talented and creative people. Dutch island could become a self-sustained model for the future generations.
93. The foolish decision by the Town Administrator to remove the rope and barrels from Mackerel Cove will show a decrease in revenue. Lack of enforcement by police was obvious.
94. Longer hours for beach bathroom facilities. My family and I tried to use the bathroom at Mackerel Cove at 5:00 and the lifeguard said "I don't get paid for standing here after 5:00, so NO you can't use the bathroom. So they locked the bathroom door!
95. Do not do something unless it makes something more beautiful. Bike access and safety for kids is critical. I love living in Jamestown and anything we can do to encourage people to hike, bike, run, paddle, surf, SUP, soccer, tennis, basketball be healthy
96. Clean them up.
97. We need to move the rec building off the lot it is on. That property is too valuable for such a run down building. Rebuild rec center on a lesser lot. The hill is the perfect place for small park and gardens. The rec center bathrooms are the worst I have seen in a long time.
98. PROVIDE PLAYGROUND / BIKE PATH AT GODEN A FARM -
99. landowner cooperative for deer hunting
100. Bike Paths
101. Clean ocean access for swimming
102. Public hearing on boats vs. swimmers on beaches. Protect public rights of way.
103. I have to agree with some letters to the editors about renting paddleboards, kayaks at Mackerel Cove. I think the beach is too small for rentals and it takes away from the rest of us from enjoying the beach. I don't mind if people bring their own because those people know how to use and operate but I have seen on more than one occasion paddle boarders interfering with

- swimmers and the constant whistle from life guards. Mackerel Cove should be enjoyed by the residents and visitors of Jamestown. If these people want to rent SUP and kayaks go to Fort Getty or downtown where there are less swimmers.
104. Invite & open Ft. Getty to town residents without fee no permits. There is no mention of Beavertail lighthouse museum (Jamestown's most popular recreation destination)
 105. Dump all the RV's from Ft. Getty
 106. Better maintenance, better signage, more info. Available.
 107. Keep up the good work
 108. The programs beach and events are amazing I have lived elsewhere and no other towns do as much as the folks do at the Jamestown parks and recreation department do.
 109. More recreational activities for seniors
 110. see notes about biking relating to earlier question
 111. Support yoga, and provide appropriate space. Keep horses and dogs away from beaches.
 112. Bike lane on north road!
 113. Take advantage of what the private sector offers in terms of movie showings, art shows, sailing, etc and don't reinvent the wheel adding programs just because you think you should do more.
- Clean Mackerel Cove beach the weekend before Memorial Day
 114. We really need, at the very least, a north/south bike path on this island. A wider spanning path would be even better!!
 115. An around the island bike path, there are no sidewalks so walking and biking is hazardous the minute you leave town - so that is essentially the whole island.
 116. Again I have to mention that we need a bike Lane or Path along North Road so that children and those uncomfortable with being inches away from speeding automobiles can safely access the riches of town and the south end without having to hop in a car.
 117. Town purchase open space for new rec activities, play space, etc
 118. If bicycle rental is needed it should be a private business venture NOT a town venture. A private concern could rent space on town property perhaps. Same is true for sailing lessons. The important thing to do for the town is to get rid of the deer so we can safely enjoy the town properties.
 119. None
 120. Should have a town wide discussion session on Jamestown scheduled activities.
 121. More playgrounds around town (Head's Beach) and improve/create bike lanes.
 122. We need a deep water ramp to launch boats! Its impossible to launch a boat at or near low tide on Conanicut. Please help!
 123. Have a year round "Barn-boathouse" building with kitchen, bathroom for weddings, parties, etc. at Ft. Getty. Could get great income
 124. I'm pretty satisfied with the rec. dept.
 125. Provide port a johns in the winter at Ft. Getty.
 126. I think quality should be emphasized over quantity. I do think that routine maintenance has been lacking (i.e. area around tennis courts/Lawn School, playground, Fort Getty restrooms). I feel that there are plenty of recreational opportunities for citizens but the classes could be better promoted.
 127. Providing a facility in the downtown area that would be more friendly for the Performing arts - large groups, with comfortable seating, a stage with decent acoustics, and possibly dressing rooms and storage is greatly needed in this town. We have a large percentage of people who have a strong, active interest in this area and we do not have the facilities.
 128. See #16 above. thank you.

129. If the Rec Dep't put out a call to Jamestown performing and arts groups, I feel sure a strong committee could be formed to develop a plan for a performance space.
130. Dedicated performing arts center more efficient use of rec center current building is underutilized and nearing the end of its useful life.
131. Since we live by & frequent Heads Beach the most it would be nice if it could be maintained better and possibly even improved. It's kind of mediocre and could be so much better. Right of Way access is also on the top of my family's list. Seems that the Right of Ways are not maintained properly to allow access to the water. it makes it seem as though we're trespassing.
132. Address tick problem
133. Keep them pristine and not over-commercializing.
134. We need MUCH better spaces for cultural events. Jamestown Arts Center has good visual arts. They present cultural programs -- in a very inadequate space. The Rec Center stage is abysmal for theater productions. There is no public space appropriate for recitals of instruments and singers or for dance programs. Meeting spaces for groups are very limited. School spaces should be used much more while maintaining security and safety of premises. There's much more to recreation than beaches and parks.
135. I gather the dredging process at the boat ramp/Ft. Getty is regarded as environmentally sensitive, but it is difficult to grasp why such an effort would be particularly damaging. Eel grass? Now, really...modest and limited dredging could hardly have substantive impact upon the ecosystem in that area.
136. Enlarge the skate park, buy more open space.
137. Limiting number of vehicles, crowds, and the over-usage of our town facilities and fragile natural resources. Improve care, maintenance, and preservation of our beaches and coastal parks. Collect visitor fees and parking fees from non-residents.
138. Bike paths, beach maintenance
139. Repair what we currently have and provide more rec opportunities for kids
140. I have been very pleased with the recreation programs and the participation of everyone involved.
141. Keep boats out of swimming areas
142. It seems we have plenty to attract tourists which one presumes you want to do but no attempt to make facilities usable in all seasons or to advertise for wedding venues (FT Getty & Beavertail are fabulous, but not usable and pretty enough). No attempt to suggest caterers would/could provide food at those places. While JTN complains we would take business away if the trailers were restricted, none of those businesses consider expanding outside of the island in any way. Ads, signs, more attractive exterior, more readymade food, etc.
143. Indoor space seems very limited. Get rid of poison ivy, it is super abundant and spreading. What I want the most: dog park, dog agility classes/events, offer bridge, ping pong
144. Jamestown should have town moorings to rent for revenue, more dingy docking to access your mooring, parking is out of control, especially at the beaches
145. Jamestown is a lovely community deserving of a more attractive and clean community center. Given its prominent location, it should be the town's showcase for art, theatre and other activities. It needs major renovation. As a resident, I'm embarrassed as to the condition of restrooms which are used by residents and tourists alike.
146. Raise the road behind Mackerel Cove so that the bay water can run through to Sheffield Cove. It is a question of economy.
147. Dog on leash only, no dogs or animals on beaches, more programs for seniors

- 1) Add kitchen facilities to rec. center so the center can be used for functions (income generating) 2) There are already huge resources available in art center, the rec center should really partner with what exists to maximize opportunities. What if organization like the JAC could apply for a grant to offset costs to attend workshops? 3) Have a program that brings kids from city 4) I applaud the consistent effort made to give healthy opportunities for our youth - a very important role
148. Bike path on North Road
149. Ticket nonresidents or people who are illegally parked at the beach. Employ more seasonal people to take care of all the facilities in the town, not just forgetting. Also, update and regularly maintain the field at the school. They are a mess! We are an affluent town and it looks like we are not when you look at those facilities. It's embarrassing.
150. Raise the non-resident rate at mackerel. Heard large groups of out of towners calling it the "bargain" beach compared to other local beaches. Leads to poor parking and overcrowding. Large accessible bike racks at local parks could encourage riding. Maybe family bike nights or similar? A Jamestown bikes day once a month? Just to remind people to slow down and be aware of bikers and pedestrians.
151. Jamestown Summer Camp could use some more creative ways to keep kids engaged. My kids don't want to go because they think it is boring. Maybe hold it at the playground?
152. Fix golf course building for special event rentals weddings, birthdays, anniversary parties etc
153. Not sure if this pertains, but I am concerned with erosion at Beavertail Park. I love sharing this park with all and I am pleased to see the number of people that utilized this wonderful place, but the foot traffic along the southern most section is really starting to show. Clearly storm erosion/wave action does not help. In 30-50 years will the lighthouse need to be moved back? Should the road way in front of the lighthouse be eliminated?
154. Rec staff already to a great deal of work and are given little resources.
155. Until all of the existing parks, trails, playgrounds and ball fields can be regularly maintained at a high level I see no point in adding new parks or facilities.
156. Get a bike path completed. Aquidneck Island made it happen. Expand the teen center and keep mackerel cove easy to use for residents
157. Year round trash cans and litter bags, speed enforcement in parks, speed bumps at Fort Wetherill and other parks
158. Things are excellent now. Leave it alone!!
159. Make beaches and shoreline more safe, clean, and accessible
160. It would be great if we had a community swimming pool where kids could take Red Cross certified swimming lessons! The playground near the library needs to be better maintained!
161. Before you take on more, take care of what you have. The upkeep of current green space is poor.
162. Clear paths to public access areas and build a covered picnic area at Ft. Wetherill with grills, offer guided canoe/kayak excursions (bring your own or rent, but guided educational tours to learn more about the flora/fauna/geology/history.)
163. Let us upgrade what we have b/4 we build anew.
164. Explained earlier.
165. Attention to detail with maintenance of grounds and recreational facilities. Need good supervision!
166. A swimming pool would be very valuable. Increased support of the rec center for teens is very valuable. We do not need a concert hall.
167. community calendar and community pool

168. I am pleased with them now.
169. Town does a good job with special events and rec programs. The town needs to determine how to deal with new "fads or trends" and do we need (can we afford monetarily or physically) a program or field or venue for all of the new trends emerging every couple of years?
170. Small tax on home sales to create a fund to purchase property downtown for parking.
171. There are very few programs for seniors. We have wonderful programs for teens but provide little/or no programs for seniors.
172. I care less about the parks and beaches than about meeting and practice space inside, which if it doesn't come under the recreation department has to be considered by some department in the town. There is less public interior space available now (certainly per capita) than at any time in the history of Jamestown. The town needs to reach out to community organizations that sponsor events and to provide (or at least make available at nominal cost) facilities for these events. Expanding the Rec Center is not a good solution. The calendar there is already too crowded and adding more room in the center of town will aggravate an already sketchy parking situation. Comment: I was unable to determine why certain events were listed in question 11 and others were not. E.g., Battery Day is co-sponsored by the town and the JHS and is certainly in a town facility - which seems to be one criterion for including the Jamestown Theatre. Why was the Men's Chorus listed and not the Community Chorus?
173. Nice bathroom even the portable kind that is on a trailer at Town Beach
174. It would be very good to have the golf club building improved in order to allow town organizations to have meetings and special events. We are in great need of a nice place to have programs and exhibits that would appeal to townspeople and people from other towns.
175. These programs build community and should be expanded. Their use should be encouraged.
176. Keep all town recreational facilities maintained
177. We need visionary leadership and someone who has experience working with parks and recreation programs for all ages and abilities. We need someone who envisions the island's resources as a complete and integrated package of offerings. We have to have someone who understands maintenance of buildings, land and facilities. We also should consider better use of our school's athletic resources as part of this process.
178. Charge per person to walk on beach. Use fees to actually clean the whole beach. Abolish teen center and all its employees. Offer free memberships to private gyms to all teens.
179. Maintain the baseball fields
180. A walking / jogging track around one of the ball fields.
181. Deal with all the broken down concrete bunkers, etc. these are centers for graffiti, crime, etc and just generally dangerous and ugly
182. Make use of the old highway barn but not for aquaculture.
183. Wintertime activities
184. A public swimming pool would allow all of our youngsters to learn to swim. It would also be a great asset for the older population. It is the best way to recover after surgery or a fall. Just a great way to stay in shape. I suspect we could raise funds in Jamestown for this idea. Many people would support if the load was spread.
185. Tree maintenance - control the vines that are destroying the trees in the parks
186. Thinking about how people access the water: right of ways etc and providing places to park
187. None
188. Jamestown needs a year round swimming pool. Perhaps the building in Fort Wetherill might serve that use.

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Meeting Notes: Special Events, Arts and Culture Tuesday, July 16, 2013

Arts & Culture

- Enrich life
- Schools have less activities
- Appreciate aesthetics
 - artists, musicians
- Brings community together
- Also parades
- Allow young people to break out of shell
- Not to many activities for youth outside of sports
- Cross generational
- Meet new people – crosses boundaries (changing population)
- Navy families, retirees, fewer children, 2nd homeowners
- Economic opportunity – support local businesses
- Inclusion
- Quirky/creative
- Mayberry RFD
- Who in town offices is creating/encouraging new events, cultural activity? –comes from community today

Events & Activities

Retirees

- Volunteer activities/boards (local and outside)
 - Speakers
 - Movies
 - Fitness for adults/seniors (town vs. private)
 - Need to address transportation
- *How not to duplicate what private sector is doing? Or other organizations doing well?

Space Issues

- Beautification of Rec Center; maintenance, make more welcoming
- What is the teen center? How much of the building? What hours? How many people use?
- Do kids come from off the island to the Rec Center?
- Payment required for some programs to use space
- “Community” vs. “Recreation” center
- Activities get bumped
- Need calendar of when space is booked
- Rec should get groups together to plan year

- School – costly to use
- Loss of 2nd floor impacted programs
- Make sure gets used frequently by calendar
- How to prioritize who uses? What are criteria?

Future Space

- Community pool
- Tiered space – auditorium
- Multi-purpose room; dinner theatre, weddings
- Schools?
- Sailing center
- Tiered theatre – friendly (black box)

Meeting Notes: Recreational Services for Adults and Seniors Tuesday, July 30, 2013

Current Programs

- Not known by everyone
 - How is the message getting out? (most people read Jamestown Press)
- How to reach out to seniors?
- Transportation? How to use van?
- Building, former Grange Hall (99 year lease)
 - Hall, kitchen for meals on wheels
 - new roof
 - VFW headquarters
 - Church uses Sundays, boyscouts, yoga? (couldn't read a note next to this line)

Senior Center (future)

- Meals, periodic fancy meals
- Events/functions
 - Halloween, fireworks, dancing, movies, entertainment (research restrictions on alcohol)
- Speakers
- Attractive building/landscaping
- Support from out of town society
- Open more hours per day
- Transportation to and from
- Social meeting place
- Community breakfasts
- Partnership with Newport and Kingstown, Portsmouth, Middletown

How to get younger adults to participate?

- Adult basketball
- Adult softball
- Jamestown sailing race (Tuesday nights) would be popular
- Concerts (very popular)
- People don't know about adult programs
 - How to use website? Boards on corners?

Parks & Facilities

- Easily accessible
- Parking available
- Ferry goes to Ft. Adams for concerts
- Scuba diving at Ft. Wetherill (water access, beautiful terrain to see)
- Beavertail Lighthouse
 - Beach & parking

- Ft. Getty – well maintained
- Water!! Kayaking, shell fishing, boating, fishing
- Businesses that rent equipment
- Golf course

Facility Improvements

- Parking
 - Limited at beach, close to residential
- Water access
 - Not always parking near where want to drop boat/kayak
- 2nd floor of golf course closed
- More lectures
- Events at library are packed
- New art center has great activities/shows
- Adult athletic programs
 - yoga & fitness
- Need place for:
 - adult athletics with storage
 - Stage/theatre,
 - Field house – gym, theatre, swimming pool, new rec center?
 - Movie house and outdoor movies in summer

Meeting Notes: Recreational Services for Youth and Teens Tuesday, August 6, 2013

Teen Center

- Mentoring
- Activities – volunteering, bake sale, holiday helper, car wash, behavior agreement
- Drop-in - welcoming, include everyone, kids need to get to know each other
- Trips – block island, six flags, baseball games, Lake Compounce, CT, NH, beach
- Safety – parents know where kids are
- Teen planning board – leadership (AMPT), coordinate events, hold meetings (Tuesdays), get donations & budget
- Know what is going on in community, can find interesting programs
- Social programs – bullying, diversity, invisible children
- 10-15 kids, right after school is busy, then settles down, separate night for junior and high school
- Dances,
 - Overnight lock-ins
 - Chaperones, police to check,
 - No ins and outs at dance or lock-in
- Job referral (formal & informal)
 - help families in town
 - helps get first job reference
 - Newport City Youth Center job readiness program (8 kids)
 - Litter corps – 20 hours/week, 6 weeks

Teen Center Feedback (improvements needed)

- Facilities- more space? Accommodate more kids
- Gym is important space, when not available, attendance is lower
- Computers not working so well
- Tutor
- Swipe cards
- 7 doors to building

Programs

- Theater – extremely positive, people of different ages, comfortable with speaking and being on stage, part for every kid that tries out
- Summer camp – organized, ½ half day

Parks & Facilities

- Easily accessible
- Parking available
- Ferry goes to Ft. Adams for concerts
- Scuba diving at Ft. Wetherill (water access, beautiful terrain to see)
- Beavertail Lighthouse
 - Beach & parking
- Ft. Getty – well maintained

- Water!! Kayaking, shell fishing, boating, fishing
- Businesses that rent equipment
- Golf course

Facilities Feedback (improvements needed)

- Parking
 - Limited at beach, close to residential
- Water access
 - Not always parking near where want to drop boat/kayak
- 2nd floor of golf course closed
- More lectures
- Events at library are packed
- New art center has great activities/shows
- Adult athletic programs
 - yoga & fitness
- Need place for:
 - adult athletics with storage
 - Stage/theatre,
 - Field house – gym, theatre, swimming pool, new rec center?
 - Movie house and outdoor movies in summer

Programs

- Theatre – extremely positive
 - People of different ages, comfortable with speaking and being on stage, part for every kid that tries out
- Summer camp – organized ½ day. Open rec evenings for older youth

Programs Feedback (improvements needed)

- Need bike path (separates into 2 areas)
- Winter activities for Bridges (adults with disabilities) (space issue)
- Communications – didn't know about all programs
- More for young adults
 - technology group
- Intro to golfing class
- Less athletic activities
 - croquet, craft group, games, movies, youth golf, water balloons

Facilities/Parks

- Mackerel Cove
 - parking needed, 15/day for residents, natural area
- Playground at library
 - difficulty with ADA access in town
 - What about older kids?
 - wasp nest
 - swings missing
- Tennis – well-maintained (no lights)

Facilities Feedback (improvements needed)

- Driving range
- Bowling alley
- Pool
- Skating rink
- Another facility theater
- outdoor amphitheater
- Bike path (in town and on bridge)
- Bike rentals
- Sailing center
- Lighthouse
 - Conanicut Battery* needs more signage
 - reenactments more often
 - walking trails on *Conanicut Island*
- Water activities
 - more storage at Sheffield Cove
 - parking
 - relationship between board activities and swimmers
- Shuttle service – in lieu of cars
 - limited bus service – off island
 - No circulator on island
- Pedicab service
- Bike lanes

Ft. Getty

- Power issues
- New layout is positive
- Boat ramp not deep enough
- Pavilion is awesome
- Car show
- Good to have attendant (gatehouse)
- Needs better bathrooms – closer to pavilion
- more use could be made

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APPENDIX E:
JAMESTOWN CASH HANDLING AND
OVERNIGHT DEPOSIT POLICIES

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Cash transactions are strongly discouraged, except daily beach parking and ice at Gatehouse.

Installation of a credit card machine at the Recreation Department and at Fort Getty to minimize cash transactions.

Two people at all times will reconcile the deposit. One person will always be management. The personnel when available will rotate.

All Gatehouse and beach workers were given a new policy that the deposits were to be turned over only to Police Officers for overnight deposit at BankNewport, if at any time an employee from the Recreation department says that they are picking up a deposit they are to notify the Recreation Director immediately.

All Gatehouse and beach supervisors who prepare daily deposits were told that they only can do their deposit and if someone else offered to do it they were to report immediately to Management. It was also stated that if management discovered that someone else did do a deposit disciplinary action may be used.

Gatehouse receipts are issued in triplicates, one receipt is given to customer, one copy is kept at Gatehouse and one copy is picked up by management. Management reconciles with the shift log and cash register tape and then reconciles back to the daily deposit sheet.

Daily beach tags are numbered and reconciled with a log that is completed by the Beach staff on a daily basis. Management reviews the document(s) and reconciles it with beach tags that were sold and the overnight deposit at BankNewport.

Ice sales are accounted for on daily Gatehouse log sheets, Management reviews and reconciles with cash register receipt and then reconciles with the invoice from Eastern Ice.

Finance Department maintained a running itemized activity of the individual line items and the individual deposits. It is continually reviewed to notice any deposits that looked unusual or out of place.

Policy for Overnight Deposit pickup

- Gate House Attendant will complete deposit and put into plastic secure bank bag.
- They will tear off perforated strip and staple to daily shift sheet.
- They will then put the plastic bag in the overnight bag.
- Prior to Police Officer receiving the bag the Gate House attendant will close and lock bag.
- Police Officer will drop bag at Bank Newport.

ABOUT THE CENTER

The Edward J. Collins, Jr. Center for Public Management in the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston was established in 2008 to improve the efficiency and effectiveness of all levels of government. The Center is funded by the Commonwealth of Massachusetts and through fees charged for its services.



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