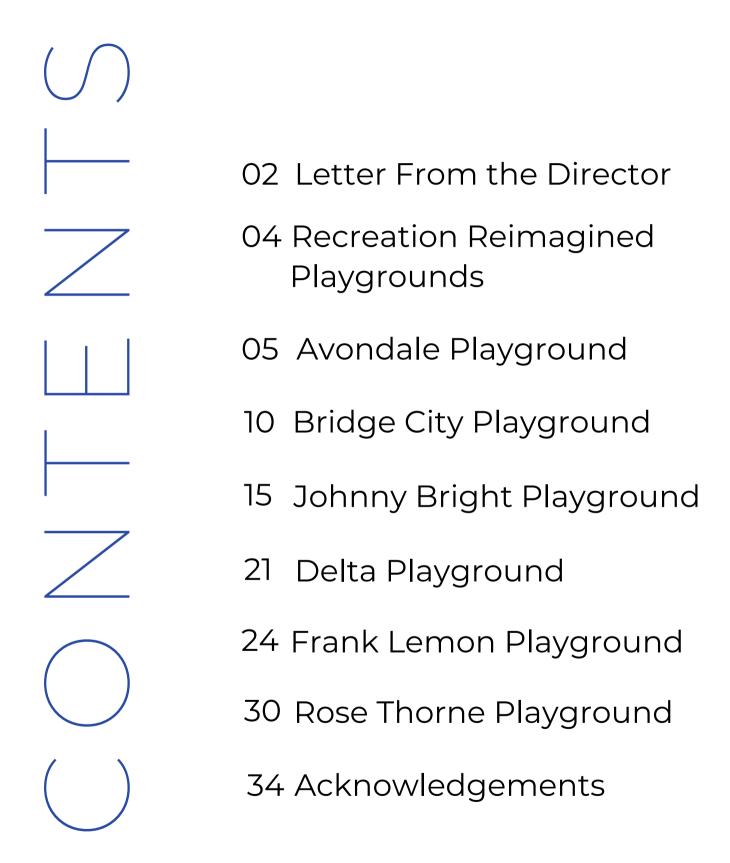


RECREATION

FINAL REPORT & ACTION PLAN
Spring 2024

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JEFFERSON PARISH DEPARTMENT OF PARKS & RECREATION



Recreation Reimagined: A Case Study Providing a Framework for a Next Level, Next Generation JPRD

Dear Parish President Cynthia Lee Sheng,

Over two years ago, we embarked on a journey to reimagine recreation in Jefferson Parish. Our dedicated JPRD staff, in alliance with the Parish Administration, diligently explored avenues to optimize Parish resources and enhance recreational services at its most underutilized playgrounds. Through extensive research into local, regional, and national trends in public recreation, and analysis of past playground utilization, JPRD presented innovative concepts at public forums across six Jefferson Parish playgrounds designed to solicit feedback and reengage the public.

Applying learnings from the lively and productive forums, JPRD quickly assembled Steering Committees at all six playgrounds with a goal of increasing youth sports participation and enhancing community utilization of the facilities. Through eleven months and over 200 hours of meetings, events, and public outreach, the playground Steering Committees lived the challenges of sustaining community engagement at playgrounds where demographics have significantly shifted. Through this process, however, four very significant themes emerged.

- 1. Strong JPRD leadership and communication, along with community involvement and input, are essential ingredients in advancing progress and utilization at neighborhood playgrounds.
- 2. Partnerships with public and private schools, area churches, and private organizations are ways to ensure accessibility and opportunity at underutilized playgrounds.
- 3. Youth sports, while an important piece, is only a fraction of what the Jefferson Parish Recreation Department promotes and offers to citizens at area playgrounds.
- 4. Neighborhood playgrounds provide local recreational opportunities, but Parish wide facility utilization should be explored where interests have been identified.

The themes resulting from the Recreation Reimagined process have proven the need for a paradigm shift in the perception of the breadth of services offered by JPRD. For decades, the word "playground," and the Playgrounds themselves, have been synonymous with youth sports. However, the data indicate that today's JPRD is seeing seniors, families, youth, and people with special needs, craving for more than just traditional sports. Ironically, JPRD is already delivering on some of these desires; yet too few people seem to be aware. It is imperative that we re-shape and communicate the scope of our Playgrounds beyond being venues centered around youth sports, transforming them into holistic Recreation Centers that serve not only local neighborhoods, but also the entire Parish. Doing so will expand the facilities' potential to encompass a wider array of recreational, educational, and social engagement opportunities for all age groups and interests.

In 2021, led by a 16-member committee made up of a cross section of JPRD employees, a new JPRD brand was established. The new brand, which includes a fresh and meaningful logo, symbolizes a JPRD that is grounded in four core principals. They are:

- 1. Community
- 2. Solid foundation for growth
- 3. Action and enjoyment
- 4. Opportunity

These four core principles succinctly define JPRD's mission. While we certainly can't be everything to everyone, we can strive to be something, for someone. Recreation Reimagined as a case study was an insightful and necessary process in further shaping the future of recreation in Jefferson Parish. In the short term, the outcomes derived from studying these six playgrounds will serve as a framework for creating policy, refurbishing, and expanding facilities, and creating appropriate programming across the Parish. But the long-term ramifications, will see a JPRD living and fulfilling its mission to provide accessible, equitable, inclusive, and high quality recreational public service to all of Jefferson Parish residents.

Sincerely,

Harold Buhler Director, Jefferson Parks and Recreation Department

RECREATION REIMAGINED PLAYGROUNDS

Avondale Playground

709 S Jamie Blvd, Avondale LA 70094

Bridge City Playground

400 11th St, Bridge City LA 70094

Johnny Bright Playground

3401 Cleary Ave, Metairie LA 70002

Delta Playground

8301 W Metairie Ave, Metairie LA 70003

Frank Lemon Playground

1307 Causeway Blvd, Jefferson LA 70121

Rose Thorne Playground

865 Jean Lafitte Blvd, Lafitte LA 70067



The Avondale Playground Steering Committee met for eleven months to evaluate and collaborate ways in which the playground could increase its Youth Sports program participation and usage of its facility.

Firstly, the Steering Committee addressed the community's concern with the lack of leadership at the playground. A playground supervisor was immediately appointed and has since brought stability to Avondale Playground. With consistent communication throughout the process, the Avondale Booster Club has become more organized and motivated, working alongside other community organizations and Recreation staff.

Avondale Youth Sports Participation by Year

	2023	2022	2021	2020	2019	
Basketball	34	2	0	41	38	
Cheer	45	41	0	0	52	
Track	26	1	2	5	5	
Soccer	21	1	0	20	20	
Baseball	12	1	0	3	0	
Softball	31	3	0	5	15	
Flag Football	20	3	0 0		1	
Tackle Football	3	1	0 5		41	
Volleyball	13	0	0	0	0	

The committee monitored the participation levels for each of the Youth Sports offered, while working to improve the coordination and communication processes. Participation rates did not increase across all Youth Sports. To be able to offer robust, high-value Youth Sports programming, Avondale youth will participate with children from other playgrounds where appropriate.

Cheerleading, comparatively, has had the highest participation rate of all the traditional Youth Sports at Avondale Playground. Parents and Steering Committee members are excited at the opportunity to expand Cheerleading at Avondale. The special program, JPRD Cheer & Tumble Academy will start at the conclusion of the 2024 Cheer season.

To ensure that youth in the neighborhood are aware of the playground's programs and events, the Recreation Department focused on fostering a stronger relationship with the Emmett Gilbert School of Excellence, a Jefferson Parish Elementary School located less than a mile from Avondale Playground. Through a more active and engaged partnership with the school, JPRD will provide programming for its students. An after-school pilot program began last September, offering basketball to K-5 grade students.

While the committee looked at ways to increase participation with its Youth Sports program, the numbers continued to remain low. With the goal to increase playground usage, the committee planned several community events held at the playground. The Booster Club, neighboring churches, and community members worked with playground staff to organize, promote, support, and manage the events, and as a result, were well-attended.

With the end of the community input phase, the Recreation Department is moving forward with an action plan to maximize facility usage and community engagement.

Famous cheerleaders:

Paula Abdul- Los Angeles Lakers
Teri Hatcher- San Francisco 49ers
Franklin D. Roosevelt- Harvard U.
Aaron Spelling- Southern Methodist U.
etc.

Action Plan

Youth Sports Program

With youth participation remaining low despite the recruitment efforts of the Steering Committee, Youth Sports at Avondale will be offered on a sport-by-sport basis depending on participation numbers.

New Opportunities

1. After-School Program- Partnership with Emmett Gilbert School
The Recreation Department developed an after-school program for the
Emmett Gilbert students that started in September 2023. The
supplemental program that introduced and prepared youths ages 5 to 10
for the upcoming JPRD basketball season that began in November 2023.

JPRD Staff attended two school Open House events as the new school year began in August 2023. The promotion of the current season of Youth Sports program and a presentation of the upcoming after-school program will reintroduce students and parents to Avondale Playground. The pilot program will be a model for other Jefferson Parish playground-Jefferson Parish school partnerships.

2. JPRD Cheer & Tumble Academy

To capitalize on the interest in Cheerleading at Avondale and across recreation centers in Jefferson Parish, the Recreation Department is creating its first dedicated cheer and tumble hub at Avondale Playground. The JPRD Cheer & Tumble Academy will provide year-round instruction and competition, hosts tournaments, and develop teams that will compete regionally and nationally. The Academy will include camps and after-school programs in coordination with the Cheerleading season. The ages for participation will start at 5 and extend to 17 years old.

Action Plan

Community Needs & Facility-Use

There was strong interest from the Steering Committee to hold community events co-sponsored or co-hosted by the Avondale Booster Club, neighborhood churches and Homeowners Associations. The playground facilities will be available for rentals, cook-offs, Back-to-School events, church groups, and community meetings.



BUDGET ESTIMATES

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BUDGET BREAKDOWN

CAPITAL OUTLAY \$75K Cheer & Tumble equipment

OPERATIONS \$25K Contract labor for program-



The Bridge City Playground Steering Committee met throughout eleven months to discuss ways to ignite community interest and usage at the Playground.

Due to lack of participation, Youth Sports programming at Bridge City had not been offered since 2017.

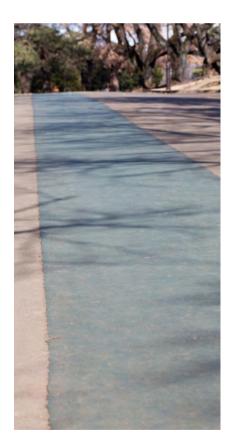
In an attempt to spark playground use with youth, the Recreation Department partnered with the playground's neighbor, Mildred Harris School, for an after-school soccer pilot program.

The 75 students who registered for the program exceeded the program's participation limit and expectation. However, in late March 2023, the Jefferson Parish School Board unexpectedly announced that Mildred Harris would be merging with Emmett Gilbert in the upcoming school year, therefore thwarting plans for future soccer programs or partnerships with the school.

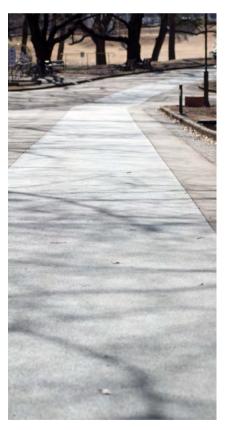
The committee pivoted and refocused their attention on the proposal for an archery program at Bridge City. For at least the past three to four years, the Louisiana Field Archery Association (LFAA) has been holding its Greater New Orleans Senior Games tournament at Bridge City Playground. Currently, the tournament consists of 12-14 participants. The State Tournament currently rotates its host site between New Iberia, Baton Rouge, and Shreveport. The New Orleans Chapter members are eager for the State Tournament to expand to Bridge City. The two-day tournament has an estimated 50-150 participants.

Additionally, there was overwhelming interest from committee members for the Bridge City Playground to serve as a community space for meetings and community-wide events comparable to Westwego Farmers' Market or the Bridge City Gumbo Festival.

With the end of the community input phase, the Recreation Department is moving forward with an action plan to maximize facility usage and community engagement.







Action Plan

Youth Sports Program

Children living in the Bridge City Playground area will participate in youth sports at neighboring playgrounds due to inadequate interest from the immediate neighborhood.

New Opportunities

JPRD Archery Range

A portion of the playground field space will be used as an archery range with instruction for beginners of all ages, open-shooting, and competition opportunities at the local, state, regional level.



Community Needs & Facility-Use

1. Community Space

Interest in the Playground to serve as a meeting space for community organizations, such as Homeowners' Associations, reunion events and gatherings was repeatedly discussed. Community members also expressed interest in using the Playground's field for informal, unrestricted, independent health and wellness activities.

2. Athletic Department & Leisure Services Storage Building

Storage is much-needed for the amount of equipment required for 25 playgrounds. A centralized repository will enable the Department to maintain and control inventory. The unused Bridge City gymnasium will serve as a central facility for both the Athletic Dept. and Leisure Services.





BUDGET ESTIMATES

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BUDGET BREAKDOWN

CAPITAL OUTLAY	\$886K	Multi purpose Track Fitness Station Tot Lot Pavilion Archery Range Shelving/ Storage Equipmen	391 K 125 K 150 K 150 K 40 K at 30 K
OPERATIONS	\$10K	Contract labor for program- Archery	



Johnny Bright Playground - Youth Sports Participation

YEAR T	Tue els	Soccer	Baseball	Softball	Volleyball	Cheer	Football	Basketball		TOTAL
	ITACK							Boys	Girls	IOIAL
2023*	105	143	138	51	61	13	52			563*
2022	70	161	153	56	89	22	64	158	24	797
2021	45	76	156	39	64	16	92	196	59	743
2020	50	135	87	21	24	3	45	139	27	531
2019	46	162	218	11	38	12	102	187	35	811

^{*}Note: 2023 participation numbers are current as of August 18, 2023.

The Steering Committee for Johnny Bright Playground, a strong and committed group, met for eleven months. Members remained focused on the goal of finding ways in which participation could be further increased at the playground.

At Bright, in 2021, total Youth Sports participation rebounded with an overall 40% total increase from 2019. Although, by individual sport, some have seen an increase, but many have not.



Bright Playground-Tennis

YEAR	PARTICIPANTS	% OF CHANGE
2023	948	+ 53%
2022	504	+ 38%
2021	196	-

Simultaneously, in 2021, the tennis program at Bright started to build momentum, continuing to grow each year for the past two years. With a waitlist for every session, demand for the tennis classes is undeniable.

With worldwide popularity and its historical roots in the New Orleans region, tennis continues to be a mainstream sport in Jefferson Parish. Tennis is one of the most popular sports worldwide with more than 87 million players in over 200 countries. Currently, there are over 750 adult and 170 junior Jefferson Parish residents who are active New Orleans Metropolitan Area Tennis Association (NOMATA) and United States Tennis Association (USTA) members. However, many Jefferson Parish residents are playing in leagues in New Orleans due to the lack of of tennis courts needed for scheduled leagues and tournaments.

From 2020 to 2022, participation in tennis has increased by 33% worldwide

In response to the growing tennis demand in Jefferson Parish, JPRD will expand the tennis footprint at Bright Playground. In order to offer more JPRD tennis programming, additional courts and more off-street parking will be built. The new tennis complex will provide opportunities for more competitive tennis matches and host tournaments that can spur economic growth for the parish.

The Steering Committee supports the construction of the tennis complex, while still maintaining facility space to accommodate Youth Sports and community free play opportunities.

Of all the youth sports offered at Bright, basketball has consistently seen the highest participation rate overall throughout the years. With the gymnasium's recent renovation, a Basketball Institute at Bright would result in increased use by becoming a hub for additional seasons of basketball instruction and leagues for the youth of Jefferson Parish.

The Recreation Department will proceed with an action plan to maximize facility usage and community engagement.



Action Plan

Youth Sports Program

Youth Sports participation has not increased to a level that allows for stand-alone leagues in all sports. Accordingly, some sport participants may be required to participate at surrounding playgrounds.

New Opportunities

1. JPRD Tennis Leagues & Tournaments

The Recreation Department will expand the tennis program at Bright to offer programming that will satisfy the level of the demand. The construction of nine new courts will expand Bright's tennis courts to a total of 11. The additional courts will also provide an opportunity for more competitive play for both adults and youth through the creation of JPRD Tennis Leagues. These leagues will allow the participants to represent the parish in local, state, and national tournaments. The complex will also provide opportunities for the USTA and Universal Tennis (UTR) to organize tournaments as supplemental competition avenues for the region.

2. JPRD Basketball Institute

A year-round basketball program at Bright will provide additional seasons of basketball instruction to build foundations, focus on strength and conditioning, and competitive play. The JPRD Basketball Institute will offer camps, clinics, leagues, and tournaments to train individuals and develop teams. Participants will receive player-specific, on-court skill development, increase court awareness, and improve strength, speed, and quickness.

Action Plan

Community Needs & Facility-Use

JPRD Tennis Complex

Bright Playground will be home to the JPRD Tennis Complex, the first tennis hub serving Jefferson Parish. The 11 courts will provide opportunities for free-play and local, state, and national tournaments hosted by the USTA and UTR.



BUDGET ESTIMATES

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BUDGET BREAKDOWN

CAPITAL OUTLAY

\$2.7M

9 Tennis Courts
Tennis Wall
Parking Lot
Lighting
Fencing
Bleachers

Contract labor for
programsTennis
Basketball

RECREATION REIMAGINED DELTA PLAYGROUND



The Delta Steering Committee analyzed the consistent decline of the participation in Youth Sports at Delta Playground. Committee members recognized the difficulty in competing for participants with another playground only 1.5 miles away.

Delta's Youth Sports have merged and moved to Mike Miley Playground. Delta now hosts free play Pickleball and Family Pickleball Leagues since Spring 2023. Community members expressed interest in playing pickleball indoors and expanding the program to be offered in the evenings. A pilot program to form a Family Pickleball League and offer evening pickleball was launched at Delta and is gaining momentum. With its popularity, the program has increased usage of the gymnasium.

The Steering Committee for Delta Playground fully supports the development of a year-round baseball and softball program, JPRD Baseball & Softball Academy. The core principals of the Academy are affordability, accessibility, and quality instruction. It would include in-season (March 1-June 30) and out-of-season (September 15- December 1) programming and facility-use. The Academy will accommodate a multi-use turf field and year-round baseball and softball programming focusing on player development. Similar to Bright's Tennis Complex proposal, Delta will serve and generate economic growth for the entire parish.

When available, Delta's facilities will also serve as an overflow practice space for East Bank teams during the peak of each sport season, as needed.

The Recreation Department is proceeding with an action plan to maximize facility usage and community engagement.

RECREATION REIMAGINED DELTA PLAYGROUND

ACTION PLAN

Youth Sports Program

Youth Sports Programs have merged and moved to Mike Miley Playground due to consistently low participation.

New Opportunities

1. JPRD Baseball & Softball Academy

Delta Playground will be home to the JPRD Baseball & Softball Academy that will provide year-round programming for players of all levels, including leagues and tournaments.

2. Family & Evening Pickleball League

The Family Pickleball League started at Delta in Spring 2023 continues to gain momentum. Sessions are usually 10 weeks long, including 2 weeks of instruction. The league is for players of all ages and consists of teams of two (1 adult, 1 child). Additionally, Delta offers three days and three nights each week of free-play of pickleball with an average of 50 players each session.

Community Needs & Facility-Use

1. State-of-the Art Baseball & Softball Facilities

The Recreation Department will invest in the construction of state-of-theart fields and infrastructure to support the new JPRD Baseball & Softball Academy.

2. Overflow and Rentals

When available, Delta will also provide additional practice space during peak seasons for teams when all other facilities are in use.

RECREATION REIMAGINED DELTA PLAYGROUND

BUDGET ESTIMATES

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BUDGET BREAKDOWN

CAPITAL OUTLAY \$2.6M

Multi purpose Field 2 Baseball Fields Covered Batting Cages

Parking Lot

OPERATIONS

\$60K

Contract labor for program-Baseball/ Softball

Academy



YEAR T	Tue els	Soccer	Baseball	Softball	Volleyball	Cheer		Basketball		TOTAL
	Irack							Boys	Girls	TOTAL
2023*	62	8	30	2	О	1	19			122*
2022	58	0	24	24	19	0	28	47	45	245
2021	40	0	8	0	О	0	8	40	10	106
2020	30	0	7	0	0	0	8	12	0	57
2019	34	0	12	0	0	0	20	22	0	88

^{*}Note: 2023 participation numbers are current as of September 4, 2023.

During the eleven months of meetings, led by an engaged playground supervisor and an active Booster Club, the Lemon Steering Committee closely monitored the participation levels of its Youth Sports program. Despite the committee's efforts to try to increase participation, the numbers remained low. For some youth programs, Lemon youth will participate with surrounding playgrounds.

To bolster playground usage, committee members at Lemon are eager to offer boxing instruction to the youth in the community. Boxing has seen a recent surge of interest for fitness and is now a multibillion-dollar commercial enterprise.

In 2021, there were about 5.24 million Americans who boxed for fitness, and 1.46 million who boxed competitively.

A youth boxing program at Lemon will provide fundamental instruction to introduce participants to boxing, fitness, and self-defense. The JPRD Martial Arts Academy, which will include boxing and other full-contact sports, will expand to include a Westbank hub at the Terrytown Boxing Club. The Recreation Department will provide experts to implement these upcoming programs and invest in equipment to attract new participants/athletes.

Additionally, Lemon Playground will be home to JPRD's beginner and competitive lacrosse programs. In its second year, the program is open to emerging, intermediate and advanced players. Area school teams have played at Lemon Playground's field in past years. Historically, the game of lacrosse has been played for over a century by the Indigenous Americans and Canadians. It is played by over 80 countries worldwide. The game requires the footwork of soccer and basketball, the hand-eye coordination of baseball, the toughness of football, and speed of track.

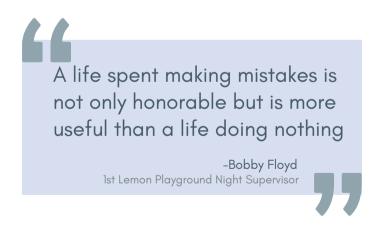




The Booster Club, a strong, committed group, organized several successful community-based events to increase playground usage. The neighboring church, First Zion Baptist Church, partnered with the playground for meeting space, summer camp, and a block party.

Along with the Playground Supervisor, a dedicated Booster Club focused on improving the gymnasium's conditions to create a more welcoming atmosphere. Some highlighted examples of enhancements occurring under the Committee's 11-month purview include: updated facility signage, parking lot re-paving, the re-installation of the gym's bathroom doors, and the installation of motivational posters to inspire young athletes.

The Recreation Department is proceeding with an action plan to maximize facility usage and community engagement.



Action Plan

Youth Sports Program

With participation remaining low despite the recruitment efforts of the Steering Committee, Youth Sports at Lemon will be offered based on participation numbers.

New Opportunities

1. Boxing Program

A youth boxing program will be offered at Lemon to expand into the JPRD Martial Arts Academy. Grappling classes, which is the foundation or base for mixed martial arts and wrestling will also be offered. Youth and teen camps will also be offered and led by experts in the field of Boxing and Martial Arts.

2. JPRD Lacrosse

JPRD's program started Fall 2022 with over 30 athletes. To build the year-round Lacrosse program, there will be open-experience clinics to introduce the sport to those interested. JPRD will also start a publicly-organized girls lacrosse program, a first in the state. Participants are provided sticks; therefore, no other equipment is required.

Community Needs & Facility-Use

1. Fully Equipped Martial Arts Facility

The Recreation Department will invest in equipment to outfit the Lemon gymnasium for a boxing program and JPRD Martial Arts Academy.

Action Plan

Community Needs & Facility-Use

2. JPRD Lacrosse

In past years, Lemon's field was used by school lacrosse teams. The field will now be prioritized for JPRD athletes. JPRD lacrosse will be scheduled around the other sports at Lemon so that the facility will accommodate all the programs at the playground. Lemon will be used for both practice and host games against other local clubs.

3. Community Events

There was strong interest from the Steering Committee and neighboring churches to hold community events at the playground. The facilities are available for rentals, cook-offs, Back-to-School, church events, and community meetings.



BUDGET ESTIMATES

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BUDGET BREAKDOWN

CAPITAL OUTLAY

\$150K

Martial Arts Equipment Field upgrades, Lacrosse

\$100K

OPERATIONS

\$20K

Contract Labor-Boxing/Martial Arts Instructor Lacrosse Instructor



During the community engagement stage, the committed members of the Rose Thorne Steering Committee along with the Recreation Department restored the playground after the damage caused by Hurricane Ida. The Mayor of Jean Lafitte, Tim Kerner, Jr., a Steering Committee member, remained dedicated to the playground's restoration and its return as a center for Lafitte families and youth.

In late winter 2022/early spring 2023, the community came together and spent a day helping to clear and clean the property. The Recreation Department followed through with the commitment made to the community and did what was necessary in the interim so that youth sports programming could return to Rose Thorne Playground. A trailer was moved onsite as a provisional office, the parking lot was repaved, the fields prepared, and lighting, fencing and batting cages restored.

The committee addressed the community's main concern: the lack of leadership. JPRD stabilized the playground with a dedicated supervisor, a local Lafitte community member, Lee Edmonson. The Supervisor's experience led the resurgence of youth at the playground, starting with soccer and followed by the baseball/softball seasons. Families and youth were excited to return to their home playground at Rose Thorne. Despite an initial surge of youth returning to the playground, youth sports participation does not support stand-alone leagues in all sports.

An estimated 60 volunteers came out to Rose Thorne on Community Work Day to help clean-up the playground

To increase usage at the playground, the Recreation Department will offer relevant programming specific to the community, in addition to traditional youth sports. Lafitte, LA is surrounded by water with fishing as its major local economy and culture. For that reason, the Playground, as an integral community resource, is best suited to provide fundamental courses on water-related safety and recreational programs. The classes at Rose Thorne Playground will help Jefferson Parish residents of all ages learn how to be safe on the water.

Under the Steering Committee's direction, the restoration of the facilities will focus on an outdoor community-centered space with multiple areas for specified recreational activities. The Committee was very enthusiastic about the addition of a walking trail and garden at the playground. The Playground will return as the heart of the community, and be a space everyone will be proud of.

The Recreation Department is proceeding with an action plan to maximize facility usage and community engagement.

About 40% of drownings among children [ages] 5-14 occur in natural water

Action Plan

Youth Sports Program

Rose Thorne will pair with Estelle Playground for youth sports. With Youth Sports returning to Rose Thorne in early 2023, participation levels are still rebuilding.

New Opportunities

Fishing and Boating Program

With a boat launch located across the street from the Playground, Rose Thorne will offer residents of Jefferson Parish water safety, beginner's boating, and introductory fishing classes and camps.

The fishing classes will introduce participants from beginners to those experienced to a variety of fishing topics. The boating class will go over everything from choosing a boat, to legal requirements, navigation rules, and related subjects.

Community Needs & Facility-Use

This close-knit community is focused on a playground that is central for its families, children, and all Lafitte residents. As the community continues to rebuild after Hurricane Ida, the creation of common spaces for locals is crucial. The Recreation Department, in partnership with the City of Lafitte, will invest in the construction of key amenities that will encourage community-building and interactions.

BUDGET ESTIMATES

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BUDGET BREAKDOWN

CAPITAL OUTLAY

\$800K

Multi Use Path Fitness Station Refurbish Tennis Courts Add Pickleball Line / Nets Add Sand Volleyball

OPERATIONS

\$10K

Contract labor for program- Fishing & Boating



JPRD would like to express its sincere gratitude to the invaluable input, feedback, support and participation of the staff and community members throughout the process in preparation of this report. Their expertise and insights continued to greatly contribute to improving the quality of service for the citizens of Jefferson Parish.

We thank you for your continued support in our efforts to contribute to JPRD's success.

CONTACT

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