

PARKS AND RECREATION

DEPARTMENT MISSION STATEMENT

We are dedicated to providing beautiful, exciting, and vibrant parks along with recreational services and facilities.

DEPARTMENT DESCRIPTION

The Parks and Recreation Department is made up of six operating Divisions and an Administrative Division:

- The Administrative Division is responsible for providing the overall strategic planning and structure of the department’s organizational leadership, while collaborating with the operating divisions to provide supervision and guidance aligned with the City’s mission and vision.
- The Capital Projects Division is responsible for the preparation, oversight, and execution of various Parks and Recreation Capital projects. This division also serves as the department’s liaison for and between other departments managing other parks projects.
- The Facility Maintenance Division oversees the facility maintenance operations, including swimming pools, tennis facilities, youth centers, and capital projects.
- The Golf Division is responsible for all aspects of operations of the Miami Beach Golf Club and Normandy Shores Golf Club.
- The Park Ranger Division is composed of Park Rangers who enforce park regulations and City ordinances in City Parks and serve as visible and recognizable goodwill ambassadors of the parks who are often the first to respond and resolve minor incidents or requests for additional assistance in the parks.

DEPARTMENT DESCRIPTION CONT'D

- The Parks Maintenance Division oversees all landscape maintenance services, short and long-term projects, irrigation maintenance and repairs, invasive plant removal initiatives, small landscape site development, installation projects, and litter control.
- The Recreation Division provides citywide recreational, cultural, and educational programs along with supporting activities for all age groups and those with special needs. This also includes the City’s two tennis centers: Miami Beach Tennis Center located at North Shore Park and the Flamingo Park Tennis Center located at Flamingo Park. Currently, the Miami Beach Tennis Center’s management is contracted, and the Flamingo Park Tennis Center is managed by the City. Both centers provide tennis lessons, tennis court reservations, and annual memberships for the community.

The Department is continuously working to enhance service levels for our residents, tourists, and visitors, and is clearly focused on desired performance characteristics or outcomes including:

- Supporting our essential piece of the City’s Strategic Plan
- Responding to customer needs and positively adapting to change
- Implementing management’s philosophy and approach to customer service:
 - Every person visiting our parks is our guest and should be treated as one
 - Positive attitude
 - Pride in work
- Ensuring positive and informative marketing, promotions, and communications to patrons



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FISCAL ENVIRONMENT

The Parks and Recreation Department is primarily funded from the General Fund and revenues generated from various sources such as recreation fees, rental income, and golf activities.

- The Administrative Division and the Facility Maintenance Division are funded by the Parks and Recreation Department's General Fund budget
- The Recreation Division's budget includes revenue generated from recreation program fees, pool entrance fees, rentals charges, and management of the City's Miami Beach Tennis Center by a third-party contractor
- The Parks Maintenance Division and the Park Ranger Division are funded by the Parks and Recreation Department's General Fund budget, in addition to the City Center Redevelopment Agency (RDA)
- The Golf Division includes the Miami Beach Golf Club and the Normandy Shores Golf Club. All golf courses are funded by the General Fund. All revenues generated from various sources such as golf lessons, memberships, cart fees, green fees, and range fees are deposited as City revenue. The City contracts with a third party vendor to manage and operate both golf clubs.
- The Capital Projects Division is funded by various funding sources such as PAY-GO, Quality of Life, and General Obligation Bond funds.
- The Tennis Center Division's Flamingo Park Tennis Center portion is funded by the General Fund budget and has revenue generated by tennis lessons, memberships, and court rentals. The Miami Beach Tennis Center does not have any operating expenses; however, it generates revenue through the revenue-based management fee given to the City by the third-party contractor.



STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

- **Neighborhoods**
 - Enhance the beautification, physical appearance and cleanliness of neighborhoods
 - Proactively monitor the City for mosquito breeding grounds
 - Evolve parks and green spaces to meet the changing needs of the community
- **Organization Innovation**
 - Support all objectives to improve strategic decision making and financial stewardship, making the city more business friendly and user friendly, with an employee culture of problem solving and engagement



Strategic Plan Actions:

- **CREATE** a Parks Master Plan
- **CREATE** Maurice Gibb Park full plan within four years
- **COMPLETE** the Par 3 Park (within four years of employment agreement)
- **COMPLETE** North Beach Oceanside Park (complete within four years)

Budget Enhancement Actions:

- Addition of Park Rangers and Janitorial Services at Polo Park
- Addition of Park Rangers for 500-700 Alton Road Park
- Juneteenth Holiday

Resilient305 Actions:

- Time to **VOLUNTEER** or Get Involved
- **SUPPORT** Resilience Hubs
- **RESILIENT** Parks

BUSINESS ENVIRONMENT

The Parks and Recreation Department serves thousands of City of Miami Beach residents and visitors on an annual basis. From day-to-day programming to larger annual events, residents and visitors interact with the department on an ongoing basis. The department has contracted several services within the last few years:

- Management contract to Professional Course Management LLC for operation of the City's two municipal golf courses: Miami Beach Golf Club and Normandy Shores Golf Club

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BUSINESS ENVIRONMENT CONT'D

- Management contract to Van Daalen Tennis, LLC. for the Miami Beach Tennis Center in North Shore Park
- Third party vendors who provide grounds maintenance services including mowing, weeding, herbicide and fertilizer treatment, trimming, pruning, litter service, irrigation testing and pressure cleaning. These services, supported by staff, provide park patrons with a safe, enjoyable, and fulfilling experience.
- Management contract to The Rhythm Foundation for the North Beach Bandshell
- Independent contractors instruct programs such as ice skating, soccer, dance, art, tennis lessons, and more
- The Parks and Recreation Department also receives funding from The Children's Trust to carry out after-school youth programming at the North Shore Park and Youth Center on an annual basis

While several of our operations are contracted to a third-party, the department remains traditional while leading summer camps and afterschool programming with our year-round employees. Day-to-day maintenance operations are also led by our year-round employees, remaining connected with the community.

SIGNIFICANT ACCOMPLISHMENTS

- Accomplished the following during the COVID-19 pandemic:
 - Safely reopened and operated parks, golf courses and facilities, ensuring strict adherence to emergency orders in effect throughout different phases of the COVID-19 pandemic
 - Repurposed department staff to deliver continuous enhanced sanitization of all parks, golf courses, facilities and amenities, as well as enforcement of emergency orders
 - Repurposed staff to perform janitorial services previously performed by contractors during service cancellation period
 - Installed regulatory signage throughout all parks, golf courses and facilities in furtherance of emergency orders, including revisions when amended
 - 3,625 participants in creative virtual programs consisting of senior Tai Chi & Yoga, Arts & Crafts, Culinary and Mad Scientist classes for youth
 - 2,909 participants attended unique, safe and socially distanced events such as: Drive-In Movies, Movies in the Park and Holiday and Halloween events
 - 860 senior wellness calls were made by the Recreation Division to ensure senior program participants were safe
 - 277 children received free meals and craft kits from the Recreation Division during Spring Break



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- 767 participants received a special visit at their homes from the Easter Bunny at the height of the pandemic to spread some joy
- Began a virtual "Sundays with Parks and Rec" offering that receives between 300 – 800 views every Sunday morning. Activities include cultural readings and crafts, cooking lessons, arts and crafts and more
- Increased Movie in the Park offerings from 2 each year to 7 to encourage safe, outside, socially distanced events for the community
- Completed the following capital projects:
 - Collins Park (GO#2) – This project addressed parkwide safety through paver improvements in the plaza and walkways. Old pavers were removed, and new pavers installed in order to prevent pavers coming loose and causing a hazard.
 - Polo Park (GO#17) – Project entailed renovating the baseball field, constructing a new perimeter pathway, new furnishings, improving irrigation and landscaping.
 - Stillwater Park (GO#21) – This project consisted of replacing the perimeter estate fencing and painting the pavilion.
 - Crespi Park (GO#3) – This project consisted of replacing the perimeter estate fencing, constructing a new walking/jogging path and painting the pavilion.
 - Crespi Park, Normandy Isle Park, Stillwater Park and Tatum Park LED Lighting (GO#52) – This project addressed the upgrade of the sports lighting to a modern LED technology system to illuminate outdoor areas while also saving energy.
 - Completed construction of Indian Beach Playground Replacement, which entailed replacing the existing playground and safety surface, restoring the shade structure and restoring the perimeter fence.
 - Completed construction of Lummus Park Muscle Beach Upgrade, which addressed the addition of a second BeaverFit Performance Locker at Muscle Beach South Beach.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Increased the number of rounds by 2% and memberships by 11% at the Miami Beach Golf Club
- Assisted various public safety and homeless outreach programs, including 177,105 verbal warnings, 78632 face mask warnings, 7,433 face mask issued, 5 written citations, 14 written warnings, 803 Police assists, 28 parking assists, 5 Code Compliance assists, 113 Fire assists, 131 Maintenance assists, 4,577 Homeless Outreach assists and 79,577 Safety/Security checks (in FY 2020 through the Park Ranger program)

CRITICAL SUCCESS FACTORS

- Work in partnership with the Office of Capital Improvement Projects to implement and assist with numerous projects such as the:
 - Future Community Park at the Par 3 Master Plan
 - Flamingo Park Master Plan
 - Maurice Gibb Park Master Plan
 - North Beach Oceanside Park Master Plan
 - Other projects approved through the 2018 General Obligation Bond
- Continue focusing on recommending enhancements that will improve the overall appearance and safety of our park facilities

CRITICAL SUCCESS FACTORS CONT'D

- Maintain close collaboration with the Office of Capital Improvement Projects as new project plans are developed to ensure a full and comprehensive review and comment process is conducted by all divisions that will play a role in managing them
- Collaborate with the Human Resources Department to recruit and process the best qualified personnel necessary for the department's workforce. The early recruitment of summer staff is essential to ensure applicants are processed, trained, and ready to work in time for the start of summer programming
- Strengthen community partnerships that will benefit the City such as joint-use agreements for additional space to enhance our program offerings
- Encourage staff to obtain higher levels of education and training and maintain the ongoing in-service/local training education of all staff in the department to improve productivity, efficiency, customer satisfaction, and overall self-improvement

FUTURE OUTLOOK

The Department will continue identifying and prioritizing needs for new park renovations and developments, and work with the Office of Management and Budget on a strategic funding plan, along with completing all projects funded by the 2018 General Obligation Bond within the timeframe given.

