

# 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 seven operating Divisions and an Administrative Division:

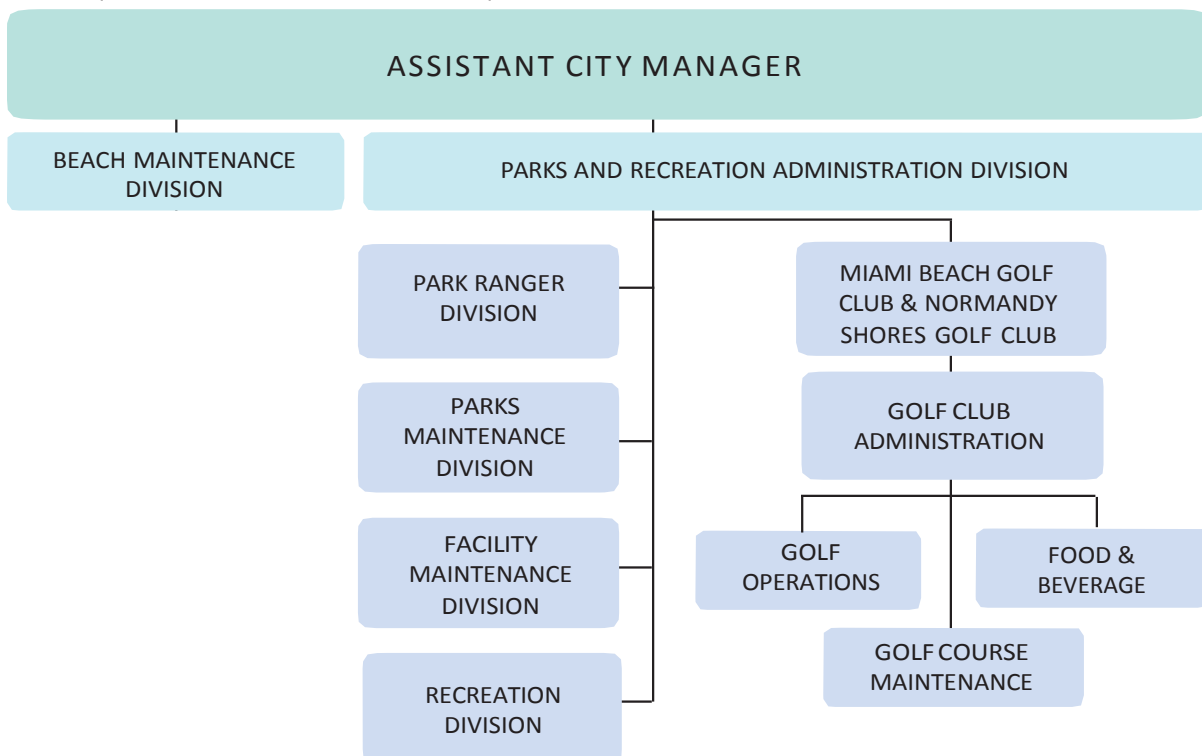
- The Administrative Division is responsible for providing the overall strategic planning and structure of the department’s organizational leadership, while collaborating with the operating divisions to provide supervision and guidance aligned with the City’s mission and vision.
- The Beach Maintenance Division is responsible for oversight and maintenance services and projects for all areas of the beach boardwalks, beach walks, and dunes.
- 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.
- The Miami Beach Tennis Center Division provides tennis lessons, tennis court reservations, and annual memberships for the community at North Shore Park Youth Center through a management company.

The Department is continuously working to enhance the service levels for our residents, tourists, and visitors, and is clearly focused on desired performance characteristics or outcomes including, but not limited to:

- Successfully 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



# PARKS AND RECREATION

## 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 Flamingo Park 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 redevelopment funding sources
- 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 Beach Maintenance Division is funded by the General Fund budget
- The Miami Beach Tennis Center Division is funded by the General Fund budget and has revenue generated by tennis lessons, memberships, and court rentals



## 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:

- South Pointe Park Cutwalk/Government Cut Erosion Project
- Seniors Got Talent Event Programming
- Cultural Events Programming

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:

- Third party vendors who provide grounds maintenance services including, but not limited to, 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.

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## BUSINESS ENVIRONMENT CONT'D

- Management contract to Miami Beach Tennis Management for the Flamingo Park Tennis Center
- A multi-year pilot agreement was awarded to Van Daalen Tennis, LLC. to provide programming at the City's Miami Beach Tennis Center in North Shore Park
- 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
- Independent contractors instruct programs such as ice skating, soccer, dance, art, 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

## SIGNIFICANT ACCOMPLISHMENTS

- Reopened Muscle Beach South Beach in March 2018, which now features two nature-inspired iconic installations with over 30 workout components
- Installed and opened new playground and shade structure in Belle Isle Park for ages 2-12 in February 2018
- Redesigned Muss Park to include a new LEED gold certified pavilion and handicap-accessible playgrounds for ages 2-5 and 5-12. In partnership with the Office of Capital Improvement Projects, this facility reopened to the public in January 2018.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Opened the City's first fully ADA accessible playground, "Sabrina's Playground," at Allison Park in October 2017. This project was completed in partnership with the Office of Capital Improvement Projects.
- Opened a skate park in April 2018, which spans nearly 5,000 square feet of concrete and features 3 feet and 4 feet quarter pipes, ramps, rails, grind ledges, and a flat bar
- Expanded Special Populations programming from once a week to five times a week
- Held another successful summer camp program with 2,688 camp participants, compared to 2,457 camp participants in 2017
- Increased the number of rounds by 35% in Miami Beach Golf Club and 14% at Normandy Shores Golf Club
- Implemented RecTrac, a new parks and recreation online software system that provides the public with a user-friendly experience when registering for programs and reserving park pavilions
- Hosted the 1st International Tennis Federation Seniors World Individual and Team Championship Tournament from October 29, 2017 to November 13, 2017. This tournament brought between 900-1,000 participants and between 1,500-2,000 event attendees.
- Completed the annual renewal of all beachfront concession permits for 80 upland properties

**Completed ball field improvements at Polo Park, which was the first General Obligation Bond project completed**





# PARKS AND RECREATION

## 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
  - Altos Del Mar Park Master Plan
  - North Beach Oceanside Park Master Plan
  - Other projects approved through the 2018 General Obligation Bond
- Continue interdepartmental cooperation for implementation of the citywide cleanliness index and develop the workforce's practice of a reporting mindset to proactively utilize results for the identification of further service enhancements
- 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

## CRITICAL SUCCESS FACTORS CONT'D

- Collaborate with the Human Resources Department to recruit and process the best qualified personnel necessary for the department's workforce, with a focus on specially planned programming. 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
- Create or strengthen existing community partnerships for input, programming ideas, and fundraising efforts
- 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. The department will look to schedule staff to attend trainings issued by professional industry organizations to further cultivate knowledgeable of existing and new industry standards and opportunities.

## 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. The Department is also focusing on enhancing cultural programming through the introduction of new events and programs for the community.

