

PARKS AND RECREATION

DEPARTMENT MISSION STATEMENT

We make lifetime memories for the residents and many visitors of Miami Beach with more than three dozen beautiful, clean, safe, and vibrant parks along with best-in-class recreational services and facilities.

DEPARTMENT DESCRIPTION

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

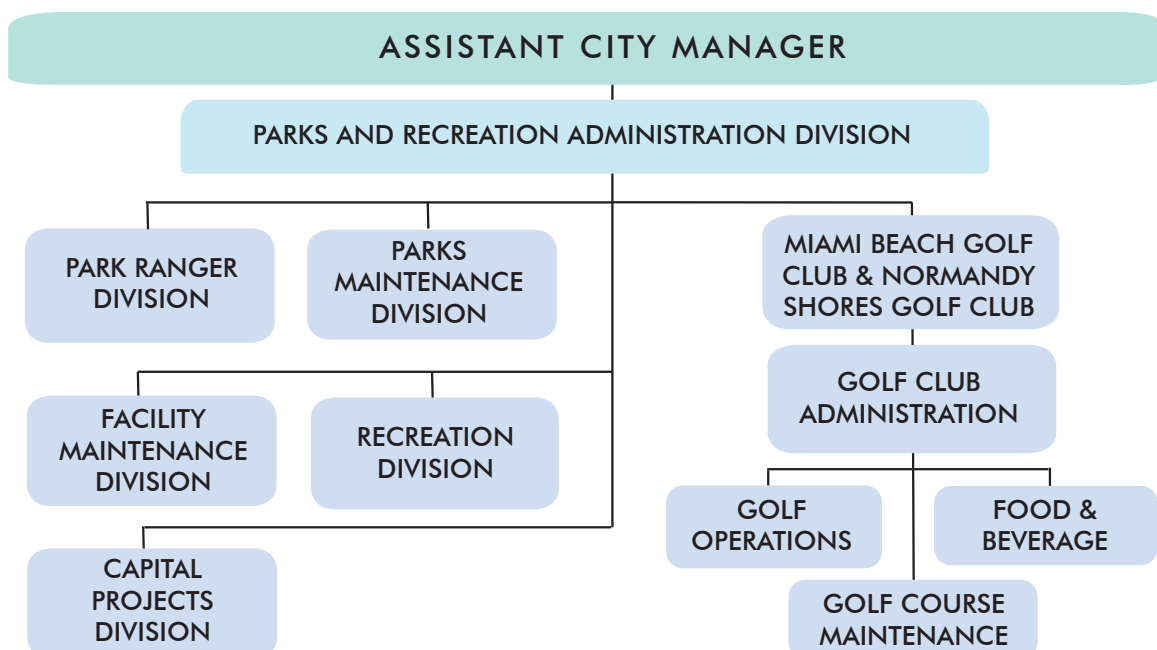
- The Administrative Division is responsible for providing the overall strategic planning and structure of the department’s organizational leadership, while collaborating with the operating divisions to provide supervision and guidance aligned with the City’s mission and vision
- The Capital Projects 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 between other departments managing additional 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

DEPARTMENT DESCRIPTION CONT'D

- The Park Ranger Division enforces park regulations and City ordinances in Miami Beach parks. Park Rangers also serve as visible and recognizable goodwill ambassadors. They are often the first to respond and resolve minor incidents or requests for assistance.
- The Parks Maintenance Division oversees all landscape maintenance services, resiliency initiatives, short and long-term projects, irrigation maintenance and repairs, invasive plant removal initiatives, 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 abilities

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 by the General Fund as well as revenues generated from various sources such as recreation fees, rental income, and golf fees.

- 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 is funded by the Parks and Recreation Department's General Fund. It also includes revenue generated from recreation program fees, pool entrance fees, rental 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. Both golf courses are funded by the Parks and Recreation Department's General Fund. All revenues generated from various sources such as lessons, memberships, 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's projects are funded by various funding sources such as PAY-GO, Quality of Life, and General Obligation Bond funds



STRATEGIC ALIGNMENT

Main Vision Area:

Neighborhoods

Management Objectives:

- **Neighborhoods**
 - Enhance the beautification, physical appearance and cleanliness of neighborhoods especially North Beach, City rights-of-way, town center areas, parks and beaches
 - Evolve parks and green spaces to meet the changing needs of the community though creating a Parks Master Plan to improve programming, facilities, cycling, and water management. The plan should include iconic art cultural opportunities and appropriate lighting.
- **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:

- **EVALUATE** how best to address the increasing demand of pickleball courts
- **PROACTIVELY** the monitor the City for mosquito breeding grounds and work cooperatively with Miami-Dade County to reduce the possibility of mosquito-transmitted disease

Budget Enhancement Actions:

- Addition of 5 Full-Time Park Ranger Positions
- Addition of 1 Full-Time Special Events Coordinator Position
- Addition of 4 Year-Round Part-Time Inclusionary Aide Positions
- Addition of 1 Full-Time and 1 Year-Round Part-Time Athletic Field Specialist
- Miami Beach FC Travel Soccer Program Funding

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 the following services:

- 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 for the Miami Beach and Flamingo Park Tennis Centers
- 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 utilizes a traditional staffing model to manage and supervise summer camps and after-school programming with our year-round employees. Day-to-day maintenance operations are also performed by our year-round employees, remaining connected with the community.

SIGNIFICANT ACCOMPLISHMENTS

- Accomplished the following in the previous fiscal year:
 - Formula F1 Event enhancements throughout City parks, including landscape enhancement projects with an emphasis on Bandshell Park and Lummus Park
 - Through the Park Ranger Program, the Department assisted various public safety and homeless outreach programs, including 46,599 safety/security checks, 53,507 verbal warnings, 6,383 motorized vehicles, 76 written warnings, 21 written citations, 774 police assists, 67 police assists with arrest, 89 parking assists, 65 code assists, 181 fire rescue assists, 169 UIR written reports, 1831 maintenance assists, and 6826 homeless outreaches
 - The Department added several new City-wide health and wellness initiatives that included: Senior Soccer Programming, Skateboarding programs, free community CPR classes, Brazilian Jiu-Jitsu and Wrestling classes and camps, free technical boxing and fitness classes, pickleball clinics and competitive swim team programming
 - Delivered core recreational programming and events servicing over 17,500 residents



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Department also added new programming initiatives that included: a new Travel Soccer College Prep Program for 21 high school travel soccer participants to gain assistance in college preparation and life skills, and a collaboration with the Florida Heiken Children's Vision Program to bring free vision exams to 276 of our summer camp participants
- Increased the number of range users at Miami Beach Golf Club by 20% and at Normandy Shores Golf Club by 85%
- Increased the total number of rounds at Normandy Shores Golf Club by 14%
- Increased the total number of memberships at Normandy Shores Golf Club by 80%
- Completed the following capital projects:
 - Allison Park - Completed restroom renovation and landscape enhancements
 - Belle Isle Park – Completed landscape improvements to the dog park
 - Buoy Park – Completed landscape improvements
 - Collins Park – Completed painting of benches garbage and recycling bins, and bollards
 - Collins Canal Park – Completed landscaping improvements through implementation of planting plan
 - Crespi Park – Completed restroom renovation and painting of the fence
 - Fairway Park – Completed addition of a new bicycle path, restroom renovation, expansion of tennis courts, expansion of driveway and landscape improvements

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Flamingo Park - Completed football field fence repairs and painting, painting of administrative office, replacement of pool umbrellas and garden tables, re-sodding of the dog park, landscape improvements to the soccer field, replacement of soccer netting, painting of electrical structures, laser-grading of softball and baseball fields, and many other improvements
- La Gorce Park – Completed the addition of flood irrigation to the south end
- Lummus Park - Completed painting of all equipment at Muscle Beach South Beach, replacement of benches at Muscle Beach South Beach, and the installation of additional benches and picnic tables in volleyball area
- Maurice Gibb Memorial Park - Completed fishing pier rehabilitation and floating dock repairs
- Mid Beach Park (previously Indian Beach Park) – Completed restroom renovation
- Normandy Isle Park & Pool – Completed renovation of basketball courts and exterior restroom
- North Shore Park & Youth Center – Completed installation of memorial plaque by baseball fields, painting of youth center exterior, and installation of new basketball system
- Polo Park – Completed installation of pour-in-place beneath the playground swing sets
- Scott Rakow Youth Center – Completed painting and installation of additional lighting to the gymnasium, installation of Ashoka trees in the pool area, replacement of the bowling system, and general landscaping enhancements throughout the exterior of the facility
- Skate Park - Completed the installation of a new irrigation system
- Soundscape Park – Completed re-sodding of the entire park, addition of planter beds and electrical outlet repairs
- Stillwater Park – Completed the rehabilitation of the restrooms and painting of the fence
- Tatum Park - Completed the rehabilitation of the restrooms and painting of the fence

CRITICAL SUCCESS FACTORS

- Work in partnership with the Office of Capital Improvement Projects to implement and assist with numerous projects such as the:
 - Bayshore Park (Par 3) Master Plan
 - Flamingo Park Master Plan
 - Maurice Gibb Memorial Park Master Plan
 - North Beach Oceanside Park Master Plan
 - Other projects approved through the 2018 General Obligation Bond
- Focus on achieving established Department strategic initiatives
- Continue focusing on recommending enhancements that will improve the overall appearance and safety of our park facilities
- 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 focusing on enhancing resident and visitor's quality of life within the City by identifying and prioritizing needs for park renovations and developments. The Department will 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. Along with park improvements, the Department is focusing on promoting the importance of health and wellness through a series of programs and events within the City, as well as family friendly activations in the ACDC.