

PARKS AND RECREATION

DEPARTMENT MISSION STATEMENT

The Parks and Recreation Department makes 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:

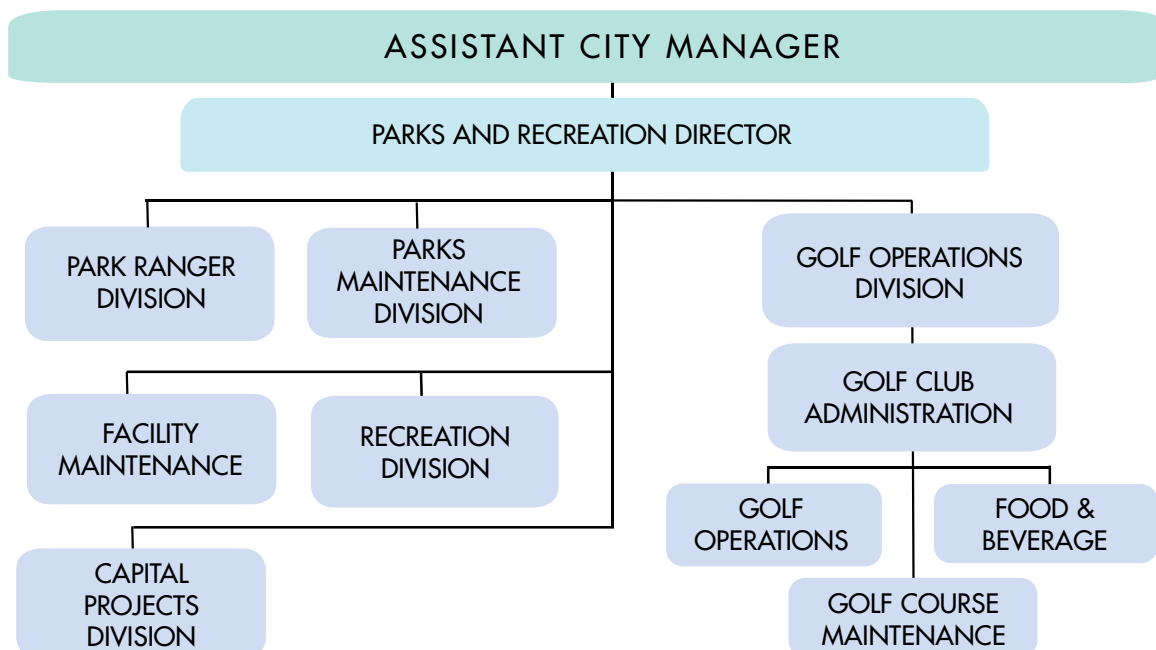
- The Administrative Division is responsible for providing the overall strategic planning and structure of the department's organizational leadership, while collaborating with the operating divisions to provide supervision and guidance aligned with the City's mission and vision
- The Capital Projects 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
- The Recreation Division provides citywide recreational, cultural, and educational programs along with supporting activities for all age groups and abilities

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 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 and 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 the City Center Redevelopment Agency (RDA) budget
- 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 Capital Pay-As-You-Go (PayGo), 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 through 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:

- Four (4) full-time Municipal Service Worker II positions for Parks Division
- Contracted Bus Services for After-School Program pick-ups
- Preventive Maintenance of the Aquatic Facilities
- Four (4) specialized pressure washing machines

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
- Management contract for the Miami Beach and Flamingo Park Tennis Centers

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BUSINESS ENVIRONMENT CONT'D

- 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

- Through the Park Ranger Program, the Department assisted various public safety and homeless outreach programs, including 96,690 safety/security checks, 57,789 verbal warnings, 102 written warnings, 3 written citations, 1,210 police assists, 136 police assists with arrest, 176 parking assists, 92 code assists, 210 fire rescue assists, 516 UIR written reports, 2,703 maintenance assists, and 12,092 homeless outreaches
- Increased the total number of memberships at Normandy Shores Golf Club by 80%
- Implemented new health and wellness initiatives such as: First Annual Pull-up Jam, Miami Beach Employee Free Swim Classes (75 employees participated), activation of roof-top pickleball courts at the 1755 Garage, Elevation Fitness Classes at Lummus Park, Fencing Programming in partnership with Davis Fencing Academy, and Senior Soccer Programming in partnership with Upright City FC
- Awarded Children's Trust Renewal Grant: \$546,471, USTA Wheelchair and Equipment Grant: \$17,198, and Florida Youth Soccer Association Grant: \$736
- Successfully worked with the Trust for Public Land (TPL) to increase the City's park accessibility score, from 97.9% to 98.4%



SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Completed many capital projects such as:
 - Allison Park renovation of park restrooms, including new flooring, new walls, new partitions, replacement of all fixtures, interior and exterior painting, etc. Installation of shade system for playground, installation of new safety surfacing throughout playground, and installation of new dog park, along with fencing, landscape improvements, new water fountain with dog bowl, etc.
 - Bandshell Park renovation of the performance stage
 - Collins Park installed pedestal and memorial bust commemorating former Mexican President and patriot Benito Juarez
 - Fairway Park renovation of park restrooms, including new flooring, walls, partitions, replacement of all fixtures, interior and exterior painting, etc
 - Flamingo Park upgraded all sports lighting to LED technology, including soccer field, football stadium, pool, tennis center and basketball courts
 - Lummus Park added new slack line poles within Muscle Beach South Beach and complete renovation of 10th Street restrooms, including new flooring, walls, partitions, replacement of all fixtures, interior and exterior painting, etc
 - Miami Beach Golf Club added LED sports lighting to the six dedicated pickleball courts
 - Palm Island Park resurfacing of tennis courts and basketball courts
 - North Shore Park & Youth Center flooring improvements, including renovation of the hardwood flooring in the indoor gymnasium, dance room and auditorium stage

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- Stillwater Park renovation of park restrooms, including new flooring, walls, partitions, replacement of all fixtures, interior and exterior painting, etc
- The Parks and Recreation Department offers an Inclusion in Recreation program for children and teens. This program allows children and teens with special needs to participate in regularly scheduled recreational activities at all City of Miami Beach Parks & Recreation facilities such as after school, summer camps, and athletic programs. Children are paired with Inclusionary Aides who have a background in working with children with special needs. The Inclusionary Aides assist the children with integrating into the program and scheduled activities. To date the Parks and Recreation Department services 90 children and teens with special needs ranging from Autism Spectrum Disorder, Down Syndrome, learning and physical disabilities, and ADHD.

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
 - 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

CRITICAL SUCCESS FACTORS CONT'D

- Strengthen community partnerships that will benefit the City such as joint-use agreements for additional space to enhance our program offerings
- 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.
- 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 time frame 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 Art Deco Cultural District.

