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RECREATION SERVICES AND MANAGEMENT ASSESSMENT

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6.1 ASSESSMENT OF PARKS AND RECREATION PROGRAMS

The following is an assessment of existing recreation programs and services, parks, and facilities as well as maintenance and operations of the Palmetto Bay Parks and Recreation Department.

ASSESSMENT OF RECREATION PROGRAMS

Recreation programs and services are a mixture of inhouse and contract providers. However, most programming is the responsibility of other organizations in the area.

PALMETTO BAY RECREATION PROGRAMMING SUMMARY (2019-2022)

(Table 28) summarizes the programs and services that are offered by Parks and Recreation and those that are offered by other providers. This summary is based on information provided by Parks and Recreation staff.

PROGRAM AREAS	VILLAGE	CONTRACT	PROVIDER	
YOUTH PROGRAMS	SUMMER CAMPS			
	AFTER SCHOOL PROGRAMS			
FITNESS	RUN CLUB	YOGA BY THE BAY	YOGA BY THE BAY	
	YOGA	FITNESS BOOT CAMP	FITNESS BOOT CAMP	
		WEEKEND PE	WEEKEND PE	
		WELLNESS ED CLASSES	BAPTIST HEALTH	
		GROUP FITNESS		
YOUTH SPORTS	GIRLS REC SOFTBALL	TENNIS	TRUTH N TENNIS	
	TENNIS CAMP	FLAG FOOTBALL	I-9 SPORTS	
		T-BALL	MJ HOOPS	
		BASKETBALL		
		BASEBALL/SOFTBALL	HOWARD PALMETTO B/S	MIAMI STINGRAYS MIAMI LADY CANES
			MIAMI STINGRAYS	
			MIAMI LADY CANES	

PROGRAM AREAS	VILLAGE	CONTRACT	PROVIDER
YOUTH SPORTS	GIRLS REC SOFTBALL	BASEBALL/SOFTBALL	S. FLORIDA CONTENDERS
			S. FLORIDA DIAMOND DUSTERS
	TENNIS CAMP	SOCCER	MIAMI WAVES
			MIAMI SPORTS CLUB
			I-9 SPORTS
			BAY LIONS FLORIDA
			SOUL & SOLE
			MIAMI YOUTH SOCCER ACAD.
			HAUTE MOM & ME DBA
			LACROSSE
	VOLLEYBALL TOURNAMENT	DIG LIKE KIM	
FASTPITCH SOFTBALL TOURNAMENT	ORANGE BOWL FLORIDA FAST PITCH		
USSA SOFTBALL TOURNAMENT	INVITATIONAL		
ADULT SPORTS		TENNIS	TRUTH N TENNIS
OUTDOOR RECREATION	GARDENING WORKSHOPS	FAMILY KAYAK ADVENTURES	NATURE POSTINGS
		STAND UP PADDLEBOARD	
		KAST AWAY KIDS NIGHT	
		PHOTO NATURE WORKSHOP	
		BIRDWATCHING	
		STATE PARK TRIP & TOURS	
CULTURAL ARTS		BALLET AT THE PARK	PALMETTO BAY BALLET
		ART GALLERIES	ART SOUTH
		MOTHER'S DAY PAINT PARTY	

PROGRAM AREAS	VILLAGE	CONTRACT	PROVIDER
GENERAL		FINANCIAL LITERACY SEMINAR	RYAN JAMES
SENIORS	GAMES/CARDS	ARTSY TUESDAYS	NATURE POSTINGS
	ART CLASSES		
	TRIPS & TOURS		
	VIRTUAL BINGO		
	LUNCH & LEARN		
	KNITTING		
	TAI CHI		
SPECIAL EVENTS	BRIDAL EXPO	OPEN MIC NIGHT	MAYS CONSERVATORY OF THE ARTS
	COMMUNITY YARD SALE	CULINARY CRAWL	PALMETTO BAY BUSINESS ASSOC.
	DATE NIGHTS	MELANOMA AWARENESS WALK	MIGGY'S GIFT
	HALLOWEEN TRUNK/TREAT	MIAMI KIDNEY WALK	NATIONAL KIDNEY FOUND.
	HOLIDAY EVENTS	RELAY FOR LIFE	AMERICAN CANCER SOCIETY
	MEMORIAL DAY	CELEBRITY KICKBALL TOURNAMENT	CYSTIC FIBROSIS FOUNDATION
	STUDENT PHOTO CONTEST	CHANUKAH CELEBRATION	CHABAD OF PALMETTO BAY
	EARTH DAY	FARMERS MARKET	FARMERS MARKET OF SOUTH FL
	ECOFEST		
	CAMPING IN THE PARK		
	ANNUAL PICNIC		
	PRINCIPAL WELCOME BREAKFAST		
	NATIONAL ARBOR DAY		
	EARTH DAY MOVIE NIGHT		
	RECYCLING DRIVE-THRU		
	ENVIRONMENTALIST OF THE YEAR		

PROGRAM AREAS	VILLAGE	CONTRACT	PROVIDER
SPECIAL EVENTS	SHADE PALMETTO BAY TREE		
	GIVEAWAY		
	POLICE NIGHT OUT		

TABLE 28 – PROGRAMS AREAS AND PROVIDERS

VILLAGE RECREATION PARTICIPATION NUMBERS (FY 2021-2022)

(Table 29) summarizes participation in some of the in-house recreation programs and services that have been offered in the last year.

PROGRAM	NUMBER OF CLASSES OFFERED	NUMBER OF REGISTRANTS
YOGA	23	476
SENIOR VIRTUAL BINGO	10	82
SENIOR ART CLASSES	3	25
SENIOR LUNCH & LEARN	3	31
SENIOR TRIP & TOURS	3	38
GARDENING WORKSHOP	4	49
ART EXHIBITS	5	101
TOTAL	51	802

TABLE 29 – IN-HOUSE PROGRAM PARTICIPATION FY 2021-2022

CONTRACT PROGRAM/LEAGUE PROVIDERS PARTICIPATION NUMBERS BY LOCATION

(Table 30) indicates participation rates in many activities over the last three full fiscal years. These numbers are organized by the location that they occur.

PALMETTO BAY PARK	2018-2019	2019-2020	2020-2021
I-9 SPORTS	127	290	314
S. FLORIDA CONTENDERS	33	54	78
PALMETTO BAY BALLET	66	117	93
MIAMI LADY CANES	10	20	47
MIAMI WAVES	30	23	0
STINGRAYS	95	178	133
DIAMOND DUSTERS	51	51	37
MIAMI YOUTH SOCCER ACAD.	N/A	N/A	15
TOTAL	412	733	717
CORAL REEF PARK	2018-2019	2019-2020	2020-2021
OPERATION TRIPLET	N/A	66	0
BAY LIONS	21	31	42
MIAMI SPORTS CLUB	229	212	331
HOWARD PALMETTO	112	151	129
TINKERGARTEN	15	15	N/A
CANNONBALL YOUTH CLUB	N/A	166	N/A
MAVERICKS	24	26	N/A
TOTAL	401	667	502
THALATTA & LUDOVICI	2018-2019	2019-2020	2020-2021
YOGA BY THE BAY	N/A	73	71
NATURE POSTINGS	83	65	111
CADENZA MUSIC CENTER	N/A	4	N/A
SUPER SOCCER STARS	16	15	N/A
MOVE, BUILD, PLAY	35	138	N/A
TOTAL	134	295	182

TABLE 30 – PARTICIPATION BY FACILITY OVER LAST THREE YEARS

GENERAL PROGRAM CATEGORIES

(Table 31) is a listing of general program categories where programs are often offered by full-service parks and recreation agencies. It is unusual for an agency to directly offer programs in all of these areas, but there are usually either agreements with other providers for some of these activities or a referral to them.

AREA	GENERAL DESCRIPTION
SPORTS	YOUTH AND ADULT TEAM AND INDIVIDUAL SPORTS. ALSO INCLUDES ADVENTURE/NON-TRADITIONAL SPORTS.
FITNESS/WELLNESS	GROUP FITNESS CLASSES, PERSONAL TRAINING, EDUCATION, AND NUTRITION.
CULTURAL ARTS	PERFORMING ARTS CLASSES, VISUAL ARTS CLASSES, MUSIC/VIDEO PRODUCTION AND ARTS EVENTS.
AQUATICS	LEARN TO SWIM CLASSES, AQUA EXERCISE CLASSES, COMPETITIVE SWIMMING/DIVING.
YOUTH	BEFORE AND AFTER SCHOOL PROGRAMS, SUMMER/SCHOOL BREAK CAMPS, AND PRESCHOOL.
EDUCATION	LANGUAGE PROGRAMS, TUTORING, SCIENCE (STEM) CLASSES, COMPUTER, AND FINANCIAL PLANNING.
GENERAL INTEREST	PERSONAL DEVELOPMENT CLASSES.
SPECIAL NEEDS	PROGRAMS FOR THE PHYSICALLY AND MENTALLY IMPAIRED. ALSO, INCLUSION PROGRAMS.
SPECIAL EVENTS	COMMUNITY WIDE SPECIAL EVENTS THAT ARE CONDUCTED THROUGHOUT THE YEAR.
OUTDOOR RECREATION	ENVIRONMENTAL EDUCATION, HIKING, CAMPING, KAYAKING, AND OTHER ACTIVITIES.
SENIORS	PROGRAMS AND SERVICES THAT ARE DEDICATED TO SERVING THE NEEDS OF SENIORS.
TEENS	PROGRAMS AND SERVICES THAT ARE FOCUSED ON SERVING THE NEEDS OF TEENS.
SELF-DIRECTED	THIS INCLUDES THE OPPORTUNITIES FOR INDIVIDUALS TO RECREATE ON THEIR OWN.
SOCIAL SERVICES	THIS CAN INCLUDE NUTRITION AND FEEDING PROGRAMS, JOB TRAINING, LIFE SKILLS TRAINING, AND OTHER ACTIVITIES SUCH AS HEALTH SCREENINGS.

TABLE 31 – GENERAL PROGRAM CATEGORIES

PROGRAM OPPORTUNITIES

When the recreation services that the Village and the other organizations are providing are analyzed (Table 32), there are a few of the general program areas that are not being covered directly by organized programs.

PROGRAM AREA	VILLAGE	OTHER PROVIDERS
SPORTS	YES	YES
FITNESS/WELLNESS	YES	YES
CULTURAL ARTS	--	YES
AQUATICS	--	--
YOUTH	YES	--
EDUCATION	--	--
GENERAL INTEREST	--	YES
SPECIAL NEEDS	--	--
SPECIAL EVENTS	YES	YES
OUTDOOR RECREATION	--	YES
SENIORS	YES	YES
TEENS	--	--
SELF-DIRECTED	YES	--
SOCIAL SERVICES	--	--

TABLE 32 – GENERAL PROGRAM COVERAGE

There are a number of areas where there is a lack of programming being offered. Some of this is related to a lack of Village facilities (aquatics), staff, or resources (funding) but other key program areas (special needs and teens) do not have other established providers in the community. For the program areas that the Village or other organizations are not providing, the community is reliant on other agencies or private providers in the area for these services. The Village does not have to be the direct provider of programs in each of these areas but identifying other providers is important.

PROGRAM EMPHASIS

(Table 33) examine the level of programming offered in each of these categories by the Village and the other providers.

PROGRAM AREA	LOW LEVEL	MED. LEVEL	HIGH LEVEL
SPORTS	YES	--	--
FITNESS/WELLNESS	YES	--	--
CULTURAL ARTS	--	--	--
AQUATICS	--	--	--
YOUTH	--	YES	--
EDUCATION	--	--	--
GENERAL INTEREST	--	--	--
SPECIAL NEEDS	--	--	--
SPECIAL EVENTS	--	--	YES
OUTDOOR RECREATION	YES	--	--
SENIORS	--	YES	--
TEENS	--	--	--
SELF-DIRECTED	--	YES	--
SOCIAL SERVICES	--	--	--

TABLE 33 – LEVEL OF PROGRAMMING FOR EACH AREA (VILLAGE)

Village Programs

The focus of Village programs is clearly in special events and there are a mid-range of activities in youth, seniors and self-directed (due to the parks and other facilities that the Village has available). The level of programming in sports, fitness/wellness, and outdoor recreation are low. This is due to a lack of facilities to support these activities, minimal levels of staff, and a decision by the Village that these services are best provided by other organizations.

Other Providers

For other providers, the program focus is primarily in the area of youth sports and tennis with a reasonably strong offering in outdoor recreation. There are a medium level of fitness/wellness programming and special events with only a few programs being offered in cultural arts, general and seniors’ categories (Table 34).

PROGRAM AREA	LOW LEVEL	MED. LEVEL	HIGH LEVEL
SPORTS	--	--	YES
FITNESS/WELLNESS	--	YES	--
CULTURAL ARTS	YES	--	--
AQUATICS	--	--	--
YOUTH	--	--	--
EDUCATION	--	--	--
GENERAL INTEREST	YES	--	--
SPECIAL NEEDS	--	--	--
SPECIAL EVENTS	--	YES	--
OUTDOOR RECREATION	--	--	YES
SENIORS	YES	--	--
TEENS	--	--	--
SELF-DIRECTED	--	--	--
SOCIAL SERVICES	--	--	--

TABLE 34 – LEVEL OF PROGRAMMING FOR EACH AREA (OTHER PROVIDERS)

RECREATION PROGRAMMING SUMMARY

- The Village only conducts a relatively small number of recreation programs, and these are primarily special events, senior and youth programs. This is due to a lack of facilities to support these activities, minimal levels of staff, and a decision by the Village that these services are best provided by other organizations.

- Contract or partner organizations provide a larger number of programs focusing on youth sports, tennis, and outdoor recreation.
- When all the recreation programs, including those offered by the Village and other providers, are considered there are still some major program areas that are not being adequately covered. These include:
 - Aquatics
 - Education
 - Special Needs
 - Teens
 - Social Services
- Most all recreation programs and services are coordinated out of five parks or facilities. There is limited indoor space for programs that rely on this type of space.
- The Village is committed to an approach where staff provides programs in select areas, but the majority of programs are provided by other organizations. However, Parks and Recreation needs to have a formal, written, program plan in place to guide the delivery of services by the Village and other organizations to ensure that the needs of the community are being met in all program areas.
- There are limited existing program metrics and a lack of consistency in how they are tracked and reported. This is due in large part to the fact that Parks and Recreation does not have an on-line software program that can be used for program registration, facility rentals, and reservations.
- Recreation programs do not have the benefit of having established comprehensive marketing efforts or a seasonal program brochure. The Village previously had a quarterly program brochure (Play-by-Play) but this was cut from the budget. The Thalatta Estate does have strong marketing efforts for events and facility rentals.

- Parks and Recreation assigns athletic fields to community sports organizations but would benefit from having a written comprehensive athletic field use policy in place.
- Rentals of picnic areas, pavilions, meeting/event rooms are a minor emphasis for the department, but this is a major focus of Thalatta Estate.

6.2 ASSESSMENT OF PARKS AND RECREATION FACILITIES

CURRENT FACILITIES

The Village has a number of parks and facilities that support recreation programs and services that are offered by Parks and Recreation as well as other providers. These include:

Coral Reef Park

This is the largest Village park at about 48 acres. It is very well kept and maintained.

- The old Recreation Room was torn down and now the department uses a portable as an office and tennis center office. A new community room is needed to expand indoor programming.
- There are 8 hard surface tennis courts and a handball/racquetball complex (also is overlaid with two pickleball courts).
- There are 3 diamond fields including a H.S. Baseball stadium which two school's use. There are also several rectangular fields, some of which overlay the baseball fields. All are grass. School use is on a rental basis and youth sports groups on a fee per player per season. All of the fields are well maintained.

- The park has a great trail system in the park, but it needs to be resurfaced.
- The park also has a lot of open areas that are not specifically programmed for events or activities but available for drop-in recreation by the community.
- The Village conducts a number of special events in the park and a private vendor operates a farmers' market.

Palmetto Bay Park

This is the Village's second largest park. It is also well maintained.

- It has 6 girls softball fields (4 lighted), a large open grass area that is used for soccer fields (not lighted).
- There is a small community room with an office and an attached maintenance room. This should be replaced with a larger and more functional building.
- There is an old skate park that needs to be replaced and a basketball court that has recently been resurfaced.
- The park has a nice playground area, but it had to be reduced in size to accommodate a road that is not used. Parks and Recreation needs to come up with ideas on how the use this closed off road (fitness equipment, sprint track, etc.) In the past the road was closed off on Thursdays for a farmers' market as well.
- The park has poor access requiring everyone to enter and exit from Highway 1.

Thalatta Estate Park

This is a great facility for weddings and other events. It also supports

a few recreation programs as well. It is well maintained both inside and outside.

- The grounds are outstanding and there is great view of Biscayne Bay.
- The estate hosts a large number of weddings and some other events. With no inside congregate space it is basically a seasonal operation. The Village should consider adding an indoor space on the patio area.
- The Village charges at the low end of the scale for the types of uses it supports. Parks & Recreation should look at increasing the rental rates.
- All maintenance is on site with a small maintenance building. Special Events also has their office at this location.
- The estate has a lack of on-site parking for large events. Any event over 50 has to have valet parking using the park next door. There is a maximum of 250 people per event because of the parking issues.

Ludovici Park

This is a small park that also has a library (Miami/Dade Library) on site, a covered stage area, and an upstairs community room. There is a nice lawn area for events.

- The community room is utilized for some recreation programming and for rentals. Community groups use the room for free for their meetings but are limited on the number of hours per year.
- There is a lack of parking in the park which requires the use of the church across the street.

- Despite being located next to Biscayne Bay, there is no access to the water from the park.
- Miami Dade County pays the Village annually for use of the site for the library plus a portion of the maintenance costs to the building and parking lot.

Perrine Community House

The building is leased from the county. It is an old structure but is in good condition. There is one community room with a small kitchen.

- The building is used for rentals, small meetings, some senior programs, and other functions.
- The building is cleaned and maintained by Village staff.
- There is very limited parking.
- Rentals have to hire a security guard for night meetings.

Perrine Wayside Dog Park

This is a large dog park with large and small dog sections.

- It is located close to Highway 1 and is very nice park that is well maintained.
- There is not any designated parking for the park.
- Despite good maintenance practices, it is difficult to keep grass growing.

The Woods

This is just a long narrow open space area with houses located around it.

- The land is leased from the county, but they require that the Village put amenities into the site in the next couple of years.
- The county also requires the Village to clean out all invasive plants.
- The site is overgrown with vegetation.
- This will just be a passive park with a trail around the perimeter and some benches.

PARKS AND RECREATION FACILITIES SUMMARY

- There are five primary parks and facilities that support recreation programs and services as well as rentals. There is also a dog park and an open space area.
- Most of the parks and facilities are well maintained but improvements and some additional amenities are needed at each location.
- There is limited indoor space for programs and rentals and the existing spaces are small. There is no public indoor gymnasium available in the Village.
- There is no public pool available in the Village which means there are no aquatic programs.
- The lack of parking at a number of facilities (Thalatta, Ludovici, and Perrine) limits their use for certain activities and events. Palmetto Bay also has limited parking for tournaments and Coral Reef for heavy use on the weekends.

6.3 ASSESSMENT OF OPERATIONS AND MAINTENANCE

The Village has a strong commitment to parks and recreation operations and maintenance. This is reflected in a number of areas.

STAFFING

Staffing within the Parks and Recreation Department is divided into three primary areas (based on 2022-2023 fiscal year). These include 16 full-time positions and 19 part-time. This is only an adequate level of staffing for current operations and results in struggles to maintain a high level of service.

Administration and Programming

There are 5 full-time staff that handle basic administrative and operations tasks as well as recreation programming for the department.

- **Parks and Recreation Director:** Manages the entire department.
- **Parks and Recreation Manager:** Assists the Director and is directly responsible for overseeing parks capital projects plus the operation of Veterans Park and The Woods. The position also manages parks maintenance.
- **Administrative Assistant:** Provides administrative support for the department and director.
- **Special Events Supervisor:** Is responsible for the coordination of special events in the Village as well as overseeing general recreation programs that are not offered at one of the other park sites.
- **Special Events & Programs Coordinator:** Assists the Special Events Supervisor and is responsible for some general programs as well.

Parks Projects/Parks Maintenance

Is responsible for the maintenance of all Village parks and outdoor

facilities plus managing parks capital projects. There are 7 full-time staff.

- **Parks and Recreation Manager:** Assists the Director and is directly responsible for overseeing parks capital projects plus the operation of Veterans Park and The Woods. The position also manages parks maintenance.
- **Parks Maintenance Supervisor:** Is responsible for managing all parks maintenance functions and staff.
- **Parks Maintenance Workers (6):** They are responsible for the actual maintenance of the parks and outdoor facilities.

Recreation Operations

These positions are responsible for the operation of major parks and facilities as well as coordinating the programming that takes place there. There are 4 full-time staff.

- Parks & Recreation Supervisor (3) – Each of the supervisors is responsible for different parks. One has Coral Reef Park and the Tennis Center, another has Palmetto Bay Park, Perrine Community House, Perrine Community House and Perrine Wayside Park, and the third has Thalatta Estate and Ludovici Park as well as overseeing reservations.
- Park Reservations Specialist – Is responsible for coordinating all park reservations in the system.

There is also a total of 16 part-time Park Service Aide's with seven being assigned to the first supervisor, six to the second, and 3 to the third Supervisor. They assist with janitorial and minor maintenance of the parks and oversee rentals and coordinate vendors at Thalatta Estate. In addition, there are 3 part-time Recreation Attendants that are assigned to help with the operation of the Tennis Center.

Other

- There are a number of part-time staff and most of the positions are Park Service Aide's. There are virtually no part-time staff for Grounds Maintenance.
- There is not a park ranger program in place. This may need to be considered in the future.
- There are very limited on-going staff training opportunities.
- There is currently not a Certified Playground Safety Inspector (CPSI) on staff. Training an existing Parks Maintenance Worker for this task is advisable but this could also be handled by contract. Having playground inspections completed by a CPSI on at least a bi-weekly basis is important to reduce liability.
- All job descriptions (full and part-time) should be updated to reflect the current job responsibilities.
- The Village has a Personnel and Policies Manual and Parks & Recreation has a set of departmental rules and regulations as well as standard operating procedures but integrating all this information into a comprehensive parks and recreation staff manual would be advantageous. The department would benefit from having an established succession plan for staff.
- Facility Maintenance is not the responsibility of Parks and Recreation but augmenting this with a facility maintenance crew that is based in the department would provide a higher level of maintenance for indoor facilities.

OPERATIONS

Various operational factors are noted in the following section.

Maintenance

The maintenance of parks and facilities is reviewed below.

- The general level of maintenance of all parks and facilities is strong but needs to continue to expand for those areas that receive high use or are in need of being upgraded.
- Grounds maintenance does not have a separate athletic fields maintenance staff. This is often found in parks departments.
- All concession operations in all parks are contracted.
- Most all park maintenance and restroom cleaning are done in-house. The department does contract out some open area mowing but do all athletic field mowing in-house. Major tree trimming and high window cleaning is contracted.
- The Village does not have a computerized maintenance management system. However, work orders are utilized. Having a maintenance management system in place for both parks and facilities that would serve as a work order system and an accounting of maintenance by task and amenity would be helpful.
- While Parks and Recreation has a turf maintenance plan and individual park maintenance plans are developed monthly, there is not a comprehensive written maintenance plan in place for parks as a whole the establishes levels of service standards.
- All playgrounds in the Village need to be on a replacement schedule that ensures that there is a system in place for keeping playgrounds safe and usable.

Budgets

The Village has a number of budgets for Parks and Recreation that

cover parks and recreation facilities including:

- **Parks Administration:** This is the largest budget for the department, and it covers parks and recreation management and administration.
- **Coral Reef Park:** This is the operations and maintenance budget for this park and the activities that take place there. This is the second largest budget in the department.
- **Palmetto Bay Park:** This is the third largest budget account, and it covers the operations and maintenance of the park and its programs.
- **Thalatta Park:** This budget covers the operations and maintenance of the Thalatta Estate.
- **Other Budgets:** Beyond these major budgets there are also budgets for the following parks and facilities:
 - Coral Reef Park-Tennis Center
 - Ludovici Park
 - Perrine Community House
 - Perrine Wayside Dog Park
 - The Woods
 - Veterans Park
- The Village has strong budgeting practices based on establishing budget cost centers that identify the cost for different parks, facilities, and programs (tennis).
- Each of the budget accounts includes all direct identified costs (utilities, security, etc.) for the park or facility so the total costs have been identified.

- Revenues are shown in general categories only with no linkage back to the expenditure accounts.
- Parks and Recreation does not have a formal capital replacement plan in place that is supported by a capital asset management plan.
- Recreation program and facility use fees are established by Village ordinance, but this is not backed up by a formal written fee policy that provides a methodology on how fees are established. This policy would also help determine cost recovery guidelines for programs and facilities.
- The department does not utilize a recreation software program and as a result all program registrations are done manually. There is also no ability to register for recreation programs or rent facilities on-line. The Village also accesses a surcharge for using credit cards.
- The department will need to plan for increasing costs, especially for staff. The department will need to pay more to attract and keep staff but also plan for the state minimum wage going to \$15 an hour in a few years.

Policies and Procedures

There are minimal operations and management policies and procedures in place specifically for Parks and Recreation. The Village itself has policies and procedures that cover human resources (employee manual), purchasing and other management functions but this is the extent of most policies.

- There needs to be standard operating procedures for the department as a whole and also for individual parks and facilities. This is currently being developed.

- It is critical to have safety and security measures in place for all parks and facilities as well as an emergency action plan. There is a hurricane procedures manual.
- The department should also develop a continuity of service plan that ensures operations during or after a pandemic, hurricane, or other event.
- The department needs to develop a formal diversity, equity, and inclusion statement or plan (DEI). This should build off a Village wide DEI plan.
- Key performance metrics for parks/facility maintenance and recreation services are not present and are necessary for tracking purposes.

Marketing

Marketing does not appear to be a major focus for Palmetto Bay parks, facilities, and programs.

- The Village’s web site has limited information and does not feature links or promotion of facilities and events that are provided. This needs to be improved.
- There is not any type of a marketing strategy or plan in place to guide marketing efforts.
- There is not a marketing staff person or any one individual that is assigned the responsibility of coordinating marketing efforts for the department.

OPERATIONS AND MAINTENANCE SUMMARY

- The Parks & Recreation department has an organizational structure that is centered around three primary areas that is

well coordinated with the parks and facilities that are operated.

- Staff is mostly full-time with some key part-time support staff as well.
 - The staffing plan could use updates to job descriptions, the development of a staff manual, and the establishment of a succession plan.
 - The overall level of maintenance is high with most of the maintenance functions being conducted in-house with a few tasks contracted to outside providers.
 - There is a strong need for a comprehensive maintenance plan as well as a maintenance management system. This will enhance current maintenance practices and provide clear standards for the future to ensure that established levels of service are followed.
 - The department has strong budgeting practices based on true cost center accounting.
 - The department needs to establish a comprehensive fee policy to guide fee setting for programs, facility use, and rentals. This should be the basis for a complete cost recovery plan.
 - There is a need for a capital replacement program and asset management system.
 - There are limited operational policies and procedures to ensure a uniform and consistent approach to providing programs and facilities.
 - Key performance indicators need to be established for all aspects of the Parks and Recreation Department's operation.
- There is little integration of technology for management purposes.
 - There is no coordinated marketing of recreation opportunities to the community.