

## INVENTORY AND ASSESSMENT

### 3.1 INVENTORY AND ASSESSMENT OF PARKS SYSTEM AND FACILITIES RESOURCES

#### Existing Conditions Methodology

In planning for the delivery of parks and recreation services, it is useful to think of parks, trails, indoor facilities, and other public spaces as combining to create an infrastructure. This infrastructure allows people to exercise, socialize, and otherwise maintain a healthy physical, mental, and social well-being. The infrastructure is made up of components that support this goal. Components include such things as playgrounds, picnic shelters, courts, fields, indoor facilities, and other elements that allow the system to meet its intended purpose.

A detailed inventory of these components was conducted in Fort Lauderdale. For the purposes of this master plan, the inventory focused only on components at sites that are maintained for public use by the City of Fort Lauderdale Department of Parks and Recreation. It is recognized that other providers exist, and that the facilities they provide are part of the overall level of service enjoyed by people in Fort Lauderdale. The inventory located and catalogued all of the components and evaluated each one as to how well it was serving its intended function within the system. This information was used to analyze the Levels of Service provided by the system, which will be explained in more detail later in this Section.

The inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and the city's Geographic Information System (GIS). Components identified in the aerial photo were given GIS points and names. Next, field visits were conducted by the consulting team and by city staff to confirm the preliminary data and collect additional information.

During the field visits and evaluations, missing components were added to the data set, and each component was evaluated as to how well it met expectations for its intended function. During the site visits the following information was collected:

- Component type
- Component location
- Evaluation of component condition - record of comfort and convenience features
- Evaluation of comfort and convenience features
- Evaluation of park design and ambience
- Site photos
- General comments

A standard of service was established based on assumptions about the level of quality and condition expected by citizens. These assumptions were the result of meetings with the staff, focus group sessions, general observations, and the professional expertise and experience of the consulting team with other communities. This standard forms the basis for the component rating system. Each component was evaluated in terms of how well it met the expected function of that component at that location for its intended purpose. A three-tier rating system was used to score each component: (1) *Below Average*, (2) *Average* and (3) *Above Average*. This evaluation was done for each component on both a *neighborhood level*, i.e.; how well the component met expectations for residents that might live nearby, and on the *community-wide level*, or how it met expectations from the point of view of a typical resident who might live anywhere in the City.



Components were evaluated as described above. Each component was given a score to indicate how well it met expectations for its intended function. The scores were based on both the condition and ability of the component to meet the needs of the users of the park. In addition to the components' scores, each park site or facility was given a set of scores to rate its comfort, convenience, and ambient qualities. These scores are used as modifiers that affect the service values of the components within the park or facility.

The setting for a component and the conditions around it affect how well it functions, so in addition to scoring the components, each **park site** or **indoor facility** was given a set of scores to rate its comfort, convenience, and ambient qualities. This includes such things as the availability of restrooms, drinking water, shade, scenery, etc.

Information collected during the site visit was then compiled and corrections and comparisons made to GIS. Following the comparisons and compilation, the inventory was sent to the City staff for corrections and comments.

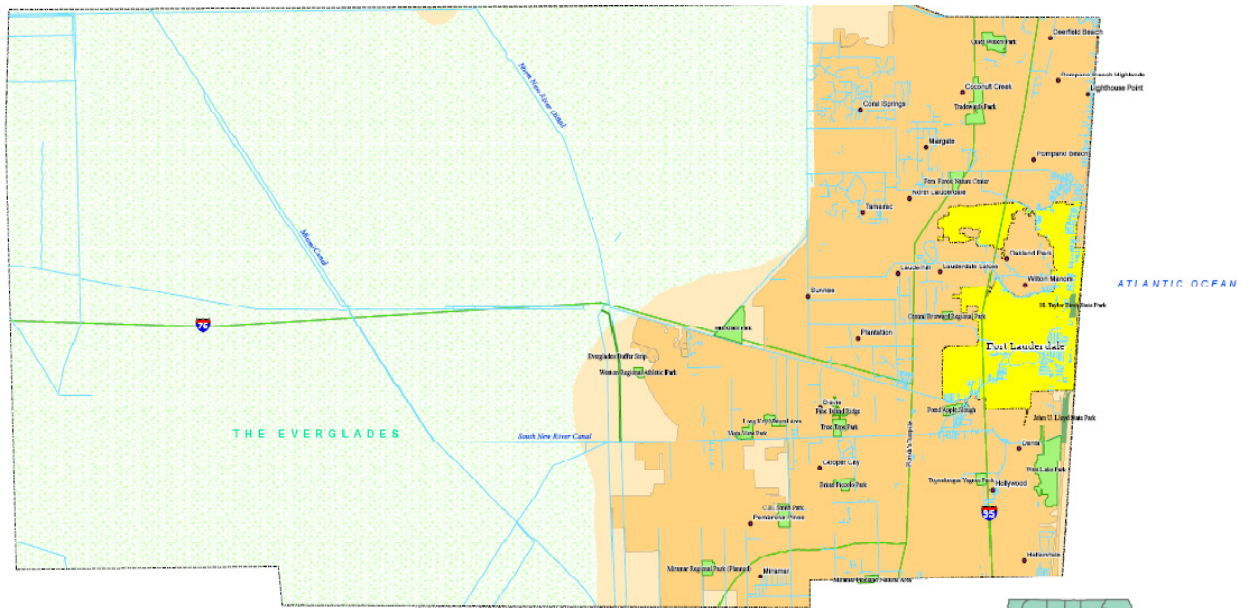
This process described above is part of the composite-values methodology used to analyze Fort Lauderdale's Level of Service (LOS) using the Geo-Referenced Amenities Standard Program (GRASP®). **Section 4.1** details the GRASP® Methodology process. The compiled inventory data can be found in the completed **Appendix C** including the **Inventory Table** and the **GRASP® Inventory Maps and Perspectives**.

### Inventory of Existing Parks Resources

#### ***Fort Lauderdale Context***

Fort Lauderdale, Florida, is a part of a larger metro area which includes Miami, Palm Beach, and Hollywood, among others. It is a City that has almost fully developed within its corporate boundaries and is not expected to expand as it is bordered by other communities on the north, west, and south and by the Atlantic Ocean on the east. See **Figure 1**. Its geographic location presents some interesting challenges to mobility as canals and rivers are frequently interspersed with roads and homes. Otherwise, the land is generally flat and hospitable to park development and natural features such as woodlands, rivers, and beaches are a highly valued part of the park system.

**Figure 1: Resource Map A: City of Fort Lauderdale Location Map (see appendix C for larger map)**

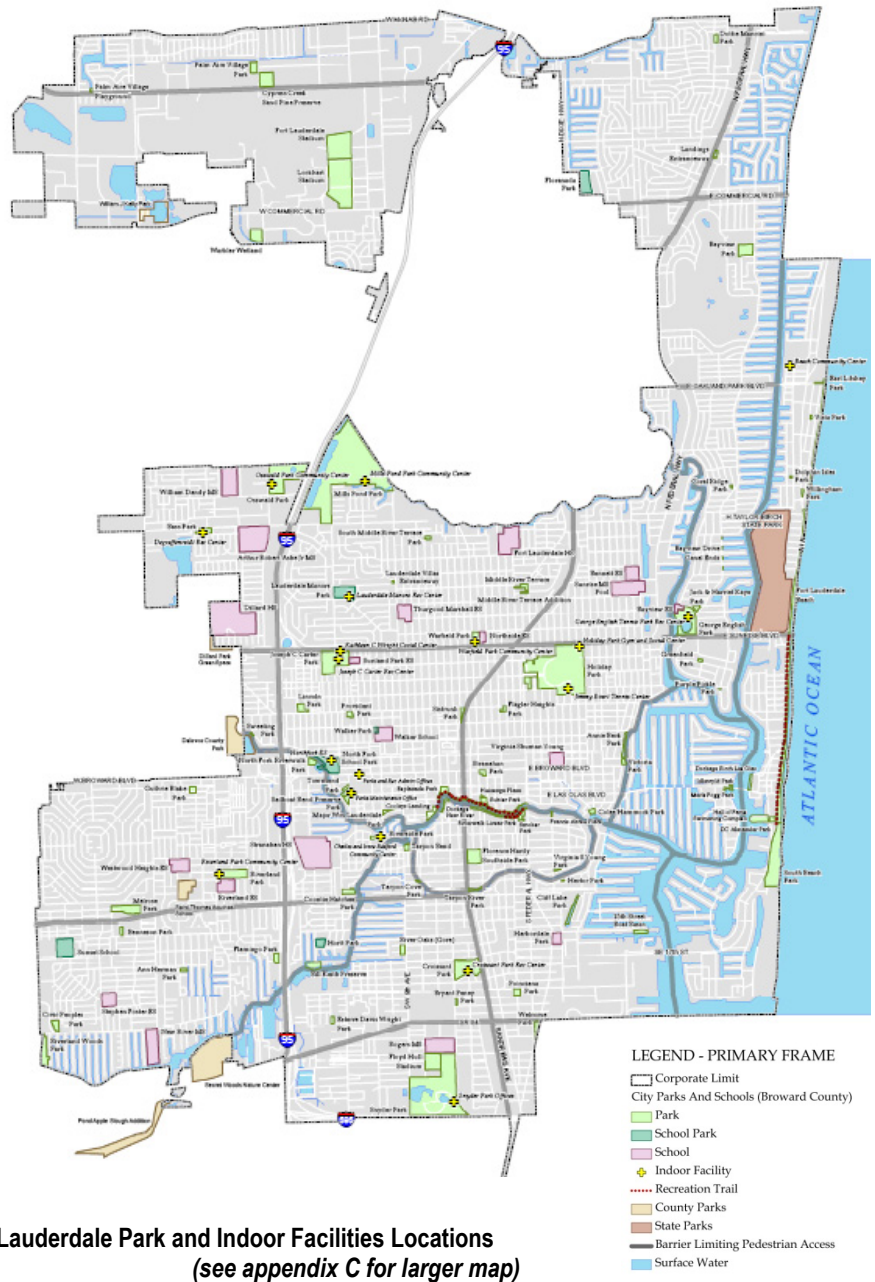


**Existing Infrastructure**

The classification of parks into broad categories such as “Neighborhood Parks” and “Community Parks”. In Fort Lauderdale, as in many municipalities, parks serve on both levels, and do not always fall neatly into one category or another. For this reason, the GRASP® process assigns both a neighborhood and a community value to each individual component within a park, without regard to the “classification” of that park.

The parks and recreation system in Fort Lauderdale can be thought of as an infrastructure that serves the health and well-being of people **Figure 2**. This infrastructure is made up of parts and pieces that are combined in various ways to provide service.

The City owns large and small properties and classifies their properties as, Special Use, Neighborhood Park, Community Park, Urban Open Space, Regional Park, School Park, Large Urban, Leased Facility, and Conservation Area. This plan strives to assess the value of these kinds of facilities as a whole that provides service to the community. The system serves the residents by providing active and passive recreation. Facilities are diverse and include things such as playgrounds, access to water, ballfields, natural areas, fitness courses, outdoor pools and gyms. These facilities are located in parks that are distributed throughout the community. This map shows where the existing parks, trails and open spaces are located. In addition, schools, landmarks, and barriers to pedestrian access are shown for reference. (Larger maps and **GRASP®** Perspectives can be found in **Appendix C**.)



**Figure 2: Resource Map B: Fort Lauderdale Park and Indoor Facilities Locations**  
(see appendix C for larger map)



**Major Parks**

*Fort Lauderdale Beach* – Fort Lauderdale Beach is a gem within the park system and in the City as a whole. As a public beach it is used not only by full time residents, but also attracts part time residents and tourists to the city. The beach is approximately seven miles long and is anchored by South Beach Park at its southern terminus. Along the length of the park is a paved multi-use trail that is edged by a wavy wall that forms the icon of the Fort Lauderdale Beach. Also along the beach are playgrounds, picnic areas, and sand volleyball courts. There is one public restroom along the beach that is maintained by the City. The beach is a draw to people for recreation but is also an important part of the coastal ecosystem as it often provides habitat for turtles and other sea animals.

*George English Park* – This park serves the community as a whole by providing a variety of active and passive recreation opportunities. Among other things, the park includes a tennis center, ballfields, recreation center, and a playground. In addition, it provides important water access to the community. It hosts launch areas for a variety of watercraft and provides facilities for fishing. The water on the site connects to canals that allow boaters to reach the Inter-coastal waterway, and the New River.

*Holiday Park* – Holiday Park serves the entire community by providing a variety of sports venues, play areas, passive areas, picnic areas, a community center, and an auditorium. As one of the largest developed parks in the City, it is a featured park in the community and has a high level of detailing and design. The sports facilities in this park are world-class facilities and provide opportunities for athletes of varying skill and interests. This park is also the venue for large community gatherings and concerts.

*Joseph C Carter Park* – This park is one of Fort Lauderdale's primary parks for athletic sports and active recreation. The park has a prominent history within the community and was redeveloped several years ago. It serves a wide geographic area and provides athletic fields, play areas, and passive areas to park users. In addition, the park has a large pool with spray features.

*Riverwalk Linear Park* – As the backbone of the downtown parks, this linear park connects several smaller parks as it follows the New River through Downtown. From this park, users can access vibrant businesses, walk or jog along the river, and take a break in the shade along the path.

*Snyder Park* – Snyder Park is one of the largest parks in the Fort Lauderdale system. It primarily provides passive recreation to the residents of the City and serves as a natural oasis in the City as it has the scale and feel of a state park rather than a developed urban park. It provides multiple picnic sites and pavilions for large and small groups, two off-leash dog areas, walking paths, and lake swimming. There is an entrance charge to the park.

*Mills Pond Park* – The largest park in the Fort Lauderdale system, it has a variety of components that draw primarily from the community as a whole. It provides a five-plex of ballfields, water skiing, and walk and picnicking opportunities. In addition to the high level of development at the west side of the park, the northern portion is the largest undeveloped area in the park system.



**Other Parks**

Also within the Fort Lauderdale park system are a variety of parks that serve the community and individual neighborhoods in different ways. The City has in its inventory parks that provide active and passive recreation opportunities, provides openspace and habitat, beautifies streets, and provides access to canal ends and waterways. Below is a sampling of the other kinds of parks that are a part of the community.

*Palm Aire Village Park* – This is a relatively new park and features a large playground, custom shelter and ornamental plantings. It represents the level of design and detail found in most of Fort Lauderdale’s new park construction.

*Bayview Park* – This 7 acre park is typical of parks this size, providing lit sports fields, playgrounds and play areas, pavilion, and tennis and basketball courts.

*Vista Park* – This small park close to the Fort Lauderdale Public Beach serves as a pedestrian connection to the beach. It is a small park with no active recreational components and, aside from the beach, is typical of the kind of park that is available to residents living on the barrier island.

*Frances L. Abreau Place* – This small park, located along the river is one of several that while bordering the water, do not provide access to the water. In several parks like this greater effort could be made to provide developed water access.

**Conservation Areas**

The City of Fort Lauderdale has several properties that are entirely or significantly undeveloped for the preservation of habitat and ecosystems. Currently there are seven areas that are considered Conservation Areas. These include: Coontie Hatchee Landing, Cypress Creek Sand Pine Preserve, Mills Pond Conservation Area, North Fork Riverfront Park, Sailboat Bend Preserve, Smoker Park, and Warbler Wetlands. These properties are managed primarily for the habitat that they provide and for the eradication of invasive species on the property.

**Trails**

At this time the Riverwalk linear Park and the walk along the Public beach are the only trails within the City of Fort Lauderdale. The City is working with Broward County to increase trail opportunities in Fort Lauderdale according to the Broward County Trails Plan.

**Indoor Facilities**

The City provides a variety of neighborhood focused indoor facilities to the residents of Fort Lauderdale. These facilities include:

**Administrative Offices**

The Parks and Recreation Administrative Offices are in adequate condition as are the parks and beach operations offices at Snyder Park.

**Community Recreation Centers**

In general, the facilities function as park playground program support spaces and community center facilities. They are neighborhood-oriented and are not like today’s regional multi-generational mega-centers. Most lack fitness equipment space and weight rooms, fitness/dance class spaces and dedicated art rooms. The following chart in Table 1 shows what type of components are at each facility and the total of each major component type.



**Table 1: Community Recreation Centers Facility Components**

Community Center Location	Multipurpose Rooms	Small Gym	Kitchen	Other rooms	Office/Lobby Bathrooms
Bass Park	2		Y		Y
Beach Community Center	1 large		Y	4 classrooms; 1 dance room	Y
Joseph C. Carter - Social Center	1 large		Y		
Joseph C. Carter - Community Center	1 large		Y		
Joseph C. Carter - Gymnasium		1 large			Y
Joseph C. Carter - Annex	1 large			1 dance	Y
Croissant Park	1	1	Y		Y
George English Tennis Park	1		Y		Y
Holiday Park - Social Center	1 large 1 small		Y		Y
Holiday Park - Gymnasium		1			Y
Holiday Park – Activity Center		1 large		1 gymnastics studio 1 martial arts studio 1 yoga studio small private teaching areas	Y
Jimmy Everett Tennis Center				Clubhouse meeting room	Y (pro-shop)
Lauderdale Manors		1			Y
Mills Pond Park	1 large		Y		Y
Osswald Park	1 large 1 small		Y	exercise weight room	Y
Riverland Park		1 large	Y		Y
Riverside Park	1		Y	veranda	
Warfield Park		1	Y		Y
<b>Total Facilities</b>	<b>12</b>	<b>8</b>	<b>10</b>	<b>4 class rooms; 2 dance rooms; 1 exercise/weight room; 1 conference room; a variety of other spaces</b>	<b>offices and support spaces</b>

**Summary of Key Findings for Park and Recreation Facilities**

Most facilities are meeting the expectations for their intended functions and purposes but most could use a face lift. In general, the storage is usually inadequate. The Bass Park facility needs overall improvements and is in the poorest condition.



**Criteria for Park Land Acquisition**

Currently the City of Fort Lauderdale has criteria for land acquisitions as outlined in the Parks and Recreation Element of their Comprehensive Plan.

*“The City of Fort Lauderdale has been fortunate that much of the park land acquired over the past six years has been funded through the 2000 **Broward County Safe Parks and Land Preservation Bond Program**. The concept of the bond program is consistent with the City’s park land acquisition and management goals as outlined in the City of Fort Lauderdale Comprehensive Plan, Future Land Use Element, and Policy 4.1.5 of the Recreation and Open Space Element, which is to preserve ecologically and historically important lands from development in areas of Fort Lauderdale characterized by intense urban development and almost complete loss of open space.”*

*“More specifically, objectives of the future park projects are: 1) to preserve disturbed vegetative communities that are extremely important to the City and Broward County in the preservation of natural resources; 2) to provide additional open space to the residents of the City of Fort Lauderdale, thereby maintaining the City Level of Service (LOS) Standard of 3 acres/1,000 residents; 3) to provide an opportunity for passive recreation which would meet the needs of less mobile residents (young children, elderly); 4) to provide an important environmental educational opportunity; 5) to reclaim the rundown and vacant lot areas; and 7) to connect the new park sites to other parks through bikeways, bike-friendly roads, and developed green and blueways.”*

The City’s Comprehensive Master Plan identifies the following specific considerations for open space and recreation management that are relevant to parks and natural resources:

- “1. There are likely to be very limited opportunities for the acquisition of new parklands and novel methods will have to be utilized toward expanding the park system.*
- 2. Dominant concerns will need to be for the ongoing modernization and enhancement of existing facilities.*
- 3. New opportunities for the cooperative development of facilities and conduct of programs will need to be identified and pursued.*
- 4. Attention will need to be given to the interest of historical preservation within the park system.*
- 5. The opportunities for incorporating public art into the park system need to be explored and pursued.*
- 6. Attention will need to be directed toward responding to evolving recreational demands and determining how specialized or even “fad” recreational activities can be accommodated within the park system.*
- 7. Aesthetic enhancement and continuity will need to command a greater priority in both private and public development efforts.”*

In light of these, the City should consider a proactive approach to identifying opportunities for the acquisition of lands that have significant ecological, recreational, or historical potential. Because such lands are likely to be in short supply, the City should identify ways to take advantage of partnerships to increase the availability of such lands to the public, and should also take steps to maximize the ecological, recreational, and aesthetic value of the lands it currently owns.

The Comprehensive Plan also states that the City of Fort Lauderdale needs to conduct a study “to define what its level of service should be in the face of all the redevelopment and increasing densities within the urban core and Barrier Island. The Department also needs to establish park planning districts that will allow this level of service standard to address geographic equity and to implement critical changes to our park impact fee collection system”. Based on this language, recommendations should be made to assure a basic and equitable LOS for parks and open space across the geography of Fort Lauderdale.



The 2000 bond issued allowed the City to acquire acreage to add to their parks system. In 2007 the parks system has a population of about 180,000 and over 700 acres of park land. This equates to roughly 4 acres per thousand people which is above and beyond the stated goal of 3 acres/1000 residents. Although the City has recently added a significant acreage to its holdings, the City is nearing build-out status leaving few available lands suitable for park land. However when lands become available the City can continue to use the above stated criteria to evaluate potential land acquisitions.

### **Potential Natural Resource Acquisitions**

At this time there are no identified significant unprotected natural resources within the City of Fort Lauderdale, however as the community grows and changes the City should continue to identify and evaluate all parcels that become available. The City needs to continue to assess properties for environmental significance. In addition, it will be important to strive for a balance of use on properties that includes incorporating more natural areas with active recreation when appropriate, given any inherent natural site resources. The City can enhance the ecological value of natural areas that are currently owned and managed through removal of non-native and/or invasive species, improving water quality, stormwater management and habitat value.

### **Landscape and Maintenance Assessment**

In general, the quality and condition of the parks is considered good and typical for the industry's best practices. Specific areas of concern have been noted in subsequent sections.

### ***Parks Maintenance Staffing***

Currently the City has one fulltime employee for every 4.945 acres of developed parklands and athletic fields. The City has 148 fulltime employees for 732 acres of developed and undeveloped park acreage.

With such variables in reporting from different communities, it is less important to measure this aspect of operations against other communities and more important to establish a benchmark for the City of Fort Lauderdale against citizen expectation and satisfaction levels.

### ***Specific Areas of Maintenance Concerns for Fort Lauderdale***

In the administrative benchmarking comparisons, park acreage per 1,000 residents is less than all four of the comparable communities. An analysis of the overall good condition of the parks and typical labor ratios (see below) indicates that the City of Fort Lauderdale appears to be adequately staffed.

The inventory conducted for this project included an evaluation of the *functionality for its intended purpose* for components throughout the park system. Items that scored a "one" in the inventory are considered to be below expectations. No specific cases were observed where components were below expectations purely due to poor maintenance. Typically, components scored low due to age, obsolescence, or other inadequacies. In some cases, components may score adequately for neighborhood purposes, but low for communitywide purposes. This is acceptable, in that the component may offer some service to the larger community even though that is not its primary function. However, this service is not up to the expectations that would draw people from across the community to use it, so it does offer service, but at a lower rate. The inventory should be reviewed by staff for all components that were scored with a "one" in either the Neighborhood or Community category, and a determination should be made on a case-by-case basis as to whether the current score is acceptable and no action is needed, or if a replacement or upgrade is needed. In some cases, removal of the component and re-purposing of that space for some other use may be desired, if needs have changed over time.





**Parks, Open Space and Trail Maintenance Practices - Park Maintenance Staffing Standards**

Limited information exists regarding standards for labor ratios for park maintenance activities. However, in his book, *Municipal Benchmarks Assessing Local Performance and Establishing Community Standards*, David N. Ammons reports that “although every municipality may wish to design its own standards to reflect local preferences and conditions, it need not start from scratch.” He further suggests that the following labor ratio guidelines devised by the National Recreation and Park Association (NRPA) may be useful to a community deciding on its own standards, procedures, and resource requirements. **Table 2** gives the labor ratios from this NRPA publication.

**Table 2: Labor Ratios for Selected Community Services Maintenance Activities**

<b>Labor Ratios for Selected Community Services Maintenance Activities</b>		
<b>Task</b>		<b>Labor Hours</b>
<b>Mowing 1 Acre, Flat Medium Terrain at Medium Speed</b>		
	20" walking	2.8 per acre
	24" walking	2.2 per acre
	30" riding	2.0 per acre
	72" (6-foot) riding	0.35 per acre
	Bush hog	0.5 per acre
<b>Trim</b>		
	Gas powered (weedeater)	1.0 per 1,000 linear ft.
<b>Planting Grass</b>		
	Cut and plant sod by hand (1.5' strips)	1.0 per 1,000 sq. ft.
	Cut and plant sprigs by hand (not watered)	10.9 per 1,000 linear ft.
	Seed, by hand	0.5 per 1,000 sq. ft.
	Overseeding, Reconditioning	0.8 per acre
<b>Fertilize Turf</b>		
	24": sifter spreader	0.16 per 1,000 sq. ft.
	Hand push spreader 36"	2.96 per acre
	Tractor towed spreader 12"	0.43 per acre
	Weed Control	
	Spraying herbicide w/fence line truck, tank sprayer 2 ft. wide (1" either side of fence)	0.45 per 1,000 sq. ft.
<b>Leaf Removal</b>		
	Hand rake leaves	0.42 per 1,000 sq. ft.
	Vacuum 30"	0.08 per 1,000 sq. ft.
<b>Planting Trees</b>		
	Plant tree 5-6 ft. ht.	0.44 per tree
	Plan tree 2-3.5" dia.	1.0 per tree
<b>Tree Removal</b>		
	Street tree removal	13.0 per tree
	Street tree stump removal	3.5 per tree
	Park tree removal	5.0 per tree
	Park tree stump removal	2.0 per tree

As previously stated, the City currently has one fulltime employee for every 4.945 acres of developed parklands and athletic fields. This would indicate that the City should produce a high-frequency maintenance service.



**Park Maintenance Policies and Procedures - Maintenance Operations Standards**

The Parks and Recreation Department has a maintenance standard of scheduled task frequency by season. **Table 3** shows the department's maintenance operations task frequencies as provided by the City staff. When compared with the industry best practices and the level of service desired by the community, the current maintenance operations standards appear to be adequate.

DISTRICT	AREA	TASK	FREQUENCY April - November		FREQUENCY December - March		
			/WEEK	/MONTH	/WEEK	/MONTH	/YEAR
CENTRAL	Annie Beck	Mowing	1	4		2	40
		Trash	3	12	3	12	144
CENTRAL	Victoria	Mowing	1	4		2	40
		Trash	3	12	3	12	144
CENTRAL	Flagler Heights	Mowing	1	4		2	40
		Trash	3	12	3	12	144
CENTRAL	Greenfield	Mowing	1	4		2	40
		Trash	3	12	3	12	144
CENTRAL	Purple Pickle	Mowing	1	4		2	40
		Trash	3	12	3	12	144
CENTRAL	City Hall	Planting					2
		Trash	3	12	3	12	144
CENTRAL	Medians	Trash	3	12	3	12	144
CENTRAL	Holiday Park	Mowing	1	4		2	40
		Trash	7				365
		ADA Amenities	1	4	1	4	48
CENTRAL	HP Athletic Fields	Mowing	3	12	3	12	156
		Aerating/top dressing					4
		Verti-cutting					2
		Fertilization		1		1	12
		Multiple Field Layouts	August-February				
		Tackle Football 1 field	1	4			11
		Flag Football 6 fields	1	4			11
		Soccer 11 fields	1	4			14
		Ball diamond Prep.	7				280
NW	Northfork Riverbend	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities					
		Fertilize		1		1	2
NW	Northfork School	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities					
		Fertilize		1		1	2



			FREQUENCY April - November		FREQUENCY December - March		
<b>NW</b>	<b>Walker School</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities					
		Fertilize		1		1	2
<b>NW</b>	<b>Sistrunk Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Fertilize		1		1	2
<b>NW</b>	<b>Provident Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Fertilize		1		1	2
<b>NW</b>	<b>Mizell Ctr</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Fertilize		1		1	2
<b>NW</b>	<b>Lincoln Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
		Fertilize		1		1	2
<b>NW</b>	<b>Lincoln Extension</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Fertilize		1		1	2
<b>NW</b>	<b>Sweeting Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Fertilize		1		1	2
<b>NW</b>	<b>Lauderdale Manors</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
		Fertilize		1		1	2
<b>NW</b>	<b>Bass Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Fertilize		1		1	2
<b>NW</b>	<b>Medians/Rows</b>	Trash	2	8	2	8	96
	<b>Bus Stop</b>		2	8	2	8	96
	<b>Shops Of Sistrunk</b>		2	8	2	8	96
	<b>Sistrunk Boulevard</b>		2	8	2	8	96
	<b>Northwest 21st Ave.</b>		2	8	2	8	96
	<b>Northwest 13th Street</b>		2	8	2	8	96
	<b>Northwest 9th Avenue</b>		2	8	2	8	96
	<b>Lauderdale Villas</b>		2	8	2	8	96
	<b>Sunrise Boulevard</b>		2	8	2	8	96
	<b>Northwest 23rd Avenue</b>		2	8	2	8	96



			FREQUENCY April - November		FREQUENCY December - March		
<b>NW</b>	<b>Carter Park</b>	Mowing	1	4		2	36
		Trash	6	24	6	24	288
		ADA Amenities	1	4	1	4	48
		Athletic Fields/Mowing	3	12	2	8	116
		Aerification					6
		Fertilization		1		1	12
<b>SW</b>	<b>Flamingo Pk</b>	MOWING		3			
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Beneson Pk</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Guthrie Blake Pk</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Bill Keith Preserve</b>	TRASH	2	8	2	8	96
<b>SW</b>	<b>Civic Peoples Pk</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Esterre Davis Pk</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Hardy Bowling Green</b>	MOWING	3	12	3	12	144
<b>SW</b>	<b>Lewis Landing</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Coconut</b>	TRASH	3	12	3	12	144
		MOWING		3		2	32
<b>SW</b>	<b>Tarpon bend</b>	TRASH	3	12	3	12	144
		MOWING		3		2	32
<b>SW</b>	<b>33 Ct</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Westwood triangle</b>	TRASH	3	12	3	12	144
<b>SW</b>	<b>Mj Wm Lauderdale</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Riverland Park</b>	Mowing		3		2	32
		Trash	3	12		12	144
<b>SW</b>	<b>Riverland Athletic Field</b>	Aerating		1		1	12
		Fertilizing		1		1	12
		Verticutting					1
<b>SW</b>	<b>Riverside</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Riverland woods</b>	TRASH	3	12	3	12	144
		MOWING		3		2	32
<b>SW</b>	<b>Snyder Park</b>	MOWING		3		2	32
		TRASH	7	30	7	30	365
<b>SW</b>	<b>Melrose Park</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Sunset Park</b>	MOWING	3	12	3	12	144
		TRASH	3	12	3	12	144



		FREQUENCY April - November		FREQUENCY December - March			
		Aerating		1		1	12
		Fertilizing		1		1	12
		Verticutting					1
<b>SW</b>	<b>Floyd Hull</b>	MOWING	3	12	3	12	144
		TRASH	6	24	6	24	288
		Aerating		1		1	12
		Fertilizing		1		1	12
		Verticutting					1
<b>SW</b>	<b>Hortt</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Townsend Park</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Ann Herman</b>	MOWING		3		2	32
		TRASH	3	12	3	12	144
<b>SW</b>	<b>Ann Murray</b>	MOWING					
		TRASH	3	12	3	12	32
<b>Fac Maint</b>	<b>Playground Inspections:</b>		Last Tuesday of the month				
	<b>Galt Bench Restoration</b>						2 yr cycle
	<b>Riverwalk bench Restoration</b>						2 yr cycle
<b>West</b>	<b>Mills</b>	Mowing	1	4		2	42
		Trash	7	30	7	30	360
		ADA Amenities	1	4	1	4	48
		Athletic Fields/Mowing	3	12	3	12	144
		Aerification					4
		Fertilization		1		1	12
		Drag clay	7	30	7	30	360
		Tilling clay					2
		Topdress fields					2
		Pressure cleaning					2
		Trim Hedges		1		1	12
	<b>Osswald</b>	Mowing	1	4		2	42
		Trash	5	20	5	20	240
		Golf Course greens mow	6	24	6	24	288
		GC Tees and Approaches	3	12	3	12	144
		GC Roughs	2	8	1	4	144
		Athletic Fields/Mowing	3	12	3	12	144
		Aerification					4
		Fertilization		1		1	12
		Drag clay	3	12	3	12	144
		Topdress fields					2
		Trim Hedges		1		1	12



			FREQUENCY April - November		FREQUENCY December - March			
<b>SE</b>	<b>Bryant Peney Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
		ADA Amenities	1	4	1	4	48	
	<b>Colee Hammock Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
		ADA Amenities	1	4	1	4	48	
	<b>Croissant Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
		ADA Amenities	1	4	1	4	48	
	<b>Florence Hardy Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
	<b>Francis L. Abreau Place</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
	<b>Hector Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
	<b>Idlewyld/Merle Fogg</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
	<b>Poinciana Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
	<b>Stranahan Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
		ADA Amenities	1	4	1	4	48	
	<b>Virginia S. Young Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
		ADA Amenities	1	4	1	4	48	
	<b>Welcome Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
<b>NE</b>	<b>Medians/Rows</b>	Trash	2	8	2	8	96	
	<b>Bayview Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	
		ADA Amenities	1	4	1	4	48	
		Athletic Fields/Mowing	7	28	3	12	272	
		Aerification					3	
		Fertilization		1		1	12	
	<b>Coral Ridge Park</b>	Mowing	1	4		2	40	
		Trash	3	12	3	12	144	



		FREQUENCY April - November		FREQUENCY December - March			
	<b>Floranada</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		Athletic Fields/Mowing	7	28	3	12	
		Aerification					3
		Fertilization		1		1	12
	<b>George English Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
		Athletic Fields/Mowing	7	28	3	12	272
		Aerification					3
		Fertilization		1		1	12
	<b>Dottie Mancini Park</b>	Mowing					0
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
	<b>Jack Kaye Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
	<b>Middle River Terrace</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
	<b>Palm Aire Village Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
	<b>Palm Aire Playground</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
	<b>Warfield Park</b>	Mowing	1	4		2	40
		Trash	3	12	3	12	144
		ADA Amenities	1	4	1	4	48
	<b>Medians/Rows</b>	Trash	2	8	2	8	96
<b>RIVERWALK</b>		Fertilize palms					3
		Fertilize grass					3
		Trim Hedges					4
		Clean Water Fountain	1	4	1	4	48
		Celan Water Fall					1
		Plant Annuals					2
		Plant Perennials					2
	<b>North Side</b>	Trash	5	20	5	20	240
	<b>South Side</b>	Trash	3	12	3	12	144



		FREQUENCY April - November		FREQUENCY December - March		
<b>LANDSCAPE INSTALLATION</b>						
	<b>Citywide</b>	Plant Annuals				2
		Fertilize Annual Beds				6
	<b>Parks/Beach</b>	Fertilize Palms				3
<b>TREE SERVICES</b>						
	<b>Citywide</b>	Prune Swale Trees				every 3 yrs
	<b>Galt Ocean Mile</b>	Prune Washington Palms				2
	<b>Beach</b>	Prune Coconut Palms				3
	<b>Oakland Park Bridge</b>	Prune Washington Palms				2
	<b>Riverwalk</b>	Prune Coconut Palms				2
	<b>E Las Olas - Isles</b>	Prune Coconut Palms				2
		Trim Hedges				4

DISTRICT	AREA	TASK	FREQUENCY March - October 31st		FREQUENCY November - February		/YEAR
			/WEEK	/MONTH	/WEEK	/MONTH	
Beach	Bermuda Riviera	Trash	7	28	7	28	336
		Trim Hedges		1		1	12
	Dolphin Isles	Trash	7	28	7	28	336
	DC Alexander	Trash	7	28	7	28	336
		ADA Amenities	1	4	1	4	48
		Trim Hedges		1		1	12
	Earl Lifshey	Trash	7	28	7	28	336
		ADA Amenities	1	4	1	4	48
		Trim Hedges		1		1	12
		Pressure Wash		1		1	12
	Lauderdale Beach	Trash	7	28	7	28	336
		ADA Amenities	1	4	1	4	48
		Trim Hedges		1		1	12
	Sebastian Parking Lot	Trash	7	28	7	28	336
		ADA Amenities	1	4	1	4	48
		Trim Hedges		1		1	12
	South Beach Park	Trash	7	28	7	28	336
		ADA Amenities	1	4	1	4	48
		Sand Sifting	7	28	7	28	336
		Pressure Wash	1	4	1	4	48
	Swimming Hall of Fame	Trash	7	28	7	28	336





	<b>Vista Park</b>	Trash	7	28	7	28	336
		ADA Amenities	1	4	1	4	48
		Trim Hedges		1		1	12
	<b>Willingham Park</b>	Trash	7	28	7	28	336
		Trim Hedges		1		1	12
	<b>Tides Condo</b>	Trim Hedges		1		1	12
	<b>Seawall/Sidewalk</b>	Trash	7	28	7	28	336
		Clean Showers	7	28	7	28	336
		Hand Rake	1	4	1	4	48
		Pressure Wash	7	28	7	28	336
	<b>Medians/Rows</b>	Trash	7	28	7	28	336
	<b>Galt Ocean Mile</b>	Trash	7	28	7	28	336
		Pressure Wash		1		1	2
	<b>Sand</b>	Surf Rake/Water line	7	28			224
		Surf Rake/Entire Beach			7	28	112

### **Current Methods for Tracking Costs**

#### *Documentation of Labor and Material Costs*

Park maintenance standards create the basis for which tasks should be tracked in order to support the standard. Using the standards as a guide should help in providing necessary yearly budget estimates based on costs. Benchmarking against past maintenance standards provides an analysis of current performance measures. Tracking labor and material costs is necessary in order to benchmark performance. The following steps are outlined.

#### *Determine cost per acre for maintenance task*

The Parks and Recreation Department is using a new system to track some per unit costs for park and athletic field's maintenance tasks. Tasks being tracked include:

- Mowing
- Trash removal
- Trim hedges
- Athletic field cultural preparation
- Athletic field mowing
- Ballfield preparation
- Landscape maintenance
- Landscape installation
- Tree pruning
- Tree removal
- Tree planting
- Stump grinding
- Seaweed removal
- Pest control
- Park maintenance miscellaneous
- Irrigation
- Equipment repair
- Pressure cleaning
- Training
- Purchasing
- Safety

It may be helpful to also track:

- Inspection
- Meetings
- Fertilizing
- Windshield or travel time



**Benefits of Tracking Costs**

There are many benefits from tracking maintenance costs. These include:

- **Accurate estimating of costs for new park acreage**  
As new facilities come online, having a cost for each maintenance task that would be required including staffing, supplies and equipment will allow the City to accurately estimate future maintenance costs.
- **Improved scheduling of maintenance activities**  
Understanding how many hours it takes to complete maintenance tasks will allow for better time management for maintenance staff. This in turn should allow for more efficient operations and maximizing use of staff and equipment.
- **Safer conditions**  
More efficient park and athletic field maintenance operations will lead to better maintenance practices therefore improving conditions for user.
- **Improved ability to apply maintenance cost to programming fees**  
As the City's recreation offerings continue to grow, pricing and cost recovery levels will need to be established. Understanding costs associated with maintenance, especially athletic field maintenance, will allow the City to potentially recoup these costs by applying maintenance costs (all or some) to programming and/or field rental and/or player use fees. It will be recommended that the City continue to use the Pyramid Methodology to establish cost recovery levels.
- **Determine total maintenance cost per acre**  
Understanding maintenance cost per acre can assist with future planning, evaluate budget trends and used to benchmark against similar agencies.

**Preventative Maintenance**

The tracking of equipment use hours are the basis of a quality preventative maintenance program. The Parks and Recreation Department may benefit from tracking equipment costs related to maintenance of parks and athletic fields, for instance:

- |                           |            |            |
|---------------------------|------------|------------|
| • Mowers (various models) | • Blowers  | • Trailers |
| • Trimmers, hedgers       | • Vehicles | • Backhoes |

Tracking equipment use based on manufactures' specifications and historical knowledge of equipment maintenance will help to determine when certain preventative maintenance tasks need to be scheduled.

- **Scheduled maintenance**  
Using manufacturing specifications along with internal knowledge, equipment and vehicles should be scheduled for maintenance in a manner that reflects the amount of use it is receiving.
- **Allocating money for preventative maintenance**  
Historical data concerning equipment use will allow for more accurate forecasting of funds needed to maintain and repair equipment and vehicles.
- **Life cycle costing**  
Historical data concerning equipment and vehicles will provide information that will allow for knowing when equipment will need to be replaced and allow for budgeting funds for replacement.
- **Athletic Fields User Training Programs**  
It is important for users to understand under what conditions fields should be practiced or played on, and when they should rest or be serviced. It's not easy for user groups to not have use of an athletic field when needed to meet the demands for practices and games. However, using athletic fields when conditions are poor can cause excessive damage and create an even bigger maintenance concern in the future. Consider explaining the cost of deferring preventative maintenance to these user groups. Develop a training program to help user groups understand when fields should not be used and how to alternate the use patterns. This will help keep the fields maintained to the desired level of service.



***Summary of Key Findings for Park Maintenance Standards and Budgets***

Currently the City' annual maintenance budget is \$15,547,009. Maintenance costs per acre are \$21,239 which appear somewhat consistent with similar communities. Direct budget comparisons are not available as maintenance standards, program needs, use patterns, weather and climate conditions vary city-to-city and state-to-state. However, from the overall analysis the current per acre budget and staffing level appears adequate to maintain the current desired level of service. The analysis of staffing ratios shows that per acre maintenance level of service are functioning at 'A+ Level; and no specific maintenance issues were identified. Recommendations regarding performance benchmarking and tracking labor and materials costs will be included as an implementation strategy.

**Park System Resources Analysis Summary**

The inventory and LOS analysis for Fort Lauderdale shows that the distribution of park and recreation facilities overall meets the general goal of providing access to a basic set of components or the general equivalent. The exact mix of these components may vary, but the vast majority of residents can get to some combination of park and recreation components within a reasonable distance of their home. However, if specific facilities are looked at, such as aquatics or indoor spaces, some parts of the City do not have these available within close proximity. This may or may not need to be rectified, depending on what model of service is desired for these facilities. The answers to such questions should be determined as part of the recommendations of this plan.

***Major focus areas for improvement include:****Design and Planning Coordination*

- considering maintenance efforts and needs when designing a park
- including operations and maintenance staff in the design process
- enforcing design standards for ease of maintenance
- planning parks construction to be substantially completed by one contractor rather than have many phases with different contractors
- planning adequate maintenance funding in the future

*Recreation Coordination*

- over-promising time or resources to outside user groups
- overlapping and competing field usage and lack of fields
- coordination of field maintenance requirements with recreation staff programming

*Staffing*

- challenges from recruitment, training and supervision of a volunteer workforce
- providing adequate training for staff, especially in basic park design and component placement and in dealing with natural areas and invasive plant species
- minimizing the impact of special events on staff schedules and the resulting deferred maintenance
- minimizing the time it takes to track costs
- giving consideration to permanently staffing by sub area
- conflicting priorities of turtle nesting needs and deeper penetration for beach cleaning and maintenance necessitates high labor costs



**3.2 INVENTORY AND ASSESSMENT OF RECREATION PROGRAM RESOURCES****Strengths, Weakness and Opportunities of Recreation Programs**

Fort Lauderdale Parks and Recreation, as indicated by the community survey results, is recognized as one of the primary recreation providers in the area. According to the survey only 22% of respondents have used the Department's services at least once over the last 12 months.

The Department is known for the quality and variety of its park and recreation services, especially its community special events, youth programs, as well as tennis and swimming programs. The Department provides an extensive number of services and impressively does this on a tight budget through staff dedication, as well as the use of grants and alternative funding. Following are the some examples of major program and service areas of the Department.

**After School Programs** include five partnership-operated, after-school programs for area youth ages 5 to 14. The programs are run in partnership with the School District (at some facilities) and vary in the age ranges and interests that they serve.

These programs provide children and families with an affordable and safe environment to participate in social, recreation, and educational activities.



According to the survey results 13% of the survey respondents indicated a need for youth before and after school programs. Since these programs didn't appear to serve the majority of respondents or occur on the priority list for both unmet need and high importance from the survey results, it's assumed that the current level of service is somewhat meeting the needs of the community as a whole but is not adequately meeting the existing needs for the current users.

Following are the details of these programs:

- Supervised Neighborhood After School Program (S.N.A.P.) - Offers a fun and safe environment for children, ages 5-11, to come and improve their interpersonal skills while participating in sports, art, games, and special events!
  - Locations – Joseph C. Carter Park, Osswald Park, Lauderdale Manors, Riverland Park, Bass Park, and Warfield Park.
- FLASH Aftercare Program – Kids, ages 5-11, from Croissant Park Elementary School can come on over for an exciting fun time in a wholesome environment. Homework assistance, sports and fitness and arts and crafts are just few of the planned activities.
- Croissant Park Full Day Program – Kids, ages 6-11, can play sports, develop motor skills, enjoying arts and crafts while enhancing creativity, experiencing special events and presentations.
- William Dandy Middle School After School Intramurals and Arts - Parents can rest assured that their kids, ages 11-14, can be a part of a great after school program which includes activities such as sports and step team.
- New River After School Intramurals and Arts - This amazing after school program will offer tutoring, arts and crafts, cooking, and sports to youth ages 12 -14.



**Summer Camp Programs** – partial and full day summer camps are provided by Fort Lauderdale Parks and Recreation. These camps include multi-interest programming (i.e. – sports, swimming, arts and crafts, and field trips) as well as special interest programming (i.e. - community mentoring, interactive learning, sports, and fitness).

According to the survey results 16% of the survey respondents indicated a need for youth summer camp programs. Since these programs didn't appear to serve the majority of respondents or occur on the priority list for both unmet need and high importance from the survey results, it's assumed that the current level of service is somewhat meeting the needs of the community as a whole but is not adequately meeting the exiting needs for the current users.

Sample Summer Camps:

- Riverland Summer Camp – Children, ages 6-12, can experience sports, swimming instruction, arts and crafts in a safe, supervised environment.
- Guard Start – a fun filled Life Guarding Program which teaches teens, ages 11-14, lifesaving techniques.
- Holiday Parks Sports and Fitness Camp – Kids, ages 6-11, enjoy their summer vacation while learning the fundamental skills of several different sports. Teach kids to get out, get active, and get more out of life.

**Youth Programs** provides diverse recreational opportunities for Fort Lauderdale youth, from toddlers through seventeen years of age.



According to the survey results, 15% percent of the survey respondents indicated an additional need for youth sports programs; 13% of the survey respondents indicated a need for youth fitness and wellness programs; 12% of the survey respondents indicated a need for youth art, dance and performing art programs; and 11% of the survey respondents indicated a need for gymnastics and tumbling programs.

It would appear that the current level of service is somewhat meeting the needs of the community as a whole but is not adequately meeting the exiting needs for the current users with children, especially in relation to youth fitness and wellness programs and youth art, dance and performing arts.

Sample Social Activities:

- Teen Scene - Teens, ages 11-17, come and hang out with friends in a safe environment with online access, video games, trips, and community service projects.
- Croissant Park Halloween Event - Come in your favorite costume and play carnival games, stuff a scarecrow, paint a pumpkin and more.

Sample Health and Fitness Activities:

- Learn to Swim Classes – teaching children ages 4-12 how to swim and making the community water safe.
- Get Fit With Your Kids - 3 & 4 yr olds work out with Mommy and Daddy in this fun filled class.

Sample Sport Programs:

- Junior Golf – An instructional based program designed for boys and girls. Teaches the fundamentals of golf, while developing motor skills and providing social interaction.
- Youth Basketball – Children, ages 4-5, will learn the basic fundamentals of basketball including dribbling, passing and shooting. Music, colors, and special balls will introduce young children to this great sport.
- Youth Soccer – teaches various youth age groups the fundamental skills of soccer, while developing motor skills, teamwork, and good sportsmanship.



**Sample Cultural and Arts Programs:**

- Junior Ballroom Dancing - This professional ballroom dance class will teach kids, ages 9-12, rhythm, timing, dance, and creative movement with R&B flair.
- Crafty Kids – Children, ages 6-11, will use their creativity with a variety of arts and crafts projects.

**Sample Social Services:**

- Summer Food Service Program - free lunch and snack in the summer (grant funded through the State Department of Education)
- Children's Services Council - State community services grant for Club Carter programs (teen at risk program)

**Adult Programs** includes a wide-variety of adult activities including arts and culture, sports, and social activities for the Fort Lauderdale community. According to the survey results 47% of the survey respondents indicated a need for additional to adult fitness and wellness programs (the highest rated) with 81% saying their need is not met 50% or less of the time. Twenty-eight percent of the survey respondents indicated a need to adult art, dance and performing art programs (the second highest rated).

It would appear that the current level of service is not meeting the needs of the community as a whole nor is it adequately meeting the exiting needs for the current adult users especially in relation to adult fitness and wellness programs and adult art, dance and performing arts.

**Sample Social Activities:**

- Beach Cash Bingo – Bingo is a wonderful way to make new friends and engage in a great social atmosphere.
- Party Bridge Play – Attention all bridge players. Join this non-competitive, popular card game.

**Sample Health and Fitness Activities:**

- Chair Yoga - A gentler form of Yoga where the chair has replaced the mat; increasing circulation and flexibility.
- Body Sculpting - Strength training designed to shape and tone while increasing flexibility and endurance.

**Sample Cultural and Arts Programs:**

- Mixed Media Art - Art lovers can express themselves through acrylics, watercolors or oils, draw with pastels, charcoal or even pen and ink, the possibilities are endless.
- Ballroom Style Dance Instruction - Classic Latin and international dance styles offered each month are a great form of exercise and entertainment.

**Sample Sports Programs:**

- Hoops Men's Open Basketball League - Hoops will challenge you mentally and physically so come and be a part of this exciting league.
- Adult Softball - Mills Pond Park offers a dynamic adult softball program with three different levels of competition and leagues such as Women's, Men's, Coed and Corporate Coed Play.

**Older Adult Programs** include programs to promote active aging, health, well-being, and social opportunities. According to the survey results, 21% of the survey respondents indicated a need for additional senior programs. It would appear that the current level of service is somewhat meeting the needs of the community as a whole but may not be adequately meeting the exiting needs for the current senior users.



**Sample Activities:**

- Basic Computers for Seniors - This computer basics class will teach students to create, change documents, search the web, write letters, and create flyers.
- Footsteps to Fitness – For those age 55 and older, warm up to music, take a relaxing stroll through the tree lined walking path and cool down with Tai Chi.
- Brunch Club - This club will participate in card play, movie of the week, bingo, potluck brunches and good socialization.
- Keenagers- This lively group of retirees meet weekly for trips, games, holiday parties and good old-fashioned fellowship!

**Aquatics Programs** include recreational swimming, formal lessons, private rentals, special group use, and advanced aquatic/personal safety training for the Fort Lauderdale community and its visitors at one of its many pools.



According to the survey, 19% of the survey respondents indicated a need for youth learn to swim. It would appear that the current level of service is somewhat meeting the needs of the community as a whole but may not be adequately meeting the exiting needs for the current users with children.

**Sample Aquatics Programs:**

- Lil' CATS Pre-Swim Team - Year round swim lessons for ages 4-10 that will teach students the skills to become members of the competitive swim team.
- Try SCUBA - Want to give diving a try? Our pro instructor will brief you every first Saturday of the month on rules in the safe environment of the pool.
- Swimmercise - This is a great low impact, high intensity water workout!
- Lap Swim - An aerobic workout that is sure to invigorate you!

**Tennis Programs** - Given Fort Lauderdale's great year-round weather, high number of retirees, and wonderful tennis facilities, tennis programs are key program area for the Fort Lauderdale Parks and Recreation Department.

According to the survey, 23% of the respondents have a need for tennis leagues and lessons with 68% of the respondents indicating their needs were being met 50% or less of the time. It would appear that the current level of service is somewhat meeting the needs of the community as a whole but may not be adequately meeting the exiting needs for the current tennis users.

**Sample Tennis Programs:**

- First Serve - An after-school program designed to teach important life-skills, homework assistance, and tennis. An application must be submitted and approved for this unique, national non-profit program.
- Cardio Tennis - Heart Pumping fun and fitness continues. Come join us for new music, new sideline drills, and non-stop fun.
- Monthly Junior Interclub Matches - The Jimmy Evert Tennis Center "team" pits itself against friendly matches with Lauderdale Yacht Club, Lighthouse Point, and Coral Ridge Country Club.



**Community Special Events** provide a wide variety of concerts, festivals, and celebrations throughout the year that attract regional and national tourists, as well residents with opportunities to come together, which provide a sense of community for the diverse people who make Fort Lauderdale their home. According to the survey, 34% of the respondents have a need for special events. It would appear that the current level of service is somewhat meeting the needs of the community as a whole but may not be adequately meeting the exiting needs for the users.

Sample Community Events:

- Sunday Jazz Brunch - free concerts given by local jazz artists on the Riverwalk provided every Sunday, year-round.
- July 4 Fireworks Spectacular – free all-day celebrate including family activities, a twilight concert on the beach, and fireworks.
- Starlight Musicals – Free Friday night summer concerts from mid-June to mid-August.
- Downtown Countdown – New Years Eve 12-hour street festival.

### **Gap Analysis of Recreation Programs and Services**

The City owns other facilities that have been leased to non-profit or private interests for the provision of leisure-oriented services. These facilities are not discussed at length here because they are included in the Parks and Recreation Element of the City's Comp Plan. These facilities include the following:

- The Discovery Center
- The Stranahan House
- The Swimming Hall of Fame Museum
- Parker Theater which is located in Holiday Park
- The Performing Arts Center
- The Bahia Mar Complex
- The Historical Society
- Fort Lauderdale Library
- The Downtown Development Authority's DDA Park
- The Mizell Center
- The Riverhouse Restaurant

### ***Alternative Providers***

Within the corporate boundaries of the City of Fort Lauderdale a total of 238.2 acres of open space is provided by other government levels or agencies according to the Parks and Recreation Element of the City's Comp Plan. Additionally, the City falls within the service population or radius of other large recreational areas. These two circumstances serve to significantly enhance the resident public's access to and opportunities for utilizing a variety of open and recreational activities. The following lists of facilities are located in Fort Lauderdale:

#### ***State Government:***

Hugh Taylor Birch State Park  
Bonnett House Museum

#### ***Broward County:***

Smoker Park  
Delevoe Park  
William T. Kelley Park  
Fort Lauderdale Library Branch  
Imperial Point Library  
Main Library  
Riverland Branch Library  
Von D. Mizell Branch Library

#### ***Broward County School Board:***

Bennett Elementary School  
Floranda Elementary School  
Harbordale Elementary School  
Hortt Elementary School  
Lauderdale Manors Elementary School  
North Fork Park Elementary School  
Riverland Elementary School  
Virginia S. Young Elementary School  
Walker Park Elementary School  
Westwood Heights Park  
New River Middle School  
Rogers Middle School  
Sunrise Middle School  
Dillard High School  
Fort Lauderdale High School  
Stranahan High School  
Sunset School





The following lists of facilities serving Fort Lauderdale are located outside of the City:

**Federal Government**

Everglades National Park 1.4 mil acres  
Seminole Indian Reservation 5.0 acres

**Florida State Government**

Cape Florida State Recreation Area 900.0 acres  
Chekika State Recreation Area 640.0 acres  
John Pennecamp Coral Reef State Park 5 5,000.0 acres  
John U. Lloyd State Park 244.0 acres  
Jonathan Dickinson State Park 10,338.0 acres  
Loxahatchee Recreation Area 2,100.0 acres

**Broward County Regional Parks**

Fern Forest Park  
Easterlin Park  
Central Park

**Public - Other Non-Profit**

According to the City's Comprehensive Plan, "over an additional 100 acres of publicly accessible open and recreational space is provided to the community by the non-profit sector."

**Private - Commercial**

The private sector leisure industry is a key factor to the local economy and accordingly a significant alternative service provider.

**Private - Residential**

No hard data is readily available regarding the scope of recreational facilities associated with private residences. Many Fort Lauderdale citizens are able to provide for their recreational needs in the residential setting, particularly in the areas of boating access/dockage, swimming pools, racquet sports and play apparatus.

**Gaps in Programs and Service**

The following gaps in programs and services have been identified and create opportunities for future consideration and development:

- Volunteer recruitment, training and evaluation program
- Internship program
- Speakers' bureau
- Succession planning and mentorship program
- Employee wellness program
- Accreditation
- Synthetic turf practice fields
- Network with community resources and alternative providers
- Record keeping
- Decentralized registration and cash handling
- Nature programs (second highest need in the survey of 35% of respondents)
- Water Fitness, Boating and Golf programs also scored in the top 10 of the survey for unmet need.



**Current Recreation Opportunities Adequacy**

Fort Lauderdale Parks and Recreation provides a great amount and variety of park and recreation programs, with relatively good participation and satisfaction. The benefit that these services bring to individual participants and the community is invaluable. Considering the consequences of the upcoming budget cuts resulting from the Property Tax Reform Legislation, it will be important that the Department does not become a victim of its own success, continuing to provide and expand services that may not be serving its core mission and that it may not have the resources to provide in the immediate future.

During 2007, staff and the consultant team conducted analysis on the Department's strengths, weaknesses, opportunities and threats. Several operational areas were identified as areas to focus on for improving the service delivery. In addition several opportunities for establishing new programs and services were identified.

***Core Programs***

The following programs are considered core service offerings:

- Camps
- After school programs - at the park sites (and a few school sites)
- Youth Enrichment Scholarship (YES) - 60% of all enrollees are YES
- Summer food service program - feed participants lunch and snacks in the summer (provided by State Department of Education funds)
- Community Development Block Grants supports the traveling swim team, teen aquatics, scuba, art in parks, and the 100% program scholarship for camps in the parks
- Swim Central (County grant funded)
- Learn to swim program and open pools
- Youth sports run by the City and in partnership with youth sports associations
- Seasonal events: Starlight musicals (29<sup>th</sup> year) and Sunday Jazz Brunch (17<sup>th</sup> year)
- Local events: Noon Tunes, Summerfest and David Deal Play Day for camps within the city and county, New Year's Eve, and 4<sup>th</sup> of July

***Special Events***

Special events are highly desired by the community as indicated in the survey results. In addition, throughout the information gathering process the community expressed praise for the current and past events and were complementary of the staff's tremendous efforts in coordination and management. Most community members reminisced about events no longer offered by the City and staff indicated a fondness for this type of work and a desire to expand current offerings.

In 2004 the City eliminated the large 3 day events due to budget cuts and as a result, the department lost their sponsorship opportunities for other smaller departmental events. The networking opportunities to capitalize on the range of events have also diminished. The department has lost volunteers due to lack of benefits to volunteer. They also lost the ability to sell alcohol and the revenue it generated through non-profits running it. Often funding for last minute events or special project are expected to come out of their event budget and this can impact or downsize other planned events and the ability to do paid marketing. All events are free and the Police Department does crowd estimates; it's hard to quantify the impacts but post event reports are done. There are 100 events with outside organizations scheduled or permitted per year.



***Summary of Recreation Programs Resources***

Even though only 22% of respondents of the survey indicated they have used the Department's services at least once over the last 12 months, 84% rated the overall quality of programs they have participated in as either excellent (28%) or good (56%). It is clear the department should continue with their core programs and add a few highly important and high unmet need programs as indicated in the survey results.

There are three recreation programs according to the survey that over 30% of respondent households have a need for: adult fitness and wellness programs (47%), nature programs (35%), and City-wide special events (34%).

Adult and youth programs including fitness and wellness, art, dance and performing arts had the highest importance and unmet need from the survey results and should be pursued. More senior programs are also indicated along with water fitness, boating and golf programs.

"I do not know what is being offered" (37%) was the most frequently mentioned reason on the survey results for preventing respondent households from using parks, recreation facilities or programs of the City of Fort Lauderdale more often. This would indicate an emphasis on key management strategies such as marketing and getting the word out. Other gaps in the provision and management of the service delivery methodology may also be recommended and will be further analyzed.

**Access and Opportunity to Participate Analysis*****Access and Opportunity to Participate***

The Department provides a large number of its special events and programs for free or at for a nominal fee, through the Youth Enrichment Scholarship (YES) program. Those eligible pay 75% off of the resident fee, for any program. The child has to be on the free or reduced lunch program. All fees are counted as lost revenue absorbed by General Fund and the program is not capped.

The lack of revenue being generated by these costly services could be detrimental to the Department in the long run. With the City and Department's increasing financial constraints it will be important to assess the programs provided to ensure that the Department is not extending its resources beyond its key goals and objectives. The community's increasing demands for recreation services, as well as the agency's reputation for providing quality programs, has influenced the high number and broad areas of service the Department currently provides.

In conversations with the staff, it was discussed that the Department may potentially be providing a reduction of services or emphasizing programs that are outside of its mission and core services. A disproportionate space allocation or over emphasis for competitive programs versus recreational programs is part of the concern, and an issue many departments face as the demand for space increases. Another issue appears to be the de-emphasis of the Park Ranger program and the reduction of recreational special events; both believed to be core services to the department's mission.

***Customer Service***

Based on the input gained from Management and Programming staff, it is a concern of the Department that customer service and training are areas that need additional focus and strategic planning. The need for focus on these areas is based on the fact that the Department is quite large, has a significant number of part-time employees, a high number of programmed facilities, and a decentralized registration system. Furthermore, the cost of living in Fort Lauderdale is relatively high, which makes competitive pay for staffing and retention a challenge for the Department.

From a strategic planning standpoint, identification of core services, efficient staffing, and employee training are all critical to fulfilling the Department's mission, while balancing these services with the resources available. It is imperative that management decisions to provide services, as well as staff programs and facilities, be based on a full understanding of the costs involved.



**Staffing**

Key elements to this issue are staffing levels, recruitment, and retention of part-time seasonal staff. It will be important for the Department to address not only staff efficiencies and time allocations, but also the effects of Department budget cuts on staffing levels. Funding cuts may affect the ability to staff seasonal positions, which can create a heavier burden on full-time staff. Future efforts should be made to recruit quality staff by providing competitive pay and retention incentives, in order to hire less people.

**Park Ranger Program**

The Park Rangers open and close facilities turn lights on and off; perform public relations duties and enforcement. The rangers also act as couriers by picking up and delivering cash and payments from the park sites and dropping them off at the administration offices. Rangers also escort closing staff, sell weekend dog permits and enforce permit and dog hygiene. The finger printing and identification process required of volunteer coaches necessitate the Rangers to spot check.

The park coverage with scheduled rangers is stretched thin and has too few staff. The system had 18 full time rangers and now they have only 8 due to funding issues, and the division is forced to fill in with part time staff. They are split into two shifts for days and nights. The rangers are pulled off normal duties for events and the homeless and vandalism issues suffer. Sometimes other issues make rangers late to open up facilities. The parks' system is increasing as well as demands on the rangers duties. There was a cost/benefit analysis to privatize which was not acceptable to the City.

**Employee Training**

The Department's management staff also indicated a need to increase focus on employee training, especially for part-time seasonal staff, and those working with children. As a result of somewhat high turnover, consistent employee training and procedures has been a challenge to implement. In addition, the Department's registration system is decentralized, which makes front line staff at each facility critical to the registration process.

The Department should work to establishing formalized Hiring Requirements, an Employee Manual, and standard periodic Training Workshops for all programmed facilities. The Florida Department of Children and Families has a number of resources available in regard to childcare facilities and the provision of these services (<http://www.dcf.state.fl.us/childcare/pubs.shtml>). Furthermore, a formalized employee manual and training process can be very helpful in establishing set procedures for a facility.

**Athletic Field Use and Scheduling**

Maintaining a cooperative working relationship between and among the youth sports associations with the City will help each serve their niche market, facilitate programming and scheduling discussions, and provide opportunities for addressing maintenance concerns, field rotation and resting. Sharing the true cost of field preparation and maintenance with the youth sport associations enable discussions regarding use of taxation subsidies versus rising costs, current fees and charges versus options for alternative funding ideas. These discussions provide for enhanced partnerships among all the groups.



**Recreation Program Resources Analysis Summary of Key Findings**

Although the Department needs to ensure that costs of programs and services are being covered adequately, it should still continue to provide assistance programs to make them accessible to all income levels. Utilizing value-based pricing and the Pyramid Methodology for developing a cost recovery philosophy and policy (**Appendix A**) will be critical to future of the Department and the programs and services it provides.

It may also be prudent to pursue the creation of an endowment or funding source to support the financial impact of the YES program. Establishing a 501 (c)(3) foundation and allocating staff resources for grant writing and developing alternative funding sources would underwrite core programs and services and lessen the Department's dependence on the potentially shrinking general fund.

Use of volunteers as an alternative funding source can be increased and should be more formally structured to include a formalized recruitment and training program. A system-wide department staff position could coordinate this critical service area.

Establish additional partnerships to enhance the cost effective provision of services. These can include conducting a cost/benefit analysis to partnering with the YMCA, Boys and Girls Clubs and private for profit and non-profit businesses. Where it makes sound fiscal sense, and through the creation of good partnership agreements, (**Appendix B**) engage new partners to meet the goals of the Department and meet community needs for additional and new programs and service.

