

Parks and Recreation Department

MASTER PLAN 2017-2027



Hillsborough
County Florida



Refocus



Revitalize



Reconnect



“Your Life Is Our Field”

ACKNOWLEDGEMENTS

Hillsborough County Board of County Commissioners

Stacy White, Chairman
Victor D. Crist
Ken Hagan
Patricia "Pat" Kemp
Lesley "Les" Miller, Jr.
Sandra L. Murman
Al Higginbotham

Hillsborough County Leadership Team

Mike Merrill, County Manager
Greg Horwedel, Deputy County Manager
Bonnie Wise, Chief Financial Administrator
Lucia Garsys, Chief Develop. & Infrast. Svcs Administrator
Liana Lopez, Chief Communications Officer
Carl Harness, Chief Human Services Administrator
Ramin Kouzehkanani, Chief Info. & Innovation Officer
Brandon Wagner, Oper. & Legislative Affairs Officer
Dexter Barge, Assistant County Administrator
Ron Barton, Assistant County Administrator
Tom Fass, Assistant County Administrator
Kevin Brickey, Economist

Hillsborough County Parks & Recreation Master Plan Leadership Team

Dale "Doc" Dougherty, Director, Master Plan Lead
Linda Haynes, Administrative Specialist III
Kyla Booher, Park Planning Manager
Tara Dean, Fiscal Services Manager
Billy Graham, Athletics Manager
Bruce "Tiger" Harvey, Interim Maintenance Manager
Rick Valdez, Operations Manager
Julian Garcia, Administrative Manager
Aileen Henderson, Youth Sports Manager
James Crouch, Administrative Services Coordinator
Debbie Robinson, Recreation Manager, East
Adrienne Rouse, Recreation Manager, West
Tiffany Peterson, Program Coordinator
Dana McDonald, Senior Event Specialist
Brittney Calhoun, Administrative Specialist II

Other County Staff Contributors:

Chris Postiglione, Project Manager III, Real Estate
Forest Turbiville, Director, Conservation & Lands Mgmt.
Mariana Lianso, Mgr., IDS TM Business Performance
Horace Lynch, Sr. Budget Analyst, Mgmt. and Budget

Hillsborough County Geomatics Section

Erick Sumner, Manager
Sarah Ellis, GIS Project Manager

Hillsborough County Planning Commission

Melissa Zornitte, Executive Director
Lynn Merenda, Community Relations Coordinator
Terry Eagan, Librarian
Melissa Dickens, Community Planner II

The Master Plan Steering Committee members

Greg Bayor, *Director*
City of Tampa, Parks and Recreation
James Chambers, *Former Director*
City of Temple Terrace, Leisure Services
Jack Holland, *Director*
City of Plant City, Recreation and Parks
Barbara Aderhold
Hillsborough County, Citizen Advisory Committee
Wendell Duggins
Hillsborough County, Citizen Advisory Committee
Lee Lowry
Hillsborough County, Citizen Advisory Committee

The Master Plan Advisory Committee

Parks, Recreation & Conservation Board
Anthony Sanchez, Chairman
William Barrett
Jack Berlin
Peter Fowler
Artis Gambrell
Aaron Pacholke
Gwendolyn Thomas

Special thanks to the many residents of Hillsborough County who contributed their valuable ideas, energy, and time through the community meetings, one-on-one meetings, community surveys, focus groups, and other meetings conducted as a part of this Master Plan Process.

(This page was left intentionally blank)

LETTER FROM THE DIRECTOR

Dear Hillsborough County Community,

Today's system of neighborhood and community parks, sports complexes, recreation facilities, and programs is a major contributor to Hillsborough County's high quality of life and the result of great community support and investment. In fact, our parks and recreation system is a reflection of the community's diversity, as well as its support for green space, and enrichment programs for people of all abilities.

The Master Plan is the culmination of 12 months of public outreach with community members, user groups, and partners that help provide many of our community's services. The Plan presents the framework and policies that will assist and guide the Department in the stewardship of our parks, recreation facilities, and activities in to the future. The Master Plan includes broad policies and initiatives that will help shape the services that the Department will provide to the community over the next ten years, as well as the investment needed to upgrade the parks system county-wide.

The strategic direction of the Department is focused around the following five key goals that emerged from the comprehensive community planning process:

- Goal #1: Strive for excellence in personnel development, facilities, program delivery, and stellar customer service
- Goal #2: Provide for an assortment of diverse recreational programs and citizen engagement through outstanding marketing and community connections
- Goal #3: Balance should be sustained throughout the park system by way of maintenance and construction
- Goal #4: Invest resources with consideration to both the present and the future
- Goal #5: Develop partnerships to maximize facility and program opportunities through collaboration and volunteerism

The Master Plan includes the Department's new mission and vision; an analysis of the parks and recreation system's current condition and challenges; and potential funding strategies. It also includes a new level of service; industry trends; and a series of park redevelopment plans.

The Master Plan is designed to be flexible, providing a combination of a high-level framework and detailed plans that will help the Department build the structure and processes that will lead to greater success over time.

It is in the implementation of the Plan that the community will see a parks and recreation department that is modern, results-driven, and collaborative. Reshaping parks and recreation services will require the focused energy and commitment of the Department, as well as support from the community and the County Commission. Available funding will be directed to the highest community priorities, and through the support and collaboration of the community, the complete set of desired facilities and services can be achieved.

It is in this promise that we are proud to submit to the Board of County Commissioners and the community at-large, the Hillsborough County Parks and Recreation Department Master Plan.

Sincerely,

Doc

Dale "Doc" Dougherty, CPRE

Director
Hillsborough County
Parks and Recreation Department

(This page was left intentionally blank)

MASTER PLAN COMPONENTS

I. Executive Summary	8
II. Purpose of the Plan	14
Master Plan Goals	14
Master Plan Advisors	15
Planning Frameworks	17
III. Existing Conditions	20
Mission / Vision Statements	20
Guiding Principles	21
Current Status of the Department	27
Hillsborough County History	44
Community Analysis	45
IV. Department Overview	52
CAPRA Certification	52
Recreation Programming	53
Recreation Activity Lifecycle Analysis	58
Athletics Programming	61
Current Youth Sports Leagues	65
Paralympic Sport Tampa Bay	77
Partnerships	79
Department Volunteers	84
V. Community Involvement	86
The Seven Step Citizen Engagement Process	86
VI. Level of Service	90
Park Metrics	90
Key Benchmarks	91
Industry Trends	101
Facility Trends	102
Park Amenity Trends - Technology	108
Other Park Amenity Trends	111
Community Center Trends	113
Transportation Trends	113
Maintenance Analysis	115
Level of Service for Sports Complexes	118
Maintenance Equipment	119

VII. Park and Facility Design / Redesign	122
Park Classification System	127
Sports Complexes	127 / 140
Community Parks	129 / 183
Neighborhood Parks	132 / 250
Mini-Parks	134 / 258
Special Use Facilities	136 / 260
Undeveloped Properties	138 / 262
VIII. Potential Funding Approaches	264
Economic Impact of Parks and Recreation	264
Special District	265
Best Financial Practices	266
User Fees	266
Cost Recovery	267
Pricing Pyramid	270
Funding and Revenue Strategies	273
Fee Schedule	274
Capital Improvement Plan	284
Park Impact Fees	286
IX. Survey Details	288
Master Plan Survey Results	288
X. Overall Action Plan	300
Goals, Objectives, and Strategies	300
Recommendations	306
Commitment to Excellence	312
Conclusion	313
XI. Appendix	314
Inventory of Parks and Facilities	315
Recreation Activity Lifecycle Analysis Chart	323
Athletic Field Capacity Limits	332
Public Community Meetings Agenda	338
Focus Group Meetings	339
Maintenance Specifications	340
Ball Field Chemical Maintenance Specifications	342
Funding Sources	345

I. Executive Summary

EXECUTIVE SUMMARY

This Hillsborough County Parks and Recreation Master Plan will guide the Department's investments and strategies over the next ten years, shaping the delivery of services in a manner that is consistent with County sustainability goals and that meets the community's level of service expectations. It is a flexible document that helps reflect what the citizens want and what the community needs. Its purpose is to serve Hillsborough County citizens by identifying trends, prioritizing needs, and recommending practical and efficient strategies that the Department can implement over time. Contents of this document can and should be changed based on community wants/needs, economic factors, demographic changes, urban patterns, market demands, political trends, and technological development.

As stated in the Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP), "More recreation facilities and services are needed today than ever before, due largely to the continued growth, urbanization and diversification of the population, longer life expectancies, greater mobility and a greater appreciation of the values of recreation. People who recreate spend large sums of money, consume large quantities of energy, and demand tremendous amounts of open space in which to recreate. As a result, social and environmental conflicts may be generated that must be addressed through comprehensive and coordinated efforts by managers at many levels of government. Effective coordination is also critical if we hope to maximize the health, economic and environmental benefits derived from recreation. Therefore, professional, systematic planning and program implementation are necessary to guide Hillsborough County and other organizations in addressing both the problems and the benefits of recreation statewide."

This Hillsborough County Parks and Recreation Department Master Plan is a long-range planning document that is meant to help shape the direction, development, and delivery of the County's parks and recreation facilities and programs. Based on a comprehensive planning approach, this plan considers department goals, existing conditions, and an assessment of the community needs to provide a framework for recommendations and prioritization strategies.

Mission Statement

Through the development of this Master Plan, a new mission statement was developed that is not only all-inclusive, but it speaks for the Department in only eight words.

"Enhancing lives through people, parks, and enjoyable experiences."

Vision Statement

In the aspiration of being the best in the country, encompassed in the vision for the Hillsborough County Parks and Recreation Department is to provide a wide range of park and recreational services for all residents and visitors.

"To be the best parks and recreation department in the country."

Guiding Principles

The below nine strategic principles will guide the Parks and Recreation Department's priorities, activities, and funding into the future. The principles are based on moving management from a focus on daily demands to positioning for longer term achievements. The Hillsborough County community values and expects a great deal from their parks and recreation department. In order to meet these demands, the Department is focusing on becoming a high performing organization. These principles will help the Department collaborate with internal and external partners, to ensure that the Parks and Recreation Department accomplishes its vision.

- An Atmosphere of Excellence
- Resident Satisfaction

- An Assortment of Services for a Diverse Population
- Health & Wellness
- Develop Partnerships to Maximize Facility and Program Opportunities
- Integrity
- Safe, Secure, and Welcoming Parks for Everyone
- Innovation
- Education

In review of the above guiding principles, it should be noted that in 2015, the Department established an “Ethical Foundation” under the “Integrity” heading. To act personally and professionally with a sense of honesty and fairness, the new foundation states, “Be Honest; Be Fair; Tell the Truth; Keep Your Word; Exercise Integrity.” All Department employees are expected to follow this foundation when representing Hillsborough County.

Linkages to Other Plans

One of the great features of Parks and Recreation programs is the tangible ways that the Department shapes neighborhoods and the community as a whole. Through the development of comprehensive plans, residents, local organizations, and County staff collaborate to produce plans to guide that evolution and thus pursue the best future possible. Since Hillsborough County is continuously evolving in ways that reflect ongoing changes to economic, political, social, and environmental processes, established plans must constantly be reviewed and changed. Therefore, by reviewing past plans, this Master Plan was developed with an understanding of the past, as well as consideration of new elements of the future.

Plans reviewed include:

- 2008 Comprehensive Plan for Unincorporated Hillsborough County, FL – Recreation and Open Space
- 2008 Hillsborough County Parks, Recreation, and Conservation Master Plan – PRC 2020
- 2013 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- 2014 Comprehensive Plan Update Draft – Recreation and Open Space
- 2015 Hillsborough City-County Planning Commission – Facts & Figures

In the end, this Master Plan is not only a revision to the 2008 Master Plan, but also the updated Master Plan may serve to better inform updates and amendments to the currently adopted Recreation and Open Space section of the Hillsborough County Comprehensive Plan.

Additional linkages documented in the Master Plan includes the connection of the Parks and Recreation Department to Hillsborough County's nine strategic outcomes, economic development, quality of life, and crime reduction.

Citizen Engagement

When it comes to parks and recreation, there are a large number of potential stakeholders. The key parts of the seven step process that was utilized for this Master Plan included meetings with internal staff; community stakeholder interviews; focus groups; committee meetings; two citizen surveys; and public community meetings. The input from participants proved to be extremely vital in creating the “preferred future” for the Department.

Community involvement is a key element of all successful planning efforts. Besides building consensus and community trust in a plan, it also provides an additional level of validity to recommendations. Over the past year, the Parks and Recreation Department hosted stakeholder meetings with over 100 groups of people interviewed, including twenty focus group meetings held at the community centers and seven public community meetings. In addition, the Department led the coordination of two major community surveys. In conjunction with the Hillsborough County Planning Commission, one survey was presented County-wide for all residents to partake, while a second survey was direct mailed to a random sampling of 20,000 residents.

As indicated, in order to meet the needs of residents and users of the parks and recreation system, this Master Plan was developed through a robust and varied customer input process.

Recreation Program Lifecycle Stages

As with any traditional product, recreation classes and programs should be considered through the management of a lifecycle stage program. Although the inevitable hope is to design a community class or program that will continue to garner support and last forever, the Department recognizes that all activities have a lifecycle. While not all lifecycles are exactly the same, all of the current classes and programs can be evaluated on a lifecycle chart as having six clearly defined stages: Introduction; Takeoff; Growth; Maturity; Saturation; and Decline.

While a progressive, innovative department should have a large percentage of their activities within the Introduction and Growth Stages, many traditional programs are still expected by the basic citizenry. Knowing this, it is still best to have the lowest percentage of programs within the Decline Stage. It is recommended that the recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the Mature to Decline Stage while ensuring an increased number of programs in the Introduction and Growth Stage. It is also recommended that programs in the Mature to Decline Stages should be less than 30 percent of the total program offerings. Presently, 24% of programs managed by the Parks and Recreation Department are in the latter categories, staying in compliance with the overall goals. An additional goal is to establish the objective to have at least 10 percent new programs annually in the Introduction Stage, while modifying or ending at least 10 percent of the programs in the Decline Stage. Such an action will ensure an innovative and progressive department.

Athletic Field Capacities

Field capacities are an important element in determining the future condition of a sport's field playing surface. As detailed within the Master Plan, the Department's field capacity standardization is based on a study from the University of Florida. The study's primary focus was to provide information about the amount of use a sports field experiences and the expected condition of the field based on the total number of hours of use. In simple terms, the study indicates the total number of foot hours dictates field quality. Therefore, the total number of hours of use per team specific to each sport determines the allowable number of teams per field. This process of evaluating field capacities allows for the opportunity to better understand the use and overuse of the athletic fields throughout Hillsborough County. Of course, another perspective to this observation is the need for more athletic fields to accommodate the areas where fields are currently over capacity and the area is expected to experience growth in population.

One of the great equalizers to the field capacity issue is the installation of artificial turf fields. Due to the constant use that can take place on an artificial turf field, in all kinds of weather, the capacity number per location would change significantly. In combination with the growth in population throughout the County, an overall goal of the Department is to install at least one artificial turf field at every sports complex to assist in more play.

In summary, field capacities are vital in determining an athletic field's limits and the playing surface's condition for safety. It also allows the Department to disseminate the immediate need for sport specific fields. Through the evaluation of capacities, the primary focus is for the Athletics' Division to provide the best solution to better serve its youth sports organizations and youth sports minded citizens of Hillsborough County.

Park Classification and Plans

One of the most detailed aspects of the Master Plan is the need for investment to upgrade the existing park system. The term upgrade used in this section is not meant to mean upscale, but instead, it is meant to indicate amenity replacement. After many years of deferred maintenance, nearly every park is in need of rehabilitation. To assist in this endeavor, the park classification system itemized in this Master Plan can assist the County in evaluating the distribution of existing park facilities, where new parks and facilities should be located, and what features would be appropriate at different types of parks. In addition, the classification system can be used to communicate the types of recreation facilities desired by the community and to establish parameters for the planning and design of new parks and facilities.

Including the many comments received through the citizen engagement process, as well as those by County staff, over 100 mini-master plans were developed for all of the County sports complexes and community parks. These plans are not intended to be final, construction-ready strategies, but are rather

a starting point, recording the requests of the citizens. To ensure that the final Master Plan was comprehensive in its content, the documentation of the park system, and its requested improvements, was imperative.

Funding Strategies

The Parks and Recreation Department is responsible for approximately \$24.5 million annually in operating expenditures, along with other funding sources for one-time capital expenses. As is the case for other County departments, the inflationary costs of personnel, utilities, and materials, coupled with the increasing costs of aging amenities, and operations and maintenance for new facilities, department expenses and needs often outweigh available funding.

In order to ensure that the Department operates within its funding allocations and generated revenue, the Department must continue to adjust service provision, as well as facility maintenance and operations levels. Included within this Master Plan is a detailed list of potential funding sources, allowing for short term funding, as well as long-term dedicated financial support.

By way of funding strategies, user fees and overall cost recovery plans must be considered. Cost recovery indicates a self-aware Department that understands that a budget must be used wisely. While it is the responsibility of parks and recreation professionals to provide services to improve the lives of the County residents, attracting revenues is a significant piece of the equation. Today's economic environment limits the Department's resources, while the Department continues to experience rising costs. The reason to institute a proper cost recovery plan is not to just attract more revenue, but to utilize that revenue to make the offered programs better. With limited revenue, programming and the quality of that programming will also be limited. As a form of cost recovery, "user fees" are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the County. In value-added or niche areas such as specialty programming, the County needs to rely on user fees to sustain and/or improve facilities. With the existence of a strategic cost recovery plan, the programming can be enhanced, allowing the participants to experience the benefit of the instituted user fees.

Key Goals

Five goals were designated to represent areas of strategic priority for action over the next ten years. These actions follow directly from the vision established by the County, in accordance with the mission statement of the Department, and are a culmination of all previous steps of the Master Planning process.

The strategic direction of the Department is focused around the following five key goals:

- Goal #1: Strive for excellence in personnel development, facilities, program delivery, and stellar customer service
- Goal #2: Provide for an assortment of diverse recreational programs and citizen engagement through outstanding marketing and community connections
- Goal #3: Balance should be sustained throughout the park system by way of maintenance and construction
- Goal #4: Invest resources with consideration to both the present and the future
- Goal #5: Develop partnerships to maximize facility and program opportunities through collaboration and volunteerism

Recommendations

The overall Department appears to have all of the pieces in place to become a nationally admired department including: A professional staff; a large number of parks and facilities; thousands of volunteers; and a supportive political environment. While the elements of great success are in abundance within the Department, unfortunately the available funding to keep ahead of park and facility deterioration has not been as reliable. There are three areas of funding that would make all the difference in the Hillsborough County Parks and Recreation Department becoming, not only a leader in the state of Florida, but throughout the country. The three areas of need involves funding for ball field chemicals, playground replacement, and park maintenance preservation and redevelopment funding.

In short, to meet the goal of creating an outstanding parks system for all of Hillsborough County to be proud, the three main annual funding steps, above and beyond the Department's current budget, include:

- A Ball Field Chemical Contract - \$2,000,000 / per year
- Playground Funding - \$1,500,000 / per year
- Park Preservation and Redevelopment Funding - \$5,500,000 / per year

Additional Recommendations

- Realignment of Priorities through Position Adjustments
- Establish Cost Recovery and User fees
- Install Artificial Turf Fields
- Consolidate Athletic facilities
- Outsource Trash Removal and Irrigation Maintenance
- Develop a Detailed Marketing and Outreach Plan.
- Review the Current Software Program Used as the Registration System
- Divestiture of Property
- Install a County-Wide Ball Field Lighting Control System
- Develop a Seasonal Recreation Program Brochure
- New Employee Orientation
- Enlarge the Volunteer Program
- Continue with the Parks and Recreation Consortium
- Expand the "Athletics Focus Group"

The Blue Print for Success

The final outcome of the Master Plan is important in that it identifies for the Department, the County organization and the community support needed to recreate itself as a results-oriented, collaborative organization that is creative, innovative, and capable of measured risk-taking. The master plan clearly frames the major policy issues for the Department and reinforces the importance of ensuring resources are aligned with the highest community park and recreation priorities. To do this, the Department will gradually make two shifts in current service delivery:

1. A shift to a practice where available funding is focused on the operations and maintenance of existing parks and facilities. The development of new facilities should provide for the expanded level of service (LOS) desired by the community and necessary due to athletic field capacities.
2. Expand the practice of facilitating the delivery of high-quality programs with community partners, where most effective, and direct the delivery of Department programs based on the recreation program lifecycle classification system.

As it strives to be a best practice agency, the Hillsborough County Parks and Recreation Department has accomplished a great deal over the last few years. This Master Plan was developed through the collaboration of County residents, administrative staff, and elected officials, based on the desire for outstanding parks and recreation throughout the County. In addition, the capital improvements described in this Master Plan should be utilized as a guideline for future improvements and development, acting in the best interest of the County. To achieve this will require a continued business planning approach, and support from staff, to operate in the most efficient and effective manner. When fully implemented, this Master Plan will be an excellent tool for the County to enhance livability for people residing in the County, and for attracting visitors and future residents.

This Master Plan will act as the guide on where the Department needs to concentrate its' energy and values for the next 10 years, as well as provide an excellent road map for the Parks and Recreation Department to follow, while providing a proactive approach to the management of the entire park system. Since this Master Plan will require a strong commitment by the County, the Parks and Recreation Department, and key stakeholders, it won't be easy to fully implement. However, the benefit of offering County residents a high quality of life through a beautiful park system, and a diverse array of programming, would be enormous and worth the effort. Together, the County Commission and staff recognize how important it is to maintain a first-class parks and recreation system and the positive economic impact the

Department has on Hillsborough County. Hillsborough County is already an attractive destination, but through the implementation of this Plan, citizens and guests alike will sense an even greater direct and indirect benefit. There is no doubt that this Master Plan presents an underlying, inescapable theme of excitement, enthusiasm, and a belief that a productive parks and recreation department is crucial in creating a thriving community of the 21st century.

With the acceptance of this Master Plan by the Hillsborough Board of County Commissioners, the Hillsborough County Parks and Recreation Department commits to the goals, objectives, and strategies contained herein to make for a great community in which to live, work, and play.

II. Purpose of the Plan

Where are we? Where do we want to go? How are we going to get there?

This Master Plan is primarily a guide to the future of the Hillsborough County Parks & Recreation Department. It is a flexible document that helps reflect what the citizens want and what the community needs. Its purpose is to serve Hillsborough County citizens by identifying trends, prioritizing needs, and recommending practical and efficient strategies that the Department can implement over time. Contents of this document can and should be changed based on community wants/needs, economic factors, demographic changes, urban patterns, market demands, political trends, and technological development.

As stated in the Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP), "More recreation facilities and services are needed today than ever before, due largely to the continued growth, urbanization and diversification of the population, longer life expectancies, greater mobility and a greater appreciation of the values of recreation. People who recreate spend large sums of money, consume large quantities of energy, and demand tremendous amounts of open space in which to recreate. As a result, social and environmental conflicts may be generated that must be addressed through comprehensive and coordinated efforts by managers at many levels of government. Effective coordination is also critical if we hope to maximize the health, economic and environmental benefits derived from recreation. Therefore, professional, systematic planning and program implementation are necessary to guide Hillsborough County and other organizations in addressing both the problems and the benefits of recreation statewide."

This Hillsborough County Parks and Recreation Department Master Plan is a long-range planning document that is meant to help shape the direction, development, and delivery of the County's parks and recreation facilities and programs. Based on a comprehensive planning approach, this plan considers department goals, existing conditions, and an assessment of the community needs to provide a framework for recommendations and prioritization strategies.

After thorough consideration, it was determined to document the goals of this Master Plan.

MASTER PLAN GOALS

- ✧ Document the entire Department as it relates to parks, recreation centers, and open spaces, as well as recreation programs and athletic programs
- ✧ Document the Department's Divisions and Hillsborough County as it currently exists
- ✧ Provide goals, objectives, and strategies for the Department to pursue
- ✧ Establish clear priorities for upgrading and maintaining existing parks and recreation facilities
- ✧ Provide an understanding of funding requirements for improvements and operations of parks and facilities
- ✧ Identify and address areas of the County that are not adequately served or are challenged for parks recreation services and open space resources
- ✧ Identify linkages to other comprehensive plans

If these objectives are accomplished, Hillsborough County will not only excel in becoming an exceptionally livable community, but it will continue to position itself as an integral part of the growing, vibrant recreation-tourism atmosphere of Florida.

While this Master Plan is a great expansion of the 2008 Parks and Recreation Plan, as well as strategic planning efforts undertaken by the County over the years, this Plan was coordinated within its own right. Since the Parks and Recreation Department's mission is to enhance the quality of life for Hillsborough County citizens, the heart of the Plan is to provide excellent parks, recreation facilities, and program opportunities, with something for everyone. By building upon the County's existing adopted plans and initiatives, this Master Plan seeks to leverage planned projects and limited resources for the betterment of parks and recreation services and facilities.

Seeking to further the mission and values of the Parks and Recreation Department, this Master Plan establishes a community-defined set of priorities to maximize the effectiveness of the Department and its resources. This Master Plan provides a focused direction for development and delivery of the County's parks and recreation services over the next ten years and beyond.

MASTER PLAN ADVISORS

Master Plan Steering Committee

In order to produce a professionally structured Parks and Recreation Master Plan, the decision was made to organize a Steering Committee. The Master Plan Steering Committee provided input and direction for the development of the Master Plan by working with the Hillsborough County Parks and Recreation Department.

The duties and responsibilities of this committee were as follows:

- To review the process and progress of the developing Master Plan
- To confirm milestones and deliverable due dates
- To ensure work is proceeding on schedule
- To assess information gained from the community surveys
- To provide guidance for the reviewing of data, findings, recommendations, and draft documents

The Master Plan Steering Committee members:

Three local, experienced parks and recreation directors

Greg Bayor – City of Tampa
Parks and Recreation Director

James Chambers – City of Temple Terrace
Former Director of Leisure Services

Jack Holland – City of Plant City
Director, Recreation and Parks

Three members of the Hillsborough County Citizen Advisory Committee (CAC)

Barbara Aderhold
Board Member

Wendell Duggins
Board Member

Lee Lowry
Board Chair

Steering Committee Workshop #1 - June 14, 2016

This workshop served as an introduction to the project and the tasks required by the scope. In addition, stakeholder meetings were discussed, detailing participants, key issues and findings.

Steering Committee Workshop #2 - September 30, 2016

In the preceding months, work began on the actual document creation. In addition, two surveys were conducted with Hillsborough County residents. During this workshop the steering committee was briefed on the progress of the plan and the initial results of the surveys.

Steering Committee Workshop #3 - February 17, 2017

Following completion of a draft of the Parks and Recreation Master Plan, a third meeting was held with the steering committee. The purpose of this meeting was to brief the steering committee on draft findings and recommendations.

Master Plan Advisory Committee

In order to keep representatives of the Hillsborough Board of County Commissioners abreast of the process of the master plan, it was decided that the Hillsborough County Parks, Recreation & Conservation Board would function as the Master Plan Advisory Committee.

In 1986, the Hillsborough County Board of County Commissioners created the Hillsborough County Parks, Recreation & Conservation Board. It is comprised of seven volunteer members who are appointed by individual commissioners and serve two-year terms.

The Parks, Recreation & Conservation Board works with the Parks and Recreation Department, as well as the Conservation and Environmental Lands Management Department, to offer direction in the creation and operation of a wide range of recreational facilities and programs designed to meet the needs of the County residents.

As the Master Plan Advisory Committee, the Parks, Recreation & Conservation Board was engaged to review the process and progress of the developing Master Plan.

The Master Plan Advisory Committee members:

Anthony Sanchez, Chairman

Appointed by Commissioner Pat Kemp

William Barrett

Appointed by Commissioner Victor Crist

Jack Berlin

Appointed by Commissioner Sandra Murman

Peter Fowler

Appointed by Commissioner Stacy White

Artis Gambrell

Appointed by Commissioner Lesley "Les" Miller

Aaron Pacholke

Appointed by Commissioner Ken Hagan

Gwendolyn Thomas

Appointed by Commissioner Al Higginbotham

PLANNING FRAMEWORKS

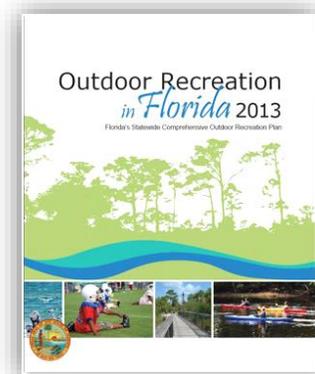
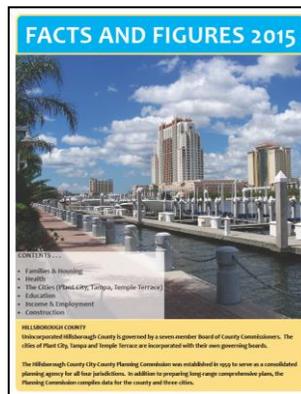
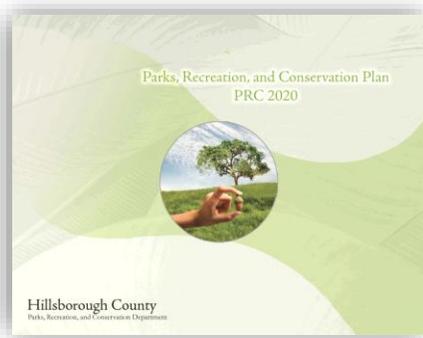
One of the great features of Parks and Recreation programs is the tangible ways that the Department shapes neighborhoods and the community as a whole. Through the development of comprehensive plans, residents, local organizations, and County staff collaborate to produce plans to guide that evolution and thus pursue the best future possible. Since Hillsborough County is continuously evolving in ways that reflect ongoing changes to economic, political, social, and environmental processes, established plans must constantly be reviewed and changed. Therefore, by reviewing past plans, this Master Plan could be developed with an understanding of history, as well as include new elements of the future.

Linkages to other plans

Only through the consideration of the information within former plans can a new master plan be complete.

Plans reviewed include:

- 2008 Comprehensive Plan for Unincorporated Hillsborough County, FL – Recreation and Open Space
 - 2008 Hillsborough County Parks, Recreation, and Conservation Master Plan – PRC 2020
 - 2013 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- 2014 Comprehensive Plan Update Draft – Recreation and Open Space
- 2015 Hillsborough City-County Planning Commission – Facts & Figures



2008 Comprehensive Plan for Unincorporated Hillsborough County, FL – Recreation and Open Space

According to the Comprehensive Plan, the purpose of the Recreation and Open Space Element is to provide guidance to unincorporated Hillsborough County to enhance recreation and open space areas, while designating adequate and appropriately located land for recreational facilities to meet the needs of the anticipated population. Through its goals, objectives, and policies, the Plan established criteria for recreation and open spaces, provided by both the public and private sector, to meet the needs of the growing community. The Plan addressed the needs to plan for the development of additional leisure time recreation facilities to provide the necessary recreational opportunities to keep pace with the demands generated by growth. Based on County Parks and Recreation Department standards, the Recreation and Open Space Element reassessed then current deficiencies and future needs based upon updated parks facilities and acreage data.

2008 Hillsborough County Parks, Recreation, and Conservation Master Plan – PRC 2020

This Plan provides a strategic, long-term vision, basic goals, objectives, and policies to help guide the Department's future growth and development. It was used to guide decision-making for the overall Department. Notably, the Plan highlights how the Department's parks and facilities are important to the health and quality of life in the community. The Plan's objective was for the Department to preserve, maintain, and enhance a quality system of parks, open space, and recreational facilities. To reach this goal, the Master Plan included a market analysis, facility inventory list, internal strategic action plan, standards for a preferred level of service, and a portfolio of funding sources.

2013 Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

According to the Florida's Statewide Comprehensive Outdoor Recreation Plan, the purpose of the SCORP is to outline a five year policy plan and establish a framework for statewide outdoor recreation planning. Section 375.021, Florida Statutes, provides that the plan will document recreational supply and demand, describe current recreational opportunities, estimate needs for additional recreational opportunities and propose means for meeting identified needs. The plan is intended to be a broad statewide and regional appraisal of the outdoor recreation needs of Florida and a guide for the development of a diverse, balanced statewide outdoor recreation system.

Other Linkages

Economic Development / Quality of Life

In addition to providing opportunities for physical activity, parks and recreation also provides economic benefits to its residents, the Hillsborough County government, and the real estate development community. Inevitably, parks tend to increase the value and sale price of homes and properties located nearby. In addition, the amount of local tax dollars required to operate and service recreation areas may be less than for other types of land use, such as residential developments, further increasing the financial impacts they have on municipal governments. Neighborhoods designed to preserve open space through compressed development patterns may result in savings to private developers through reduced construction and maintenance costs, while communities designed for walkability can command premium prices in the marketplace. The tendency for certain residents to gravitate towards particular types of places, would place a higher value on parks and recreation areas, and be willing to pay significantly more to be located near these amenities than others.

Other than the potentially negative economic effect of the "nuisance" factor associated with overly busy or unattractive parks, recreation areas and concentrated developments are found to produce positive economic outcomes for the community. The implication of this factor is important, particularly given recent fluctuations in the real estate market, changing demographics, and inconsistent consumer demand for housing. There is little doubt that a progressive parks and recreation department would lead to a high quality of life for its citizens, as well as play a part in the community's economic development.

Parks and open spaces are believed to generate economic benefits to local governments, homeowners and businesses through higher property values and the correspondingly higher tax assessments. The economic benefits of open, walkable spaces can play an important role in policy-makers' decisions about zoning, restrictions on land-uses, government acquisition of lands for parks, and similar initiatives.

Revenue can also be generated in well-maintained parks by hosting community events, sporting events, art and food festivals, and music events. These events act as catalysts for positive economic impacts by filling hotels and restaurants, and by increasing spending within the community. Out of town visitors or tourists are also a very valid reason to avoid reducing funding sources for revenue generating parks. Facilities that draw in significant crowds need to be embraced, improved, and maintained at levels which increase visitation and result in increased tax revenue. The whole park system should be assessed carefully to determine if budget reductions will inhibit the ability for parks to generate capital and their ability to generate tax revenue.

Researchers at the Center for Regional Analysis at George Mason University, who combined Census Bureau survey data with information in the NRPA's PRORAGIS statistical program, found that parks and recreation agencies operations spending was almost \$80 billion in total economic activity. This amount boosted gross domestic product (GDP) by \$38.8 billion and supported almost 660,000 jobs that paid in excess of \$24 billion in salaries, wages, and benefits across the nation. Further, the researchers found that capital programs spending by parks and recreation agencies led to an additional \$59.7 billion in economic activity, a contribution of \$29 billion to gross domestic product, \$19.6 billion in labor income, and more than 340,000 jobs.

Altogether, the operations and capital spending of the nation's local and regional public park systems created \$139.6 billion in economic activity, added \$68 billion in GDP and nearly 1 million jobs with payrolls totaling \$43.8 billion.

Crime Reduction

Since it is aptly understood that well-maintained parks and active recreational programs reduce crime, then the opposite must also be true. Un-maintained parks and a lack of recreational programs can alternatively lead to higher crime rates. Attractive parks encourage people to walk and play, automatically reducing crime due to park activity. Similar to dog parks, which help develop relationships among neighbors, parks as a whole connect neighborhoods to be stronger and safer. Green spaces in neighborhoods tend to encourage formal and informal social interaction, creating a group of open, supportive, and empowered people.

In addition, there is no question that taking part in physical activity helps relieve anger and pent-up energy. Aggression and violence are positively impacted by exercise, so having parks and open spaces available for the residents reduces the crime that might come about in idle minds. Furthermore, recreational facilities also provide wholesome activities for at-risk youth, keeping them off the streets, and protecting them by offering an appropriate social atmosphere.

The Parks and Recreation Department's partnership with the Hillsborough County Sheriff's Office and the Boys and Girls Club has revolutionized what a traditional department could look like. Currently, five of the Department's community centers offer Boys and Girls Club Programming. By creating an initial partnership with Hillsborough County Sheriff's Office, the County was able to establish a safe presence in the community. As the law enforcement agency provides the staffing, crime rates have significantly decreased, and families now feel much safer when visiting the community centers. Youth and teens ages 5 to 18 are able to receive access to a nationally-recognized program in a fun, safe environment promoting teamwork, tolerance, and productivity. As this partnership continues to cultivate, the Department looks forward to enhancing future developments in program offerings and within new locations.

In reference to developing safe parks, one proactive strategy is "Crime Prevention Through Environmental Design", or CPTED. CPTED is a design approach that uses specific design principles to work toward deterring criminal behavior, while positively impacting the image and usage of the park or community center. CPTED is a technique that can be used globally, so instead of focusing efforts on catching and stopping criminals, CPTED centers on their behaviors and begs the question as to why criminals are picking this location and committing this crime in the first place. Unlike traditional security plans, CPTED provides a different style of assessment, designed to work to prevent the crime before it occurs.



III. Existing Condition

MISSION / VISION STATEMENTS

Introduction

This Master Plan represents the collective vision for the Hillsborough County Parks and Recreation Department. This cohesive vision for continually improving parks and recreation opportunities in Hillsborough County represents the culmination of the engagement process. The vision, along with the guiding principles and mission statement outlined below, will guide the implementation of this Master Plan and the future of parks and recreation in the County. The vision and mission statements lead directly to a series of Goals and Objectives which will help realize this vision.

Mission Statement

Through the development of this Master Plan, a new mission statement was established that was less longwinded, which documented every Department trait. The below improved Mission Statement is not only all-inclusive, but it speaks for the Department in only eight words.

“Enhancing lives through people, parks, and enjoyable experiences.”

Vision Statement

Encompassed in the vision for the Hillsborough County Parks and Recreation Department is to provide a wide range of park and recreational services for all residents and visitors. These services will encourage community health through the delivery of inviting parks, facilities, and programs, which are well managed and reliable in delivery. Services and facilities will be improved through partnerships and an investment that connects the community and embraces the County's diversity, both in terms of its residents and its resources. Overall, we have a vision of excellence in everything we do. Therefore, below is the Vision Statement for the Hillsborough County Parks and Recreation Department.

“To be the best parks and recreation department in the country.”

Department Motto

Through a simple review of this Master Plan, the comprehensiveness of the Parks and Recreation Department is very evident. Whether it is through youth sports, fitness classes, educational programs, or civic meetings, the Department is intricately woven through the fabric of every resident's life. Consequently, the following Department Motto is just as comprehensive.

“Your life is our field.”

Department Theme

In consideration of a theme for the Department to focus on, it was determined that the perpetual hope is that tomorrow will always be brighter. Due to the extensive needs of such a large, diverse organization, there is always more to do. As outlined in Chapter X. (Overall Action Plan), the request for redevelopment funding is vast. As the Department continues to become restructured for efficiency, and hopes to garner the resources for necessary upgrades, the following Department Theme seemed appropriate.

“Don't Stop Thinking About Tomorrow.”

GUIDING PRINCIPLES

The below nine strategic principles will guide the Hillsborough County's Parks and Recreation Department's priorities, activities, and funding into the future. The principles are based on moving management from a focus on daily demands to positioning for longer term achievements. The Hillsborough County community values and expects a great deal from their parks and recreation department. In order to meet these demands, the Department is now focusing on becoming a high performing organization. Over time, the Department will follow best practices and promote staff development, as an emphasis is given to encouraging unlimited thinking in creating never-ending possibilities. These principles will help the Department collaborate with internal and external partners, to ensure that the Parks and Recreation Department accomplishes its vision "to be the best parks and recreation department in the country". Residents and visitors alike will encounter the following characteristics in Hillsborough County parks, facilities, programs, and interactions with staff...*ensuring a flourishing parks and recreation system for the community.*

Hillsborough County Parks and Recreation's Guiding Principles

An Atmosphere of Excellence

The Department will strive for excellence in all aspects of parks and recreation. A highly trained, diverse, and passionate staff at all levels will inspire community trust in the Department and will help to ensure the overall quality of the parks and recreation system.

Resident Satisfaction

The Department will provide quality experiences within our parks and community centers through guest-centered services.

An Assortment of Services for a Diverse Population

The Department will provide an array of affordable programs and facilities to meet the varying and evolving needs of its diverse population, with special attention toward the engagement of users of different ages and disabilities.

Health & Wellness

The Department will provide and promote healthy lifestyle opportunities for the community in an effort to improve the overall health of the citizens of Hillsborough County.

Develop Partnerships to Maximize Facility and Program Opportunities

The Department will continue to seek partnerships with other public agencies and private organizations to maximize parks and recreation services and facility offerings to residents and visitors of Hillsborough County.

Integrity

The staff will do everything personally and professionally with a sense of honesty and fairness! This past year saw the establishment of the Parks and Recreation Department's Ethical Foundation stating, "Be Fair; Be Honest; Tell the Truth; Keep Your Word; Exercise Integrity."

Safe, Secure, and Welcoming Parks for Everyone

Park facilities and programs will provide a welcoming environment that is consistent in both appearance and user experience. All park facilities will be well maintained, with adequate lighting, and be inspected regularly to assure safety for users and regulatory compliance.

Innovation

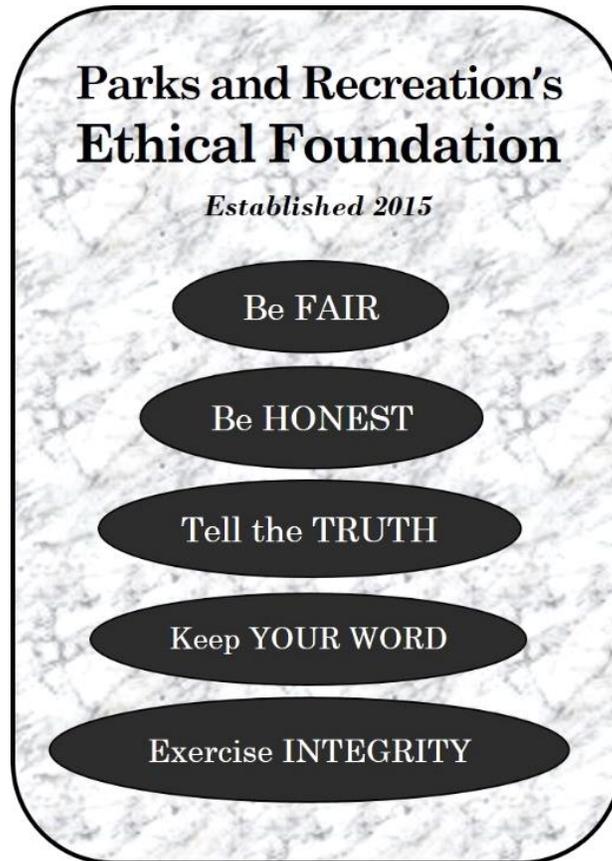
The Department will implement new technology and innovative ideas, while recognizing parks and recreation industry trends by being proactive and responsive.

Education

The Department will teach the residents the benefits of a productive parks and recreation department by way of park maintenance and recreational programming.

Ethical Foundation

After establishing the Parks and Recreation's Ethical Foundation upon the commencement of the new department administration in 2015, signs were installed within each Parks and Recreation Community Center and office building affirming the bedrock principles. Along with transparency, as long as each employee follows the foundation's principles in dealing with coworkers, the Commissioners, and residents, the Department as a whole will be regarded as being professional and having integrity.





Parks and Recreation Department and “Our 9 Strategic Outcomes”

As indicated in the above graphic, Hillsborough County defined nine strategic outcomes as a basis for the overall government. In an effort to unify Hillsborough County Government’s Mission and Vision, the Parks and Recreation Department’s operations are well in align with the County’s nine strategic outcomes. Based on both foundational and service based fundamentals, these outcomes serve to unify processes, programming, and procedures. Focusing on eight main sections, the Department strategically drives departmental functionality, operations, and outcomes. These sections include: Administration, Fiscal, Park Planning, Recreation, Therapeutics, Athletics, and Maintenance and Construction. Each outcome segmented below describes how the Parks and Recreation Department incorporates growth and development, both internally and externally, spanning across each section within the Department.

Outcome 1: Customers who trust Hillsborough County Government and are satisfied with its services

Customer satisfaction is top priority throughout the Hillsborough County Parks and Recreation Department. In order to achieve a thriving outcome in this area, employees are evaluated on these four core values: Customer Commitment, Success through Teamwork, Organizational Excellence, and Dedication to Professionalism and Integrity. In addition to training offered to all employees through the County’s Human Resources Department, Parks and Recreation also conducts annual Customer Service training, which is embedded within the annual Technical Training Plan.

By listening to the residents, the Department is able to sustain and produce quality programming and services. As needs are constantly changing, staff continuously conducts market research and evaluates quality by surveying the participants and community as a whole. In addition to large-scale surveys such as the “Plan Your Parks.org” survey deployed to all county residents, the Department also surveys the community at the lowest level including delivering an evaluation on a recently completed program or class. The data received from the surveys are then studied and used to improve or create quality programming and services.

Building and maintaining relationships throughout the County also builds and fosters trust in the residents as they feel a part of a unified community. Partnerships with organizations such as the Boys and Girls Club, local home school agencies, youth athletic leagues, and the cities of Tampa, Temple Terrace, and Plant City, offer creative ways for the County to expand services to meet the needs of the residents. The Department also finds unique ways to bring the community together to collaborate, network, and have some fun. For example, focus groups and public meetings are utilized throughout the divisions as an

opportunity to deliver information and receive feedback and suggestions for improvement to any one particular region of the County.

Achieving the national accreditation as the Department obtained this past fall, proves to the citizens that the Department is focused on providing the highest quality of experiences. Employees are also supported and encouraged to achieve certification on an individual level to become a resident expert and ambassador to the residents.

Outcome 2: Safe, attractive communities residents are proud to call home

Parks and Recreation plays an important role in not only tourism, but also in recreational pastimes by creating lasting memories for our community. In accordance with industry and CAPRA standards, each of the divisions work closely to develop and maintain safe, attractive communities, parks, and facilities for the residents. Experts working within the Department, such as the Manager of Park Planning and Development, maintain professional certifications, including Certified Playground Safety Inspector (CPSI). In addition to meeting departmental accreditation and professional certification standards, buildings, green space, parks, and equipment are inspected internally and externally on a regular basis.

The Maintenance and Construction teams tandemly work together to schedule rotating preventative and routine maintenance needs for all equipment and property. In addition, each division within the Department collaborates to effectively and efficiently solve any troubleshooting or general maintenance needs to include repairs or replacement. Many of the parks and recreation centers have been outfitted with security systems to provide a safety blanket for not only the employees, but the community as a whole.

Outcome 3: Strong and sustainable local economy

When focusing on contributing to a strong and sustainable local economy, the Parks and Recreation Department will implement energy efficient and environmentally friendly procedures. In addition to participating in the County's recycling initiative, the Department works internally and externally to develop a supportive culture encouraging the development of innovative green initiatives. The Leadership in Energy and Environmental Design (LEED) program is a global effort which promotes energy efficient and environmentally friendly practices. Depending on the project, the Department obtains LEED certification based on performance in areas of sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality.

Outcome 4: Healthy and enjoyable place to live, work, and play

In order to contribute to promoting Hillsborough County as a healthy and enjoyable place to live, work, and play, the Department recognizes the importance of appealing to the recreational needs of our community. Hillsborough County Parks and Recreation Department currently manages 2,904 Acres of Parkland, 53 Community Centers, 165 Parks, 4 Cemeteries, 6 Dog Parks, 3 Skate Parks, and 118 Playgrounds. We offer our community 10 Mini Parks, 30 Neighborhood Parks, 64 Community Parks, 38 Sports Complexes, 291 multi-purpose and athletic-specific fields, 143 Basketball Courts, and 85 Tennis Courts.

The unique programs and services the Department offers provides an additional incentive to our diverse citizens of all ages and abilities. Not only does it offer specialized, free programming through its Recreation Division, it also provides quality programs and services at prices that appeal to a diverse array of community members throughout Hillsborough County. From an affordable after-school program, to free senior field trips, to supporting Paralympic Sport Tampa Bay (PSTB) participants at their local and national tournaments, the Department goes above and beyond to ensure our customers are proud of our dwelling.

Outcome 5: Self-sufficiency and quality of life for those who need help

As a self-sufficient department, it empowers its employees to offer programs, projects, and events aimed at creating a better quality of life for the community and provide tangible and intangible resources for those who may need help. Partnering with different charitable organizations such as the Tampa Bay Buccaneers, Gramatica Foundation, Keeping Tampa Bay Beautiful, and Friends of the County Parks has been a unique way for the Department to give back. In the past, the Department collaborated with organizations to provide items such as school supplies and a new house for a Wounded Warrior. Programming directed at anti-bullying, fitness, or even professional development has been a great way for the Department to offer ever-lasting services to our community.

Outcome 6: Safe and effective transportation network that keeps pace with demand

Most of the parks and recreation centers are housed in safe areas of the county near crosswalks, and have access to sidewalks, etc. However, as a Department, there are several means of effective transportation methods, including vans and buses, located strategically throughout the County. The Department's buses and vans are utilized as safe, efficient, and environmentally sustainable transportation alternatives developed to move participants from one location to another. For example, the Department utilizes its buses and vans to transport youth summer camp participants and seniors to field trips and events, eliminating the need for parents or multiple vehicles serving transportation needs. Employees are trained, licensed, and credentialed based on the type of vehicle they may be utilizing to transport the residents.

If the Department is unable to meet customer demand, the option is to partner with departments within the County to best serve the needs of the community. For example, as a long-lasting relationship with Hillsborough County School Board has been developed, time has been allotted for buses to serve youth attending schools, not within walking distance of our recreation centers. This opportunity allows for more youth to attend after-school programming. This partnership allows for safe transportation alternatives for the youth, in addition to providing more convenient programming options for citizens at affordable rates.

Outcome 7: Reliable, cost-effective, secure infrastructure that minimizes environmental impacts

Creating a secure foundation for operations management is the first step in a reliable, cost-effective infrastructure that minimizes environmental impacts. As planning, management, and maintenance all play significant roles in successful operations, it is important that the Department does its due diligence to appease the ever-growing needs of the citizenry, while monitoring the impact of existing and future parks on the local environment.

Outcome 8: Responsible and sound financial management practices

In order to ensure responsible and sound financial management practices are maintained throughout the Department, it operates according to best practices outlined in the CAPRA standards. A fiscal section has been created to specifically monitor not only the budget and purchasing program, but also the accounting, billing, and additional financially related aspects of the Department. The Fiscal Operations Manager ensures every employee understands the overall coordination of financial resources and the importance of adhering to the departmental budget. Training is completed continuously to ensure employees understand their role.

Developing partnerships is another way the Department contributes to creating responsible and sound financial management practices. By partnering with organizations such as the Boys and Girls Club, the Department is able to expand its programming and service options. In addition to such expansion, this practice indirectly awards them the opportunity to secure investment for buildings and parks. Donors are very dedicated to funding organizations the Department is partnering with, therefore enhancing the quality of the properties.

Outcome 9: Performance-aligned and managed organization

The Parks and Recreation Department is proud to be performance-aligned and managed, creating a successful Department focused on delivering measurable outcomes. They use applications that assist with day-to-day operations while also providing opportunities to report and forecast as needed. For example, many of the divisions utilize the RecTrac and WebTrac systems, which not only provide online access to the customers, but also internal tracking and reporting access for the employees. The data captured by RecTrac can then be utilized to enhance the quality and types of programs and services being offered.

Monitored consistently, employee performance is reviewed semi-annually and reported once per year. As a part of an employee's evaluation, objectives relating to the Department as well as the individual are evaluated. Evaluation reviews are conducted by a manager to ensure employees understand where they may need to improve to ensure they are aligning their output to the goals of the Department and the organization as a whole.

County leadership advises, "In order to create the opportunity for community prosperity, we must provide effective services that enhance our customers' quality of life" – Mike Merrill, Hillsborough County Administrator. It is the Department's number one priority is to provide stellar customer service. We are able to do this by providing foundational and service-based strategic outcomes. The outcomes utilized within each division of the Parks and

Recreation Department will continue to be evaluated and updated in relation to the demand and in relation to our ever-growing community.

Impacting communities

According to the National Recreation and Parks Association (NRPA) website, “Our nation’s local parks and recreation are the gateways to healthy, prosperous and connected communities. On any given day, someone is being positively affected through parks and recreation - whether they are taking a walk on a trail or fitness class at the community center, getting a nutritious meal or just reaping the benefits of clean air and water because of preserved open space. The work of local parks and recreation takes on some of our nation’s toughest challenges like obesity, the economy, environmental sustainability, and offers solutions. Local parks and recreation are uniquely positioned to make significant contributions in these areas, and do by providing critical front-line services and resources.”



The three pillars include:

Conservation - Parks are critical in the role of preserving natural resources that have real economic benefits for communities. The Department is often the only voice in communities, for protecting open space, connecting children to nature, and providing education and programming that helps communities engage in conservation practices.



Health and Wellness - Parks and recreation departments lead the nation in improving the overall health and wellness of communities. They are essential partners in combating some of the most complicated and expensive challenges our country faces - poor nutrition, hunger, obesity, and physical inactivity.



Social Equity - Universal access to public parks and recreation programming are a right, not just a privilege. Every day, the Department ensures that all members of the community have access to the resources and programming offered.



CURRENT STATUS OF THE DEPARTMENT

Before detailing the different divisions of the Parks and Recreation Department, it would be beneficial to understand the composition of the Department as a whole. While every organization is unique, the Parks and Recreation Department is no different. To offer an insight into the demographics of the Department, the completion of a department-wide survey resulted in the following information.

- 79% either have a college or technical degree, or are currently working toward one
- 27% have a degree that has something to do with parks and recreation
- 72% of the employees have worked in the parks and recreation industry for at least 10 years
- 47% of the employees have worked in the parks and recreation industry for 20+ years
- 49% took part in parks and recreation as a youth - "A parks and rec kid"
- 83% played a sport for their high school team
- 66% of the employees are parents
- 48% have 2 or more children
- 81% have a pet(s)
- 63% have traveled outside of the United States
- 80% of the Department finds time to volunteer in the community
- 10% of the employees volunteer nearly 20 hours a month
- 38% was a Boy Scout / Girl Scout / Explorer as a youth
- 4% either achieved Eagle Scout status or received the Girl Scout Gold Award as a youth

Activities in which the employees take part include:

Cooking	42%
Camping	40%
Fishing	37%
Traveling	37%
Boating	35%
Bike Riding	35%
Bowling	35%
Reading	35%
Exercise	30%
Gardening	27%
Board Games	26%
Weight Lifting	26%
Basketball	25%
Swimming	25%
Kayak / Canoe	23%
Billiards	22%
Collector	22%
Hiking	22%
Photography	20%

In addition to many unique and interesting experiences, the Department also features three former professional football players, and a former coach of the Paralympics TEAM USA.

The Hillsborough County Parks and Recreation Department Amenities

- **3,236 Acres of Parkland**
- **53 Community Centers**
 - *27 Partnered Center*
 - *14 Full Service*
 - *9 Partial Service*
 - *3 Occupied*
- **166 Parks Including:**
 - *64 Community Parks*
 - *38 Sports Complexes*
 - *30 Neighborhood Parks*
 - *16 Special Use Facilities*
 - *10 Mini Parks*
 - *7 Undeveloped Properties*

Including:

 - *143 Basketball Courts*
 - *111 Baseball Fields*
 - *85 Tennis Courts*
 - *59 Softball Fields*
 - *53 Soccer Fields*
 - *30 Football Fields*
 - *30 Multi-Purpose Fields*
 - *5 Cricket Fields*
 - *3 Lacrosse Fields*
- **118 Playgrounds**
- **73 Sports Leagues**
- **6 Dog Parks**
- **6 Fitness Centers**
- **4 Cemeteries**
- **3 Skate Parks**

Organizational Structure

A predominant goal of the Hillsborough County Parks and Recreation Master Plan is to investigate the Department's role as a provider of park and recreation services in the community, and to make sure the structure of the Department allows for greater effectiveness. The Department adopted its current organizational structure in the fall of 2016.

The Department is led by a Director, appointed by the County Manager. The Director oversees four main divisions: Administration; Recreation; Athletics; and the Maintenance and Construction Division. The Administration Division includes budget and financial services, park planning and design services, operations management, and administrative support. The Recreation Division includes recreational programs, community centers, and therapeutic programming. The Athletics Division includes all in-house and contracted youth and adult sports leagues and programs, as well as the Paralympic program. The Maintenance and Construction Division includes all park and facility maintenance and construction county-wide.

Administration Division

Background

The Administrative Division is responsible for the daily administration and management of the Department's operations for Hillsborough County residents and visitors to the Tampa Bay area.

The Administrative Offices are located inside the All People’s Life Center at 6105 E. Sligh Avenue, Tampa, Florida. The facility houses the Department Director; the managers for Recreation Services, Athletic Services, Budget and Financial Services, and Maintenance and Construction Services, as well as support staff. Decisions are made at this location that affect the day-to-day operations.

As a side note the expansive All Peoples Life Center was opened in 2007 and is known as one of the County’s showcase facilities as the home base for the Parks and Recreation Department’s Therapeutics Program. The facility was designed to serve people of all ages and abilities, but specializes in serving people with disabilities.

Staffing Levels

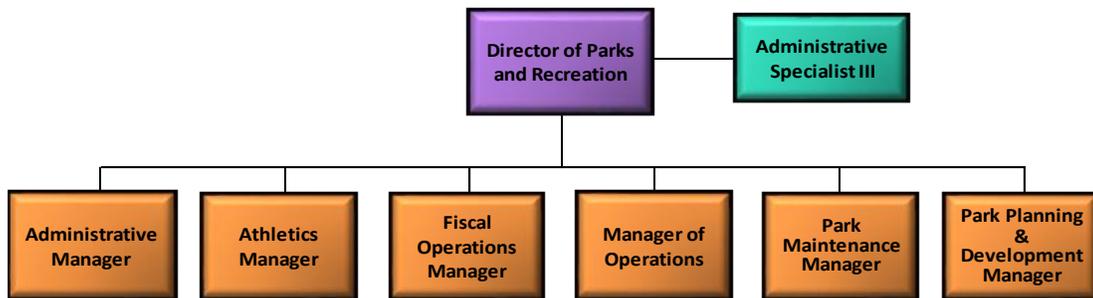
Shown in the table below is the current staffing level allocated to the Administration Division.

ADMINISTRATION DIVISION	STAFFING LEVEL
Permanent Full-Time	8
TOTAL	8

Key Issues:

- Over the past year, a restructuring of the Department has led to a more professionally organized department. While the executive leadership is now located in a central location of the County, all second line managers are easily accessible by way of a short drive or technology.

Administration Division Organizational Chart



Budget and Financial Division

Background

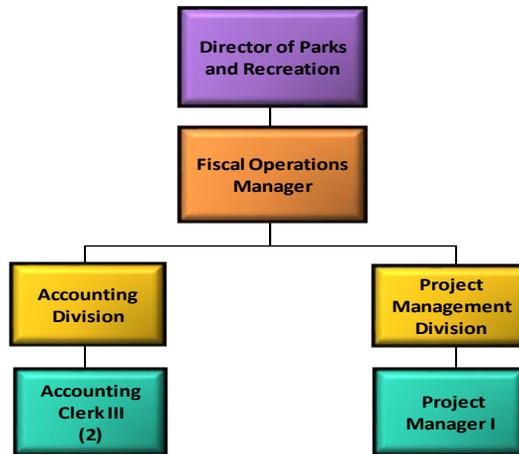
The Department’s operating budget totals \$24.5 million annually and is managed by the Budget and Financial Division. Detailed in the following pages are the individual program budgets, organizational charts, and per capita expenditures that are managed by the Division.

Staffing Levels

Shown in the following table is the current staffing level allocated to the Budget and Financial Services Division.

BUDGET AND FINANCIAL DIVISION	STAFFING LEVEL
Administration	3
TOTAL	3

Budget and Financial Division Organizational Chart

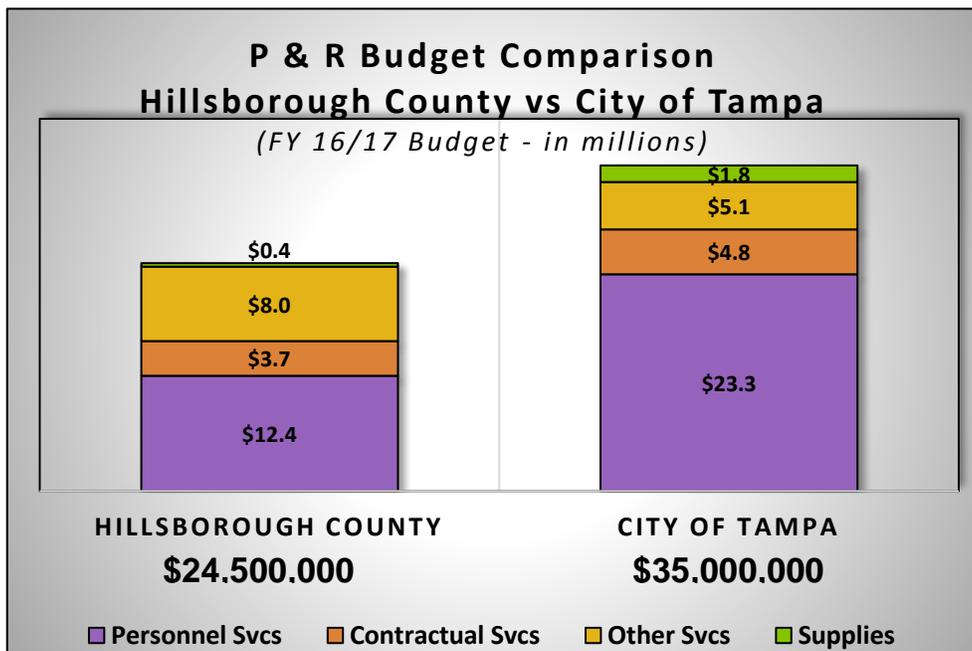


2016 Parks and Recreation Budget by Program

DIVISION BUDGET AMOUNT	DIVISION BUDGET AMOUNT
Administration	\$2.7 Million
Recreation	\$10.9 Million
Athletics	\$2.5 Million
Construction and Maintenance	\$6.7 Million
Therapeutic	\$1.7 Million
TOTAL	\$24.5 Million

Budget Comparison

The below graph indicates a comparison between the Hillsborough County Parks and Recreation budget and the City of Tampa Parks and Recreation budget. To show a pure comparison, both budgets in the below graph include: Personnel Service, Contractual Services, Other Services and Charges, Supplies-Materials and minor Equipment. Note: Neither of the below budgets includes capital funding.



The current budget reflects an economic reality that is not predicted to shift anytime soon, and it is within this reality that the Department must plan for the future. With the Department prioritizing maintenance of current assets over the development of new facilities, and through the planning process, the community has indicated strong support for this concept. At the same time, the Department must respond to the community’s shifting values related to recreation and athletic activities, not only by providing adequate facilities and programs to meet those needs, but by making them accessible to the entire community.

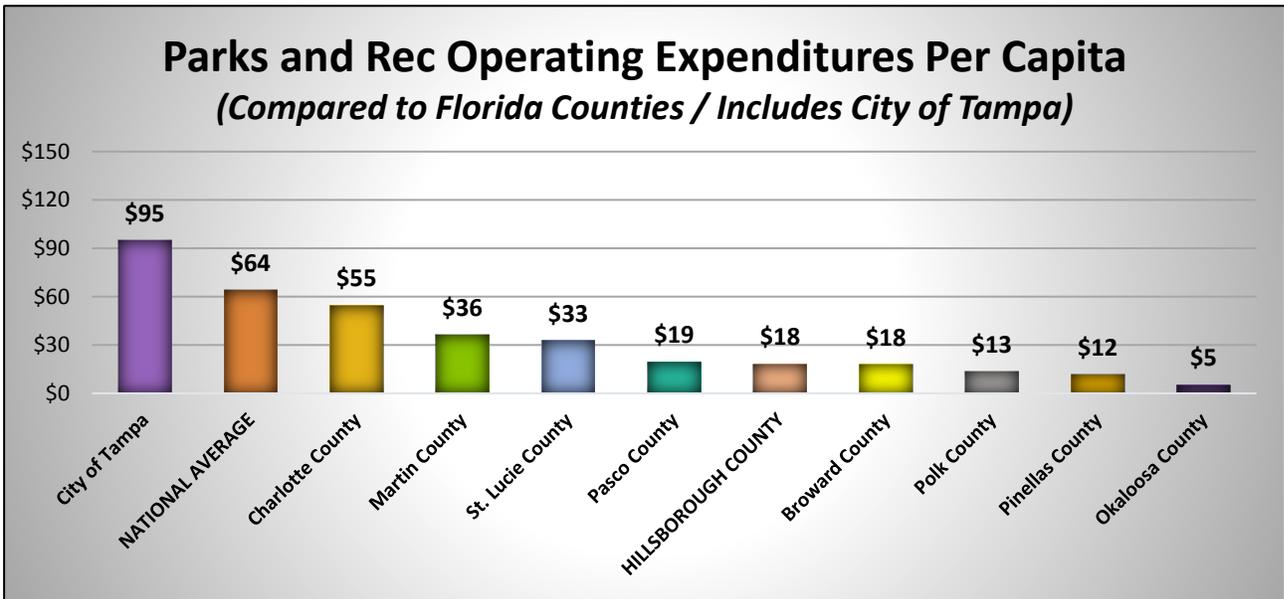
Cost Per Capita

A statistic that can be somewhat of a great equalizer in comparing different sized communities is the “Per Capita Expenditure” - How much does the department cost per every resident. The cost is derived by calculating the overall budget divided by the total population. As indicated, the Hillsborough County Parks and Recreation Department Cost Per Capita is \$18.16. The below charts offer a comparison of the County versus cities, as well as counties.

2016 Per Capita Expenditure for Parks and Recreation

Fiscal Year	Total Budget	Total County Population <i>(Estimate 2016)</i>	Per Capita Expenditure
2016	\$24.5 Million	1,352,797	\$18.11

Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Annual Capital Expenditures Since 2010

The Capital Improvement Plan (CIP) is the County’s financial plan of proposed capital projects, their costs, and timing over a six-year period in the first year of the biennial budget, and over a five-year period in the second year of the biennial budget. The CIP is designed to meet County infrastructure needs in a strategic and efficient manner. Community sustainability, environmental considerations and changing conditions demand that the CIP be reviewed and updated annually.

Annual Capital Expenditures Since 2010

YEAR	AMOUNT
2010	45,847,997
2011	15,671,108
2012	8,227,827
2013	10,341,962
2014	12,559,172
2015	21,975,479
2016	12,522,885

Recreation Division

Background

According to the Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP), a participation survey determined that nearly all Florida residents (96%) say that outdoor recreation is important to them. The Recreation Division provides County residents with year-round activities at community centers and programmed parks throughout Hillsborough County. Professionally educated and experienced recreation specialists plan and administer cultural programs, leisure activities, and special events for residents of all ages. From tiny tots and teens, to adults and senior citizens, full-time staff and individual contractors lead hundreds of recreational activities and special interest programs. Most specifically, the Recreation Division is greatly responsible for the development and supervision of a comprehensive after-school program and an all-inclusive series of summer camps. Through the development of partnerships across the county, the Division is growing in its program offerings.

Currently, this Division has three budgeted section manager positions. Those positions are classified as the East Section, the West Section, and the Therapeutics Section.

Staffing Levels

Shown in the following table is the current staffing level allocated to the Recreation Division.

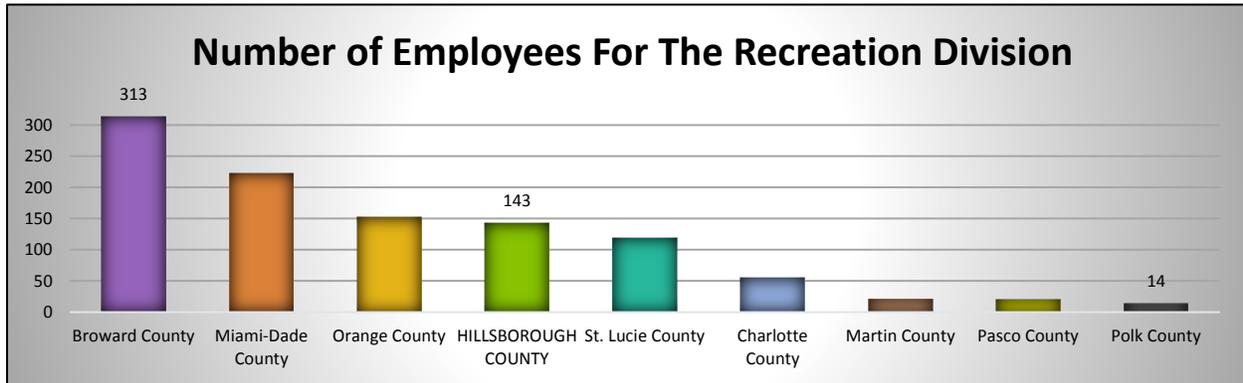
RECREATION DIVISION	STAFFING LEVEL (FTEs)
Administration	8
Community Centers	94
Therapeutic	40
TOTAL	142

Key Issue:

- Due to limited marketing and promotion over the past several years, the Recreation Division needs to develop a County-wide marketing plan.

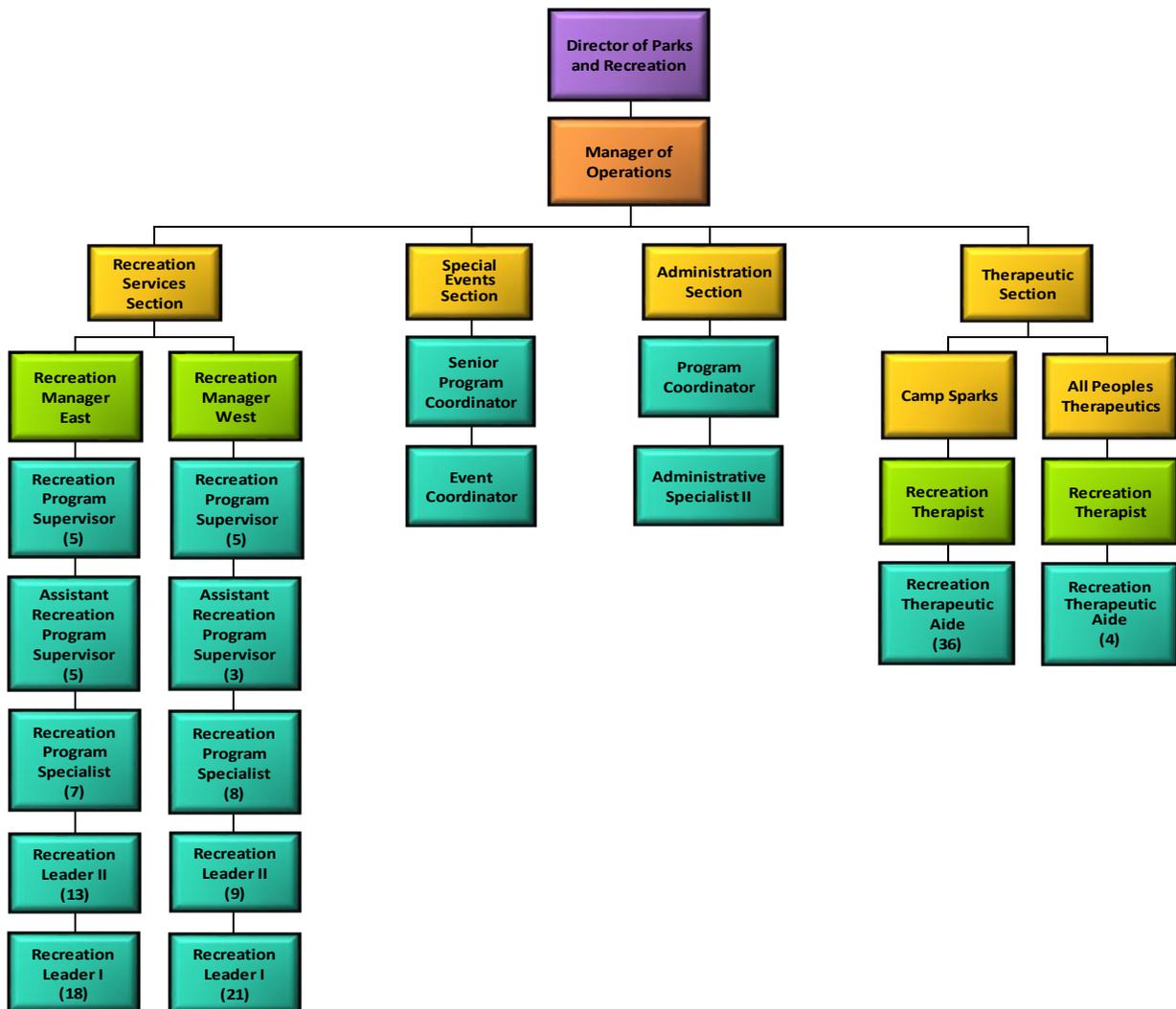
Full Time Equivalent Employee Comparison (FTE)

As indicated in the following chart, in comparison to other Florida Counties, Hillsborough County ranks within the middle of the group with 143 employees.



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Recreation Division Organizational Chart



Recreation Division Training and Professional Development

While recreation programming has always been a core competency of the Hillsborough County Parks and Recreation Department, it could always be enhanced with advanced training. Beyond the training currently in place, the Department intends to introduce a series of advanced and continuous training sessions to provide consistency, innovation, and quality control in the programming process.

Encouraging the completion of different certifications and licenses will also be a future training and professional development goal. Adding certification and qualification goals such as the Certified Parks and Recreation Professional (CPRP), Group Fitness Instructor, and Personal Training (to name a few examples), employees will be empowered to deliver innovative programming designed to attract and retain customers to new revenue generating programs.

Recreation Division Certification and Knowledge

As the Department continues to be professionally restructured, it is recommended that individuals in designated levels of the organizational chart should obtain certain certifications and have job specific knowledge. On the following page, each Recreation Division level of responsibility is detailed as to what certifications and knowledge should be obtained.

Manager of Operations (Recreation)

Bachelor's Degree in Recreation, Administration, Management, or related field (or equivalent education and/or experience), CPRE/CPRP (Desired), First Aid/CPR/AED, CYSA, Microsoft Office, Defensive Driving, Kronos, Florida Directors Credential Training, 40 Hr CCL Training to include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, Continuing Education Classes

Recreation Manager

Bachelor's Degree in Recreation, Management, or related field (or equivalent education and/or experience), CPRE/CPRP (Desired), First Aid/CPR/AED, Defensive Driving, Microsoft Office, Kronos, Florida Directors Credential Training, 40 Hr CCL Training to include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, Continuing Education Classes, RecTrac

Senior Program Coordinator (Special Events Coordinator)

Bachelor's Degree in Marketing, Hospitality, Recreation, or related field (or equivalent education and/or experience), CPRP (Recommended), First Aid/CPR/AED, Defensive Driving, Microsoft Office

Program Coordinator

Bachelor's Degree in Information Systems or related field (or equivalent education and/or experience), CPRP (Recommended), First Aid/CPR/AED Defensive Driving, Microsoft Office, RecTrac, Microsoft Office

Administrative Specialist II

Bachelor's Degree in Administration or related field (or equivalent education and/or experience), Notary, Microsoft Office, P-Card, Travel Training, Oracle, RecTrac, First Aid/CPR/AED, Defensive Driving

Recreation Program Supervisor

CPRP/CPRE (Desired), Florida Directors Credential Training , 40 Hr CCL Training to Include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, First Aid/CPR/AED, Continuing Education Classes, RecTrac, Defensive Driving, Microsoft Office

Assistant Recreation Program Supervisor

CPRP (Recommended), 40 Hr CCL Training to Include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, First Aid/CPR/AED, Continuing Education Classes, RecTrac, Defensive Driving, Microsoft Office

Recreation Program Specialist

CPRP (Recommended), 40 Hr CCL Training to Include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, First Aid/CPR/AED, Continuing Education Classes, Defensive Driving, RecTrac, Microsoft Office

Specialized Recreation

CPRP (Recommended), First Aid/CPR/AED, 40 Hr CCL Training to Include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, Continuing Education Classes, Defensive Driving

Recreation Leader II

40 Hr CCL Training to Include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, First Aid/CPR/AED, Continuing Education Classes, First Aid/CPR/AED

Senior Recreation Therapist (SPARKS)

CPRP/CPRE (Desired), Florida Directors Credential Training, 40 Hr CCL Training to include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, First Aid/CPR/AED, Continuing Education Classes, Defensive Driving, Kronos, RecTrac, Non-abusive Physiological and Physical Intervention (NAPPI) Techniques, Microsoft Office

Recreation Therapist (SPARKS)

CPRP (Recommended), 40 Hr CCL Training to Include Child Care Facility Rules and Regulation, Health, Safety, and Nutrition, Identifying and Reporting Child Abuse and Neglect, Child Growth and Development, Behavioral Observation and Screening, and School-Age Appropriate Practices, First Aid/CPR/AED, Continuing Education Classes, Non-abusive Physiological and Physical Intervention (NAPPI) Techniques

Athletics Division

Background

The Athletics Division is a direct provider and facilitator of athletic programs throughout the County, as well as the overseer of all organized youth sports programs. Directly, the Athletics Division operates an adult slow pitch softball program for more than 200 teams, including an “Over 60 League”. In addition, when possible, the Athletics Division also assists the Recreation Division in organizing the athletic leagues for the teen program. The Division is also responsible for the management of the Paralympic Sport Tampa Bay program; which is a multi-sports program for children and adults with physical disabilities.

Most youth sports leagues in the County are independently organized. Separate of the Department, they operate as non-profit associations on County property. Annually, over 30,000 youth participate in sports programs, while over 5,000 adult volunteers assist with those programs. The County provides assistance, maintenance, equipment, and education to the leagues, their boards, coaches, parents, and players. As needed, each league has its own set of by-laws and policies to govern their programs (under County guidance) and they set their own fees for registration.

The Athletics Division is also responsible for verifying criminal background checks, according to Florida Statutes, and concussion education for all volunteers and youth sports coaches. Since the inception of the coaching certification program, thousands of coaches have been certified.

Staffing Levels

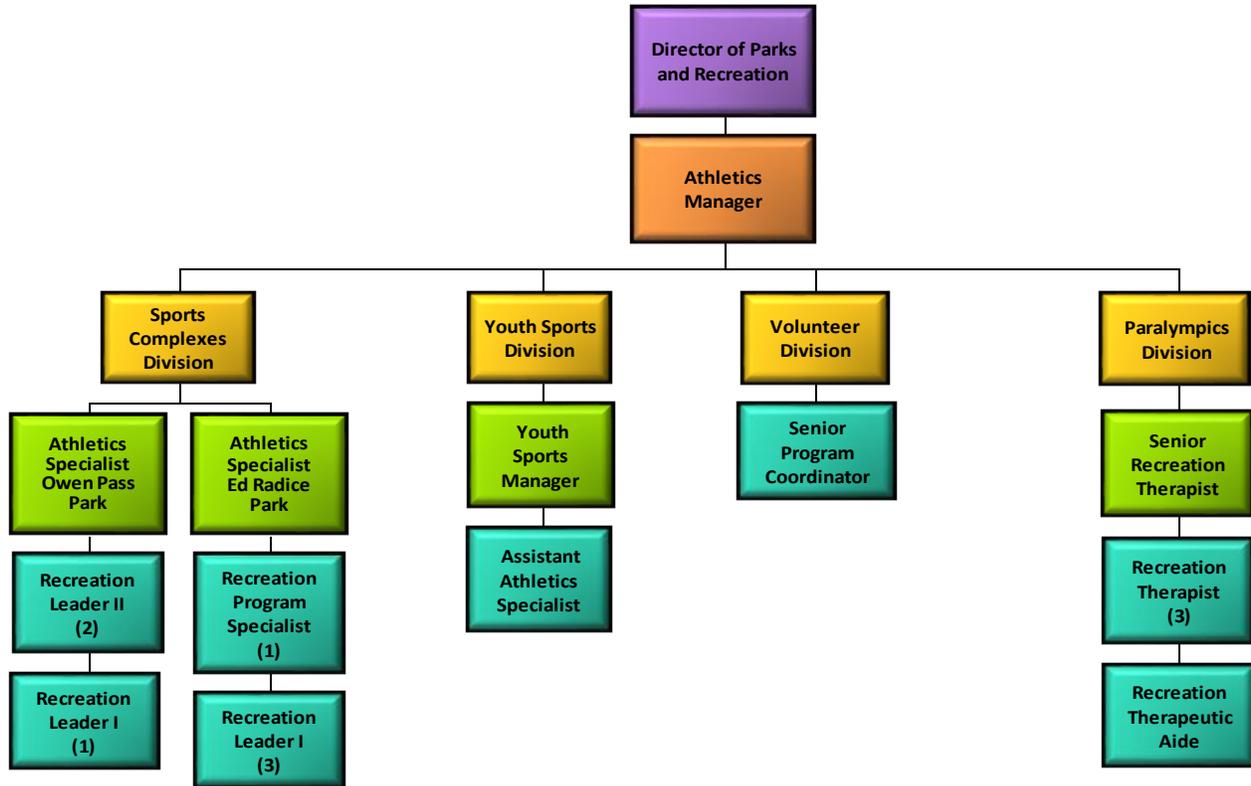
Shown in the table below is the current staffing level allocated to the Athletics Division.

ATHLETICS DIVISION	STAFFING LEVEL
Administration	9
Youth Sports	2
Paralympics	5
Volunteer	1
TOTAL	17

Key Issue:

With the proliferation of travel ball teams, individual teams are being created without access to fields. This, in turn, has put a strain on an already overtaxed ball field situation.

Athletic Division Organizational Chart



Athletic Division Certification and Knowledge

Athletics Manager

Bachelor's Degree in Sports Management, Recreation, Management, or related field (or equivalent education and experience), NAYS Chapter Management, CYSA, Continuing Education Classes, First Aid/CPR/AED, Microsoft Office, Defensive Driving

Youth Sports Manager

Bachelor's Degree in Sports Management, Recreation, Management, or related field (or equivalent education and experience), NAYS Chapter Management, CYSA, Continuing Education Classes, First Aid/CPR/AED, Microsoft Office, Defensive Driving

Athletics Specialist

Bachelor's Degree in Sports Management, Recreation, Management, or related field (or equivalent education and experience), NAYS Chapter Management, CYSA, Continuing Education Classes, First Aid/CPR/AED, Microsoft Office, Defensive Driving

Senior Program Coordinator (Volunteer Specialist)

Bachelor's Degree in Sports Management, Recreation, or related field (or equivalent experience) CYSA, Continuing Education Classes, First Aid/CPR/AED, Microsoft Office, Defensive Driving

Asst. Athletics Specialist

NAYS Chapter Management, CYSA, Continuing Education Classes, First Aid/CPR/AED, Microsoft Office, Defensive Driving

Athletics Specialist

Equipment/Field Training, First Aid/CPR/AED, Defensive Driving

Senior Recreation Therapist (PSTB)

Bachelor's Degree in Therapeutic Recreation or related field (or equivalent experience), Classes/Clinics in officiating and coaching as available, First Aid/CPR/AED, Microsoft Office, Defensive Driving

Recreation Therapist (PSTB)

Classes/Clinics in officiating and coaching as available, First Aid/CPR/AED, Defensive Driving

Construction and Maintenance Division

Background

The Construction and Maintenance Division provides building construction services to the Department and other Hillsborough County agencies.

The Construction Section builds shade shelters, multi-purpose courts, sidewalks, and playground areas; renovates buildings; installs post/rail fencing; and builds maintenance buildings and concession stands at athletic fields.

The Maintenance Section provides professional building and ground maintenance services to all parks and facilities including playground areas, boat ramps, athletic complexes, and selected landscaped roadways. Maintenance Unit I provides these services for facilities north of Interstate 4, while Maintenance Unit II services areas south of Interstate 4.

Staffing Levels

Shown in the table below is the current staffing level allocated to the Construction and Maintenance Division.

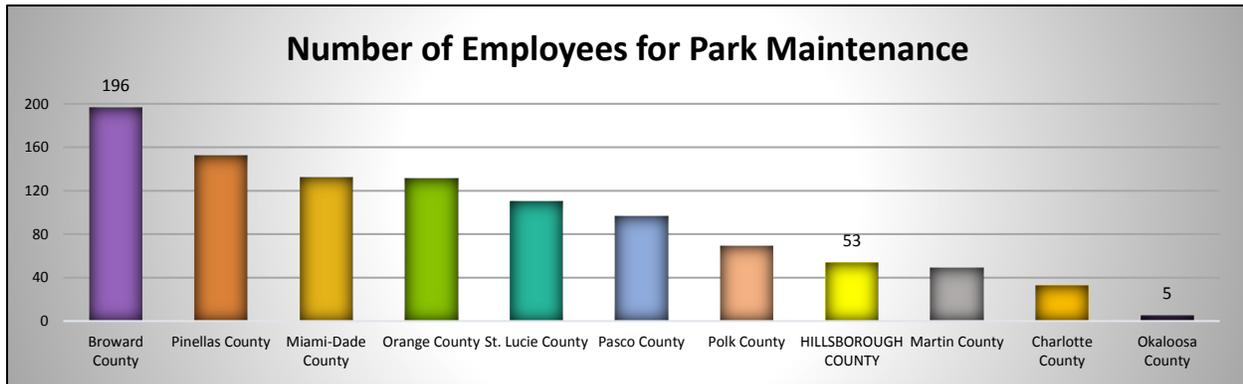
CONSTRUCTION AND MAINTENANCE DIVISION	STAFFING LEVEL
Construction	11
Maintenance Unit 1	22
Maintenance Unit 2	20
TOTAL	53

Key Issues:

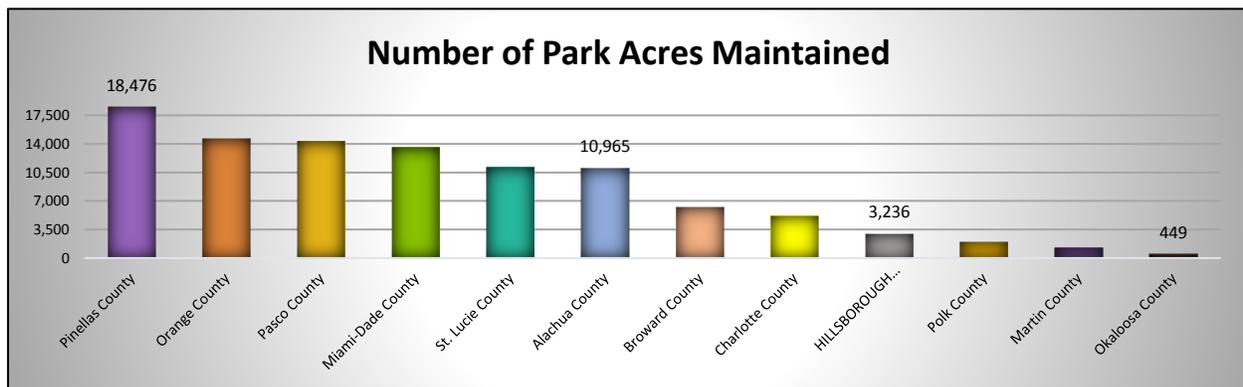
- Staffing levels have not kept pace with the new additions to the park system over the years. For example, four gymnasiums, enlarged sports complexes, and a new dog park have all opened in the past couple of years, without an increase in staff to maintain them.
- It is recommended that maintenance levels increase to what is recommended in the standards and level of service as detailed in Chapter VI - Level of Service.

FTE Comparison

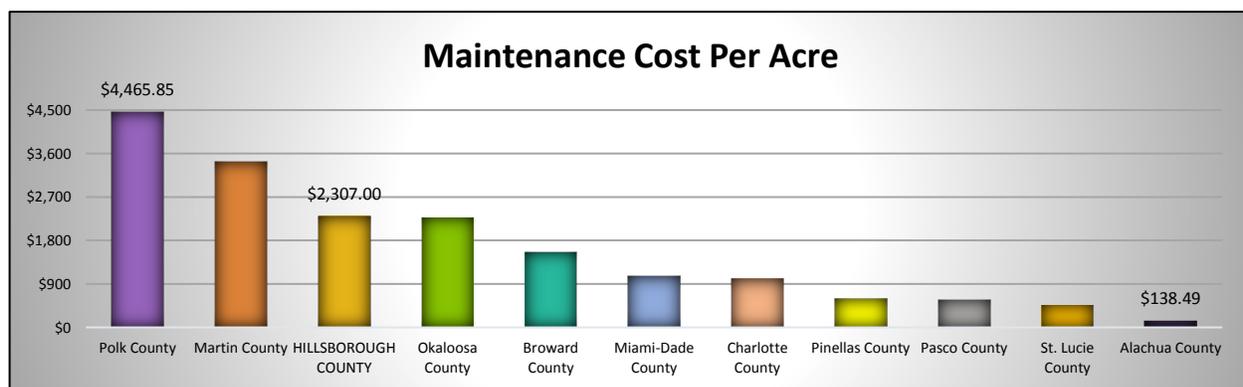
As indicated in the following chart, in comparison to other Florida counties, Hillsborough County ranks within the lower margin of the group with only 54 employees.



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

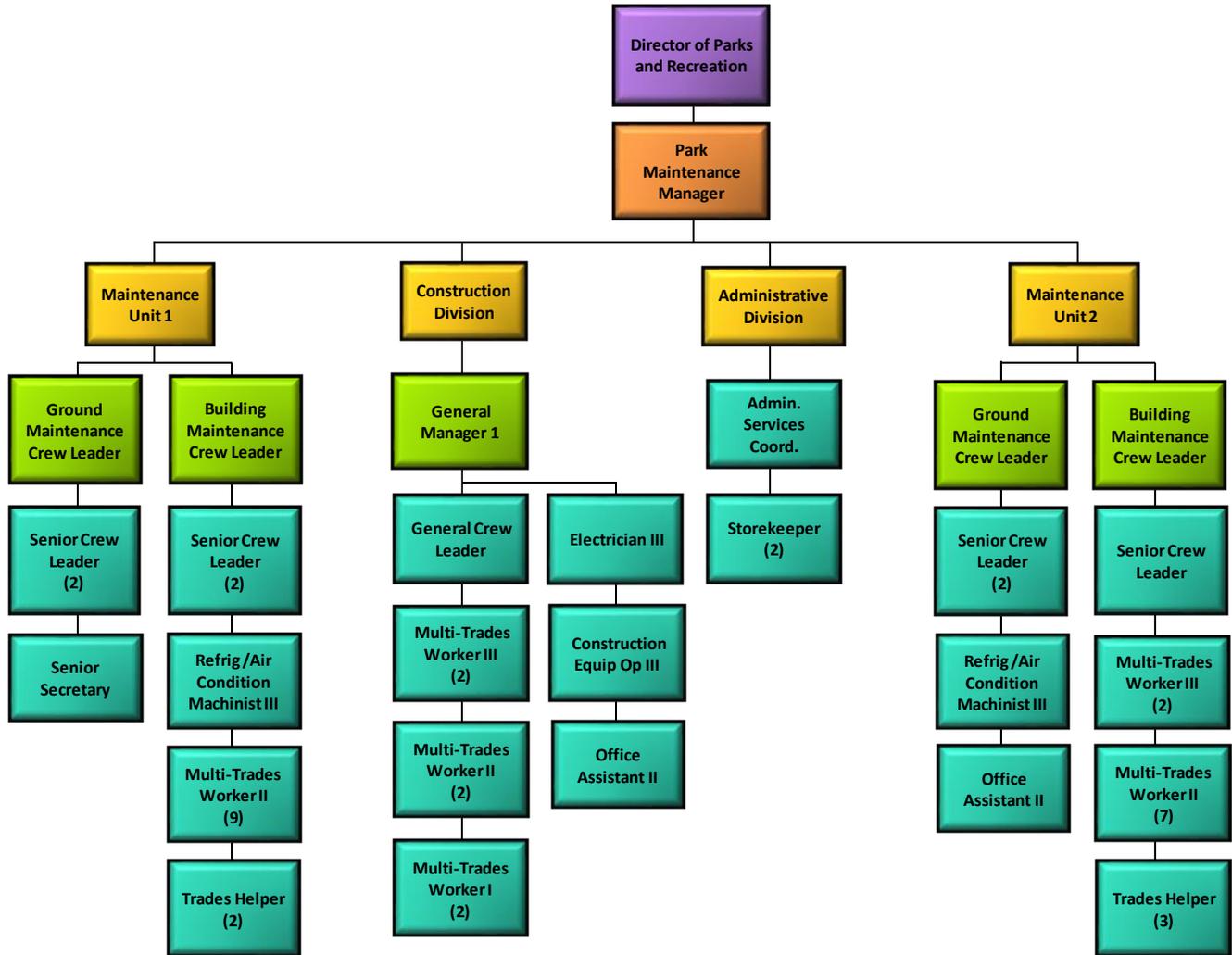


Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Construction and Maintenance Division Organizational Chart



Construction and Maintenance Division Certification and Knowledge

Manager

Degree in Construction Management or equivalent, CDL, CPR/First Aid, OSHA 30, CAD Certificate, Drafting Certificate, Revit Certified, Microsoft Office, Defensive Driving

Office Assistant II

CPR/First Aid, Microsoft Office, Defensive Driving

General Crew Leader (Building Maintenance)

CDL, CPR/First Aid, OSHA 30, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, CPSI, Blueprint Reading, Microsoft Office, Defensive Driving

General Crew Leader (Grounds)

CDL, CPR/First Aid, OSHA 30, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, Horticulturist, Microsoft Office, Defensive Driving

Refrigeration/HVAC Mechanic III

CDL, CPR/First Aid, OSHA 10, Defensive Driving, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, Certified HVAC Technician (based on NCCER Standard) or completed HVAC Apprenticeship Program)

Senior Crew Leader (Building Maintenance)

CDL, CPR/First Aid, OSHA 10, Defensive Driving, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, Microsoft Office, Backflow Certification

Senior Crew Leader (Grounds)

CDL, CPR/First Aid, OSHA 10, Defensive Driving, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, Microsoft Office, Boom Truck Crane and Bucket Truck Operations Certified

Multi Trades Worker III

CDL, CPR/First Aid, OSHA 10, Defensive Driving, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, Certified in two construction trades (Electrical, Carpentry, Masonry, Plumbing, HVAC), Backflow Certification

Multi Trades Worker II

CDL, CPR/First Aid, OSHA 10, Defensive Driving, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified, Certified in one construction trades (Electrical, Carpentry, Masonry, Plumbing, HVAC), Backflow Certification

Multi Trades Worker I

CDL, CPR/First Aid, OSHA 10, Defensive Driving, Forklift Certified, Backhoe Certified, Bobcat Certified, Chainsaw Operations and Hand Power Tools Certified

Park Planning and Design Division

Background

The Park Planning and Design Division is responsible for the design and development of new parks, park additions, new facilities, and the rehabilitation of existing facilities. The Division is also responsible for overseeing the Capital Improvement Plan (CIP), which plans, designs, and constructs the best possible facilities to enable the safe and efficient delivery of services and programs to Hillsborough County residents. Park Planning and Design Services also coordinates renovation and maintenance improvements with other divisions and County departments.

PARK PLANNING AND DESIGN DIVISION	STAFFING LEVEL
Planning and Design Manager	1
TOTAL	1

Key Issues:

- The Division was reduced several years ago, whereby some former employees now work for another Department while still being responsible for Parks and Recreation Department projects.
- Historically, staffing levels have not kept pace with the increase in capital budgets.
- Due to the low staffing levels, the Division has become reactive rather than proactive.
- For some projects, funding is allocated without having the preliminary cost estimating done. As a result, additional time is needed to find money elsewhere either from an existing account or through additional budget processes.

2016 Parks and Recreation Staffing Levels

Shown in the following table are all permanent full-time, permanent part-time, and temporary full-time positions in the Department.

POSITION	STAFFING LEVEL	DESCRIPTION
Permanent Full-Time	149	Work 40 hours per week
Permanent Part-Time	75	Work 19 hours per week, but able to work 52 weeks per year
Temporary Full-Time	93	May work 40 hours per week, but limited to 10 weeks per year
TOTAL	317	

2016 Parks and Recreation Staffing Deficiency Levels

The following table indicates the deficiency in full-time positions per Division within the Hillsborough County Parks and Recreation Department.

POSITION	STAFFING LEVEL	NEEDED	DEFICIENCY
Administration	19	20	1
Recreation	94	94	0
Recreation Seasonal	93 (Summer)	112 (Summer)	19 (Summer)
Athletic	17	17 & 3PPT	3PPT
Construction and Maintenance	53	57	4
Therapeutic	40	41	1
Park Planning & Design	1	3	2
TOTAL	224 / 93 Summer	232 / 112 Summer / 3PPT	8 / 19 Summer / 3PPT

Staffing Deficiency

Administration Division - Fiscal - 1 Full-Time Position

Of the many departments within the County, the Parks and Recreation Department deals profoundly with financial issues between the residents and department programming and rentals. To keep true with all dealings and reconciliations, one position would help balance the work-load for consistency.

Athletics Division - 3ppt (Permanent Part-Time)

These additional positions would allow for night and weekend work to better assist the sports leagues and athletic special events, as well as help in verifying that the leagues are in compliance with County and safety regulations.

Recreation Seasonal Staff - 19 Summer Positions

During the summer of 2016, the Department was depleted by nine summer worker positions. During a time when the Department is attempting to upscale the summer program, losing the nine positions reduced the number of County youth permitted to take part in a summer program. In addition to reestablishing the removed positions, the plan is to institute a summer program in five open parks, in underprivileged areas, that are in great of summer camp activities.

Construction and Maintenance - 4 Full-Time Positions

Through the increase in park maintenance expectations, as well as the addition of parks that are expected to be online within the next two years, the request is for only two additional maintenance positions in the north end of the County, as well as two positions in the south end.

Therapeutic - 1 Full-Time Position

As evident in the Paralympic section of this Master Plan, Hillsborough County offers a tremendous, award-winning program. Because Paralympics consists of only five individuals of the entire Therapeutic Division, there is a need for one additional position as the assistant director. Due to the importance of the Paralympics program, having regional and national implications, the Division should have additional help, as well as a second in command.

Park Planning & Design - 2 Full-Time Positions

As much as the Department is involved in park design and development, there is currently only one staff member within this Division. The request for two additional positions would assist the Department in not only developing the specifications for park and facility amenities, but would also act as project managers to insure that the construction is being completed according to specifications. These positions would be most needed if the Department is fortunate to be granted the funding that is recommended in Chapter X of this Master Plan.

One constant in the parks and recreation industry is that positions usually do not keep up with the additional work and expectations. When new parks are developed and/or new facilities are constructed, staff is needed to keep pace with the operating needs. Unfortunately, staffing and the new costs of the amenity are usually expected to be borne by the Department's current resources, until it becomes evident that new funding and positions are vital. Often times, this acknowledgment is usually after a facility has either deteriorated, or a serious issue takes place because of limited staffing. Therefore, it must be recognized that when developing or constructing new parks and facilities, the resources to appropriately manage the new amenities must also be included within the next year's budget.

Park Security Residence Program

While regularly practiced in the State of Florida Park System, Hillsborough County has been providing park security by allowing Parks and Recreation Department employees and Sheriff Deputies to live within selected parks.

On lands managed by the Department, site security residents have been authorized (upon approval by management and on a case-by-case basis) to either: 1) transport a personal mobile home onto a County-owned park or 2) move into a County-owned house in order to provide site security. Beginning in 2010, site security residents were required to enter into a County license agreement whereby the consideration for the living arrangement involves patrolling the property on a routine basis and completing a monthly activity report. Security residents who occupy their own mobile homes pay the County \$200 per month, while residents of County-owned dwellings pay \$300 per month to offset utility costs.

In 2015, upon direction by the Assistant County Administrator, the site security program was suspended pending a needs assessment. Initial concerns centered on the need (or lack thereof) for on-site security at particular locations and the overall question as to the value of the program to the Department. While some security residents are very productive, others are not as aggressive in fulfilling their responsibilities. Failure to perform required duties, including paying the monthly fee and completing security reports in a timely manner, will result in the eviction of the resident from the park. As of January 2017, the Department housed a total of 19 site security residences, with all residences being privately-owned. The last County-owned resident security house was vacated this past year.

Unlike the parks within the Conservation Department (CELM), whereby they manage large properties with overnight campers, most Parks and Recreation Department parks are not necessarily in need of on-site security residents. As phase one in bringing the program to an end, it is recommended that the Department begin to eliminate site security residences located in parks that do not house community centers. Phase two should include the assessment as to eliminating the whole program altogether.

Alternatives to the park security residence program

While there could be initial concern as to security issues with the removal of the park security residence program, history does not indicate this concern. Of the remaining 19 security residences, only 10 houses exist on a park property that houses a community center. The remaining 9 houses are securing parks that are limited in amenities. Therefore, the Department currently manages 43 parks with community centers that do not have a security residence on location.

Since there are 147 parks that do not have a security residence, including 43 community centers, it could be expected that there would be a visible security issue in these parks. Fortunately, there are no significant security concerns in the Department's parks.

Even though the current rate of crime is extremely limited, as part of the ongoing needs assessment, the Department is exploring ways to replace and enhance the effectiveness of the current site security program. Many of these enhancements will involve the implementation of technological innovations, which will eliminate the need for site security residents at most locations. Such surveillance may include video cameras, electronic gate systems, and solar powered emergency telephones poles at designated locations.



HILLSBOROUGH COUNTY HISTORY

Hillsborough County, which takes its name from Wills Hill, British Secretary of State to the Colonies from 1768-1772, was first mapped and explored by the Spanish in the early 16th century. The United States purchased Florida from Spain in 1821 for \$5 million. On Jan. 25, 1834, the U.S. Legislative Council for the Territory of Florida approved an act organizing Hillsborough as Florida’s 19th county. In 1845, Florida was granted statehood.

At that time, Hillsborough County was a sprawling area that included what is now Pinellas, Polk, Manatee, Sarasota, Charlotte, DeSoto, Hardee and Highlands Counties, most of Glades County, and part of Lee County. Despite its size, Hillsborough’s population was only 836, not including soldiers or Native Americans.

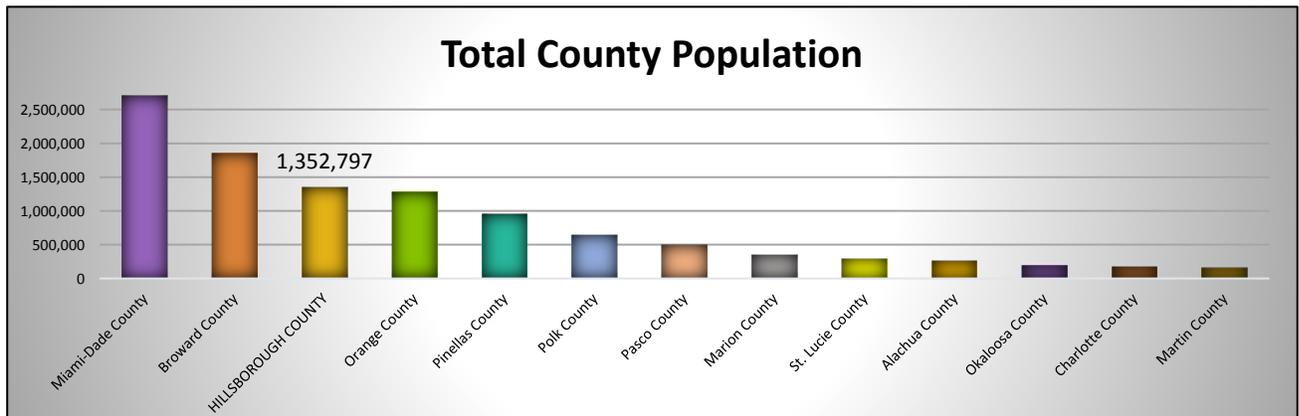
When the first Commissioners met in 1846, the topics were taxes, transportation, a new courthouse and jail, and downtown development. The County tax raised \$148.69 that year. Commissioners were paid \$2 per day while in session.

In 1846, Commissioners approved plans for a new courthouse, since the original building, a small log cabin, was burned during the Second Seminole War. In 1892, a red brick courthouse with a silver dome was built, occupying one square block in downtown Tampa. The building was designed by J.A. Wood, who also designed the Tampa Bay Hotel. Torn down in 1953, this distinctive courthouse was preserved in the County seal. The next courthouse was built in 1952, and is still used as an administrative building for the court system. The current main courthouse, the George E. Edgecomb Courthouse, opened in 2004, was built at the corner of Pierce Street and Twiggs Street. The current County government administration building, called County Center, opened in 1994. County Center was renamed the Frederick B. Karl County Center in 2000, in honor of the County Administrator who was instrumental in the purchase of the building.

Currently, Hillsborough County can be described as being located midway along the west coast of Florida, encompassing 1,048 square miles of land and 24 square miles of inland water area for a total of 1,072 square miles. The unincorporated area includes 909 square miles, or more than 84 percent of the total county area. Municipalities account for 163 square miles. Incorporated cities are Tampa, Temple Terrace, and Plant City. Tampa is the largest city and serves as the county seat.

POPULATION *(2016 Estimates)*

Temple Terrace -	25,820
Plant City -	37,840
Tampa -	365,124
Unincorporated Area -	<u>924,013</u>
TOTAL POPULATION =	1,352,797



Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

COMMUNITY ANALYSIS

Hillsborough County is a diverse and growing community. While the 2000 population was 998,948, Hillsborough County's estimated 2016 population topped 1.3 million. Historically, Hillsborough County's population has grown faster than most counties in the State of Florida. Florida's population is estimated to be over 20 million in 2016, a more than 20% increase from 2000. Today, Florida is the fourth most-populated state in the nation and its population is projected to reach over 24 million by 2030.

As stated in the Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP), "If current trends continue, most of the new population will concentrate in relatively unpopulated counties adjacent to the highly developed metropolitan areas, particularly along the coast. As these areas become more crowded, problems such as loss of open space and natural areas, crowding and a higher cost of living will provide an impetus for further expansion into more rural areas."

1. Market Analysis: Population Trends

Population		
	Hillsborough County	State of Florida
2000	998,948	15,982,824
2010	1,229,226	18,801,332
2016 Estimate	1,352,797	20,148,654
Population change between 2000-2016	+ 26%	+ 20%
Households		
2000	391,357	6,338,075
2010	474,030	7,420,802
2016 Estimate	517,820	7,899,268
Household change between 2000-2016	+ 32%	+ 24.6%
Population Density <i>People per sq. mile</i>		
2000	979	298
2010	1,173	351
2016 Estimate	1,326	376
Household change between 2000-2016	+ 35%	+ 26%

Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

Estimated Population in 2020				
	Hillsborough County		State of Florida	
	Population	Percent Inc.	Population	Percent Inc.
2010	1,229,226	-	18,801,332	-
2016 Estimate	1,352,797	10.1%	20,148,654	7.2%
2020 Estimate	1,406,715	4%	21,372,200	6.1%

Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

Population Growth (Projections)					
	2020	2025	2030	2035	2040
Total County Population	1,406,715	1,515,323	1,613,917	1,704,947	1,790,382
Unincorporated Hillsborough County	940,112	1,014,852	1,075,680	1,136,625	1,194,957
City of Tampa	384,153	410,669	433,103	457,322	481,128
City of Plant City	44,146	49,740	64,555	69,113	71,523
City of Temple Terrace	38,394	40,062	40,579	41,887	43,134

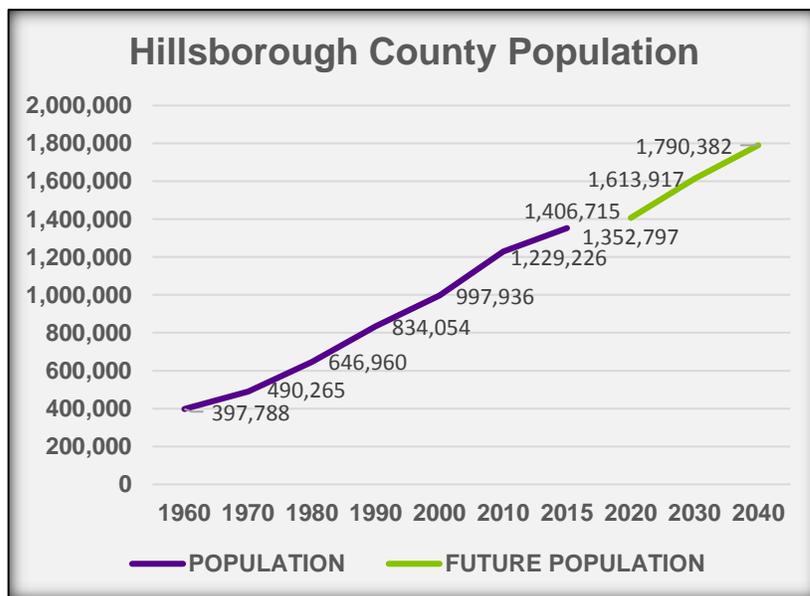
Source: Hillsborough City-County Planning Commission

Observations

- The number of people living in Hillsborough County is projected to reach well over 1.5 million people by 2025, with over 1 million of which will live in unincorporated Hillsborough County (two-thirds of the total population).
- The population per mile has been increasing steadily County-wide. The population density per square mile has increased approximately 35% between 2000 and 2016, causing a change in the need for community parks.
- Hillsborough County’s annual percentage growth rate from the years of 2010-2016 was 1.5%, compared to 1.1% statewide.

Implications

- Population growth will place an increased demand on existing facilities and programs. The County can expect to see increased use of existing facilities as well as increased demand for new ones. The number of parks and recreation facilities will need to correspondingly increase to meet the demand of the growing population.
- New facilities should be located strategically in areas of high population growth to meet new and previously unaddressed demands.
- Population growth will increase the land demands, which will simultaneously reduce the amount of available land and drive up the costs for additional acquisitions. As a result, future park land acquisition may become increasingly difficult to obtain.



Source: Hillsborough City-County Planning Commission

2. Market Analysis: Age Trends

Areas of Population Increase

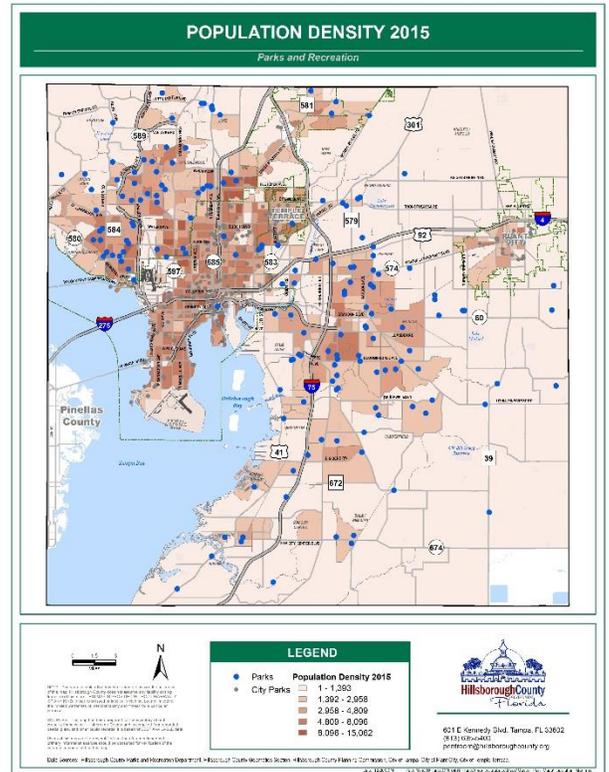
Age Distribution

In the parks and recreation industry, age distribution should influence the offering of recreation facilities and services. For example, a population with a large percentage of school-age children may require an emphasis on after-school programs, while a large senior population would imply the need for a senior center and senior activities. In 2015, nearly one-quarter of Hillsborough County's population was 17 or younger. Since future population densities are simply projections, it should be noted that in 2019, the maps and data is expected to be updated.

Population Density		
	Hillsborough County	State of Florida
2000	979	298
2016	1,326	376

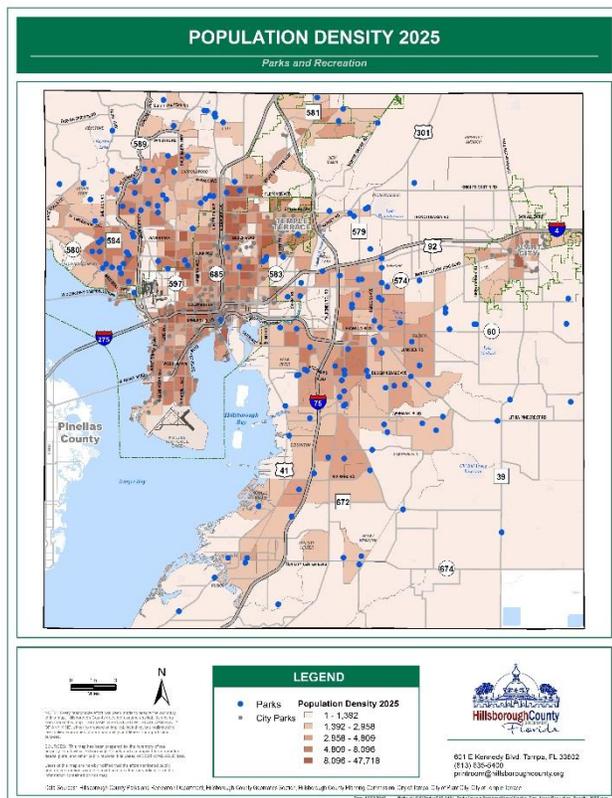
Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

Population Density 2015



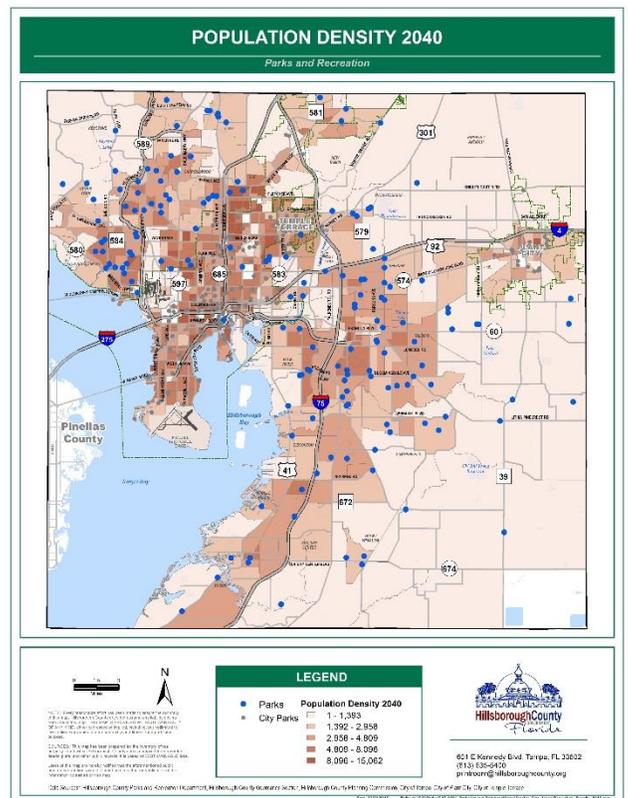
Source: Hillsborough County Geomatics Section

Population Density 2025



Source: Hillsborough County Geomatics Section

Population Density 2040

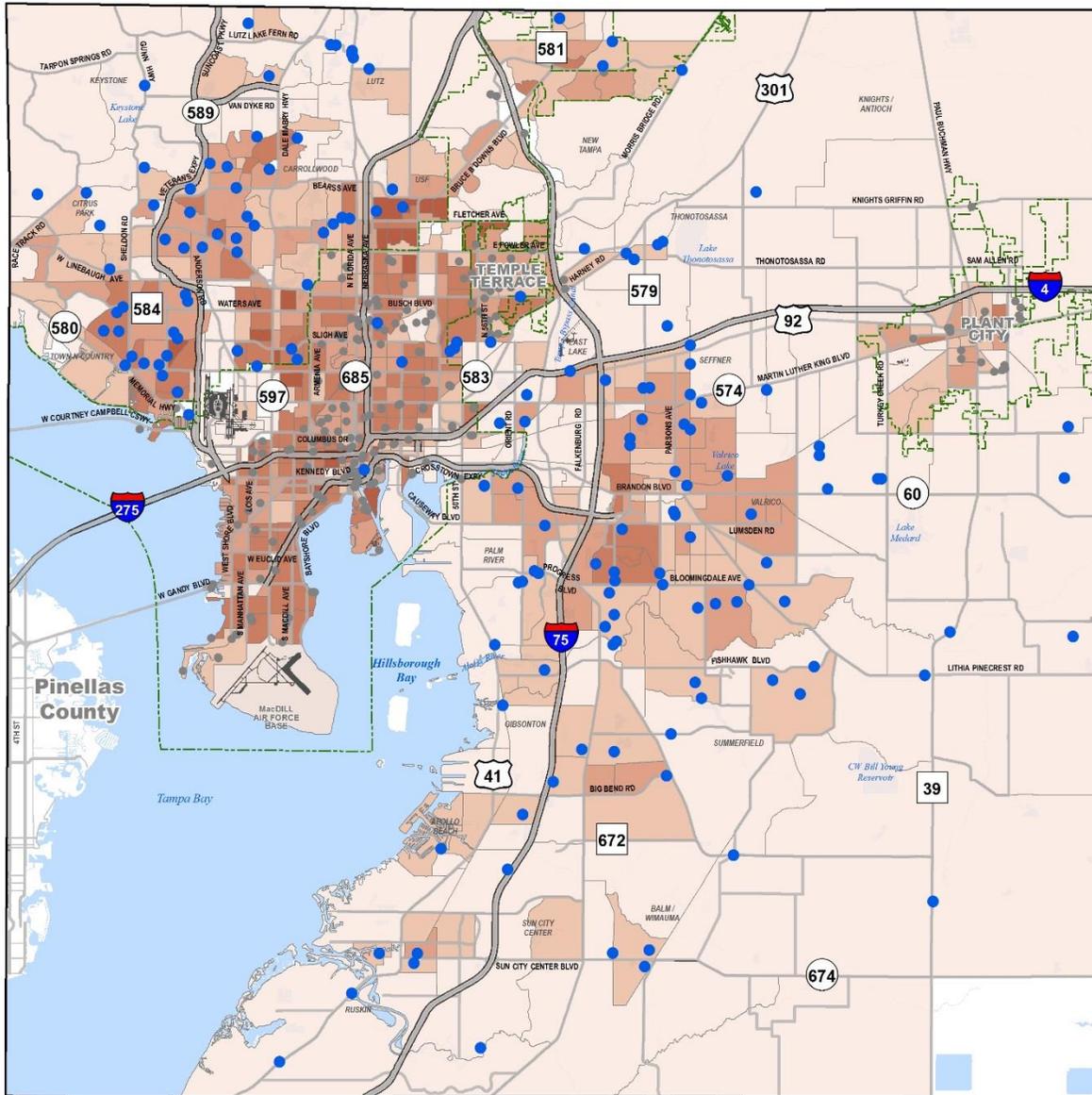


Source: Hillsborough County Geomatics Section

These two enlarged maps of the population density between now and 25 years from now, indicates the projected growth expected throughout Hillsborough County.

POPULATION DENSITY 2015

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section, Hillsborough County Planning Commission, City of Tampa, City of Plant City, City of Temple Terrace.

LEGEND

- Parks
 - City Parks
- | Population Density 2015 | |
|-------------------------|----------------|
| | 1 - 1,393 |
| | 1,392 - 2,958 |
| | 2,958 - 4,809 |
| | 4,809 - 8,096 |
| | 8,096 - 15,062 |

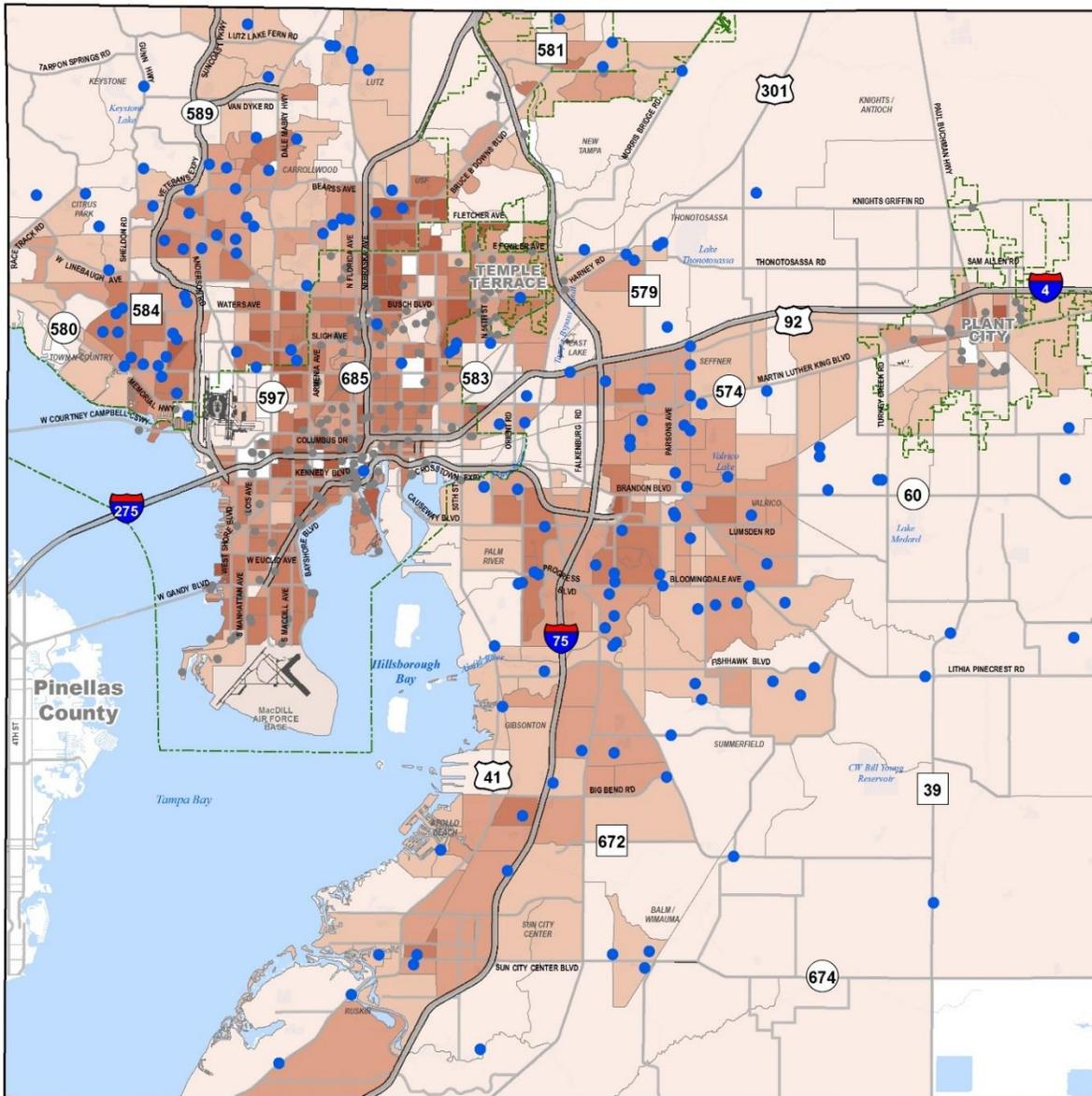


601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
printroom@hillsboroughcounty.org

NOTE: Since future population densities are simply projections, it should be noted that in 2019, the below map and data is expected to be updated.

POPULATION DENSITY 2040

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE DATA.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section, Hillsborough County Planning Commission, City of Tampa, City of Plant City, City of Temple Terrace.

LEGEND

- Parks
 - City Parks
- | Population Density 2040 | |
|-------------------------|----------------|
| | 1 - 1,393 |
| | 1,392 - 2,958 |
| | 2,958 - 4,809 |
| | 4,809 - 8,096 |
| | 8,096 - 15,062 |



601 E Kennedy Blvd, Tampa, FL 33602
(813) 635-5400
printroom@hillsboroughcounty.org

Age Breakdown of Population in 2015				
	Hillsborough County		State of Florida	
	Number	Percent	Number	Percent
4 Years & Under	87,359	6.6%	1,107,257	5.6%
5-9 Years	85,613	6.5%	1,128,619	5.7%
10-14 Years	85,248	6.4%	1,134,648	5.7%
15-17 Years	52,396	4.0%	699,536	3.5%
18-34 Years	331,846	25.0%	4,313,321	21.8%
35-54 Years	357,544	27.0%	5,073,570	25.6%
55-74 Years	253,330	19.1%	4,682,611	23.6%
75-84 Years	50,349	3.8%	1,159,722	5.9%
85 Years & Older	21,878	1.7%	515,899	2.6%
TOTAL	1,325,563	–	19,815,183	–

Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

Observations

- The vast majority of Hillsborough County residents are between 18-54 years of age. Specifically the 35-54 year age group accounted for 27% of the County's 2015 population.
- The median age was nearly 38 in 2010, but was reduced to just over 36 in 2015. Compared with State-wide averages, Hillsborough is younger in composition with 13% of the population over the age of 65 in 2015. Florida overall had 19% in this same category.
- By 2020, it is estimated that over 40% of County residents will be over the age of 45. This trend is expected to continue as the baby boomer generation ages.

Implications

- In the near-term, the needs of the baby boomer generation may dominate facility and programming needs. Members of this generation are characterized as healthier, more active, and longer living than previous generations. While the majority of County residents tend to be under retirement age, the heaviest use of facilities tends to take place after traditional working hours and on weekends. As more and more residents retire, facilities will need to support more flexible schedules and demands.
- With the unique demands expected from an aging population, there may be a need for the development of specialty centers, programmed for specific needs.
- Roughly one quarter (24%) of the population is currently, and is projected to remain, under the age of 18. This has significant implications related to facility and programming needs, particularly as they relate to sport facility construction, since people within this age group represent the primary users of that facility type.

3. Market Analysis: Gender Trends

Gender of Population in 2015 (est)				
	Hillsborough County		State of Florida	
	Number	Percent	Number	Percent
Male	646,909	48.8%	9,683,666	48.9%
Female	678,654	51.2%	10,131,517	51.1%
TOTAL	1,325,563	–	19,815,183	–

Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

4. Market Analysis: Race/Ethnicity Trends

Race & Ethnicity in 2015 (est)				
	Hillsborough County		State of Florida	
	Number	Percent	Number	Percent
White	1,019,525	76.9%	15,666,100	79.1%
Black or African American	243,459	18.4%	3,442,436	17.4%
Other Races and Two or More Races	62,579	4.7%	706,647	3.6%
TOTAL	1,325,563	–	19,815,183	–

Hispanic or Latino Population in 2015 (est)				
	Hillsborough County		State of Florida	
	Number	Percent	Number	Percent
Hispanic or Latino	361,923	27.3%	4,848,271	24.5%
Not Hispanic or Latino	963,640	72.7%	14,966,912	75.5%
TOTAL	1,325,563	–	19,815,183	–

Source: 2016 University of Florida, Bureau of Economic and Business Research (BEBR)

Observations

- The distribution of race in Hillsborough County is changing; becoming increasingly ethnically diverse.
- Industry research does not suggest variances of user preferences of facilities and programs significantly correlating to race or ethnicity of users.
- Rather than attempt to plan based on ethnic composition of the County or sub-areas, it is recommended that park and recreation facilities be designed to serve a diverse population base.



IV. Department Overview

CAPRA CERTIFICATION

Foremost to any description of the Hillsborough County Parks and Recreation Department, it should be noted that during the fall of 2016, the Department became nationally recognized by the Commission for Accreditation of Park and Recreation Agencies (CAPRA). CAPRA exists through the National Recreation and Parks Association (NRPA), and its standards for national accreditation provide an authoritative assessment tool for park and recreation agencies. According to the NRPA website, through compliance with the standards of excellence, CAPRA accreditation assures the County Commissioners, department staff, and the general public that the Department has been independently evaluated against established benchmarks as delivering a high level of quality.

All governmental agencies should be concerned with the efficiency and effectiveness of its operations. Even more, with the importance that parks and recreation programs and services are to the quality of life of the citizens of Hillsborough County, the Department needs to be sure of its ability to play the essential role. CAPRA accreditation is a quality assurance and quality improvement process demonstrating the Hillsborough County Parks and Recreation Department's commitment to its employees, volunteers, patrons, and the community as a whole.

In short, it is one thing to say that a department is good, but it is another thing to know the department is good!

The CAPRA standards were developed by a special committee initiated in 1989 by the American Academy for Park and Recreation Administration (AAPRA) and the National Recreation and Park Association (NRPA). In 1993, the Commission for Accreditation of Park and Recreation Agencies was established to implement and administer the accreditation program. Since then, the CAPRA standards have been reviewed and revised several times, most notably in 2014.

The actual accreditation process is based on the Department's compliance with 151 established standards for national accreditation. To achieve accreditation, an agency must definitely comply with 37 Fundamental Standards and 103 (90%) of the remaining 114 Non-Fundamental Standards upon initial accreditation. After a five-year period, for reaccreditation, the Department must comply with 108 (95%) of the remaining 114 Non-Fundamental Standards.

To become CAPRA accredited, the Parks and Recreation Department moved through a four-phase process: a preliminary application; the development of the Department's self-assessment report; an on-site visitation of CAPRA Visitors; and the Commission's review and decision. As indicated, the on-site visitation this past summer of 2016, followed the Department's development and submission of its self-assessment report. Only through the consideration of a completed self-assessment report could the visitation even be scheduled. Once the accreditation was granted by the Commission following the on-site visit, the Department was officially recognized as one of the first 150 parks and recreation departments in the United States to be officially accredited. Now that the Department has received this great honor, staff is required to submit annual reports. The annual report will identify any significant changes within the Department relating to the accreditation standards.

As an accredited agency, with better structured policies and improved procedures, the Hillsborough County Parks and Recreation Department is now in a better position to improve the lives of the people it serves.



“We cannot direct the wind, but we can adjust the sails”

RECREATION PROGRAMMING

According to the Statewide Comprehensive Outdoor Recreation Plan’s (SCORP) participation survey, Florida residents recognize health and/or physical fitness as being considered the most important motivation factor for participating in recreational activities. Additional reasons for participation were broken down as follows:

Top Reasons for Resident Participation:

1. Health / physical fitness
2. To be with family and friends
3. Relaxation / fun / enjoyment
4. To be outdoors / close to nature
5. To enjoy the scenery



Since “health and wellness” has really been pushed to the forefront of parks and recreation agencies in recent years, the National Recreation and Park Association (NRPA) established a Health and Wellness pillar, along with Conservation and Social Equity, as a critical area in which to focus their efforts.

Operating Sections

Observed as one of the Department’s five operating Divisions, Recreation is responsible for operating and maintaining a large-scale recreation system. Broken down into four functional sections, Recreation encompasses the following:

- Administration
- Recreation Services
- Therapeutics
- Special Events and Rentals

Each unit blends together to provide exceptional customer service and goes above and beyond to serve the needs of the community.

Administration

The Administration Section is relied upon to develop and maintain a sustainable operating infrastructure. By implementing policies, procedures, training programs, providing administrative resources, and clear communication, this section ensures the most up-to-date information is internally disseminated.

The Administration Section oversees and supports all internal operations of the Recreation Division. Providing administrative and customer service assistance to all internal and external customers, the section serves as the primary customer service intake for Recreation. The section also houses the management of the RecTrac software system. Purchased through Vermont Systems Incorporated, RecTrac is a fully integrated parks and recreation management software that increases efficiency and productivity, while providing extensive reporting and statistical data.

The section maintains the system on behalf of not only the Parks and Recreation Department, but also the Conservation and Environmental Lands Management Department. In addition to RecTrac, the section additionally ensures that the external customer service website “WebTrac” is functional and provides the most up-to-date information to the customers.

Recreation Services

Serving as customer service ambassadors to the community, the Recreation Section is devoted to enhancing the quality of life for citizens and visitors of Hillsborough County. Recreation staff oversees, maintains, and/or facilitates programming, classes, and services at locations throughout the County. In addition to the recreation centers, the section also manages neighborhood parks, community parks, playgrounds, skate parks, and dog parks.

The foundation of services includes providing the community with clean, safe parks and open spaces that are easily accessible and welcoming. This is achievable by supporting the County Administrator’s motto of providing quality livable communities. As the role of the Recreation Section in community health and wellness is vital,

Recreation joined the FRPA State of Health and Wellness Pledge in 2016, thereby committing to address and respond to efforts relating to the health and nutrition initiatives in Hillsborough County. Finally, Recreation continuously plans to offer diverse and ever-growing traditional, specialized, interactive, and innovative programming aimed to appease citizens of all ages and abilities.

Therapeutics

Conceived to offer an environment welcoming community members with special needs and disabilities, the Therapeutics Section supplies a wide variety of programs, services, and partnerships throughout the County. As disabilities range and are very diverse, the Department has developed services aimed to capture and entice people of all ages and abilities. There are currently three aspects of the Therapeutics Section: Camp SPARKS, Inclusion Programming, and the All People's Life Center.

Camp SPARKS

Camp SPARKS (Special Parks And Recreation KidS) is an after-school and summer program offered to youth and young adults between the ages of five and twenty-one. This program is designed for children with disabilities such as autism, cerebral palsy, spinal cord injuries, and learning disabilities. Through community partnerships and internal location ability, Camp SPARKS is currently offered at six locations strategically dispersed throughout the County: All People's Life Center, Citrus Park Elementary School, Hunter's Green Elementary School, Riverview Civic Center, Turkey Creek Community Center, and Caminiti Exceptional Center.

Inclusion Program

In order to develop opportunities for youth and young adults with disabilities, the Department has sought to foster an environment where social connections and relationships could be enhanced. Hence, the Inclusion Program was created. This program is geared to intermingle youth with and without physical or mental disabilities. Inclusion is currently being offered during out-of-school-time at three Community Center locations: Northdale Community Center, Egypt Lake Community Center, and Ruskin Community Center.

All People's Life Center

All People's Life Center, which opened in 2007, is known as one of the County's showcase facilities and is home base for the Therapeutics Section. The community center is designed to serve the community as a whole and specializes in delivering programming and services to those living with disabilities. The design of the building serves to exceed ADA standards for accessibility, eliminating all barriers to participation for people with disabilities. Throughout the year, the Therapeutics Section offers a variety of activities including sport clinics, dances, Teen Night Out, special holiday activities, community events, and special interest classes. The Center is also host to many athletic competitions such as Quad Rugby, Power Wheelchair Soccer, and Wheelchair Basketball Tournaments, as well as large-scale events such as the YES! Fair.



Special Events and Rentals

Providing additional means to service the community, the Special Events Section facilitates activities, opportunities, and events that might not be offered year round. These one-time or infrequent events are often used to peak interest from the community and introduce new customers to the programs available throughout the parks and at community centers. They also supply park patrons with additional reasons to continue supporting their local and/or favorite parks and centers. Special Events currently oversees approximately 140 annual events and will continue to offer a multitude of larger scale countywide traveling events designed to provide the community multiple opportunities to participate.

Another main component of the Special Events Section is the managing and coordination of marketing efforts for the Parks and Recreation Department as a whole. Ensuring public awareness of the Department's programs and events involves working closely with the Hillsborough County's Communications Department to confirm messaging and branding of all programs are consistently, effectively and efficiently conveyed to intended audiences. Marketing efforts are currently coordinated by means of advertising, news and public releasing of information, distributing promotional and printed materials, enhancing social media and web presence, sponsorships, public relations, and non-traditional media.

As a core service offered by Hillsborough County Parks and Recreation, rentals encompass a large percentage of the Department's customer traffic and account for a significant generation of revenue. Through RecTrac, the Department facilitates 96 rentable sites to include 57 outdoor shelters and 38 indoor locations. In addition, the Department oversees numerous additional, non-rentable shelters available to customers on a first-come, first-served basis. As this service continues to gain popularity, efficiency and maintenance efforts will continue to increase. It is anticipated that rentals will maintain a positive growth curve continuing a substantial intake of revenue.

A future goal of the Recreation Division is to offer interactive programming as a part of the rental experience. As customers are provided an opportunity to rent both community center buildings and shelters, they may also receive the opportunity to purchase services in the form of programming. The hope is to expand partnerships as well as to offer the community a unique and interactive recreational experience.



Recreation Programs

Recreation currently provides the community with an abundance of programs and classes. Tailored to all walks of life, the objective is to ensure all programs and classes meet the diverse needs of the community. While creating and offering specialized, interactive, and innovative programs and classes, there is also a focus on maintaining traditional programming that continues to retain interest.

In order to offer a diverse array of programs, instructors are found in four types of categories: staff led, volunteer led, partnered, and special interest. "Staff led" is the most obvious form of program management available. A second type of supervision and instruction available is the "volunteer led" type. In order to offer programs which may be better suited to be managed by an outside source, would be considered "Partnered". The fourth form of instructor is simply having an outside educator run a "special interest" program.

Overall, Recreation programs center on target markets including one or more of the following skill levels:

- Beginner
- Intermediate
- Advanced

In addition, as a comprehensive organization, Recreation aims to offer wide-ranging programs for age groups captured in the following subsets:

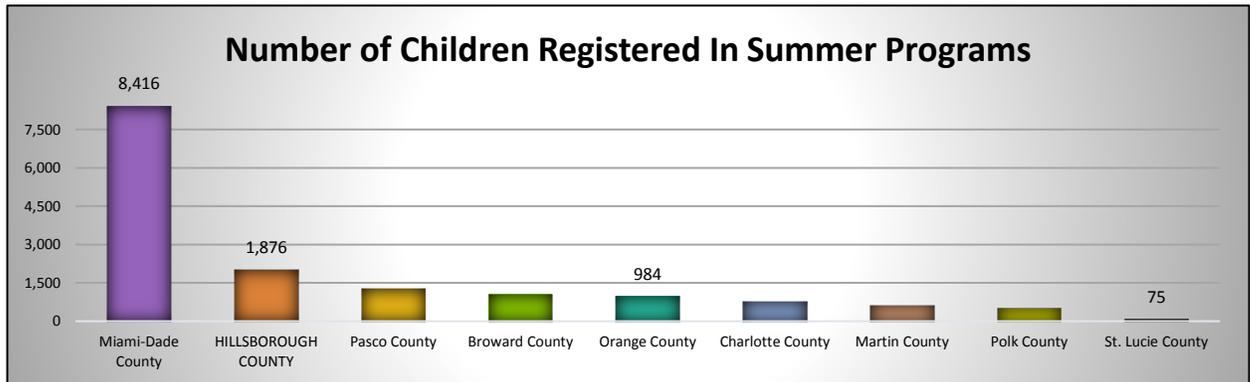
- Tots (2-4)
- Youth (5-12)
- Teen (13-17)
- Young Adult (18-21)
- Adult (22-50)
- Seniors (50+)



Core Programs

Nature and Fine Arts are among some of our newest focused programs and classes. In addition to these unique options, the Recreation Section continues to offer special interest, fitness, wellness, educational, networking, and leisure based activities. Following the analysis represented below regarding the lifecycle of the programs, the following activities were identified as the Department's current core programs:

- Recreation After-School
- Summer Camp
- Youth Sports Developmental Programs
- Senior Programming



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

After-school and summer camp programs have traditionally been the lifeblood of the Department's youth programming. To complement these offerings, the Recreation Section presents various camp days and holiday camp weeks. As each of the areas are equally important, popular, and ever-growing, the Section intends to evolve to the "Out-of-School-Time" (OST) mindset, and plans to offer OST as a future core program. Youth sports developmental programs remain prevalent and in demand. Families enjoy having the option of enrolling their youth in sports programs designed to teach fundamentals, discipline, and teamwork. These programs do not discriminate on skill levels and are geared to encourage participation in youth that may or may not be enrolled in OST programming with Hillsborough County Parks and Recreation.

In considering senior programs as a core, it should be recognized that two types of senior categories exist: Active and Passive. With a great increase in active senior programming, a need for diverse passive programming is on the rise. While an athletic activity such as pickleball has grown dramatically, so has the need for emerging innovative, social, and health and wellness focused classes and activities.

Though the Recreation Division offers programming, classes, and services to the general adult population, adult programming is not currently recognized as a Core. It is the Department's intention to develop future fundamental programming geared to attract adults, specifically young adults, so that the Department is able to capture all age groups in our Core Programs.

It should be noted that the number five most requested program / facility in the Master Plan Survey was educational programs including art (painting and pottery), culture, and STEM.

Cultural and Fine Arts Programming

While cultural and fine arts has a presence within the current program portfolio, there is a limited selection of classes offered throughout the entire system. With a tremendous opportunity to develop this sector as a significant program area, it could be regarded as a future core program. In addition to in-house, staff led classes, these programs offer great opportunities to partner with outside instructors and organizations such as professional arts groups and nearby colleges to offer programming in areas such as dance, intergenerational arts, international culture, performing arts, music, and visual arts.



Recreation currently offers partnered programming focused on cultural and fine arts through the following locations: Carrollwood Cultural Center, Historic Ruskin Firehouse, Gardenville's Historic School House, and the Lutz School House. As the Department strategically plans to grow the cultural center concept, it is currently planning and constructing the most innovated cultural center yet; the New Tampa Cultural Center.



Fitness Programs

Across the board, fitness programs remain in demand. This is true, not only in the adult population, but also within the youth and senior demographics. With the increase in childhood obesity, there is tremendous interest in offering programs geared toward the outcome of developing healthier children. Currently, Recreation embraces this outcome by offering programs such as "MyPlate" and "Rec2Fit" to youth program participants where nutrition, health, and wellness are all a prime focus. For adults and seniors, programs such as "Tone and Stretch", "Line Dancing", "Couch to 5K", and "Strut with your Mutt" have been introduced and are gaining significant interest throughout each of the Centers.

Technology

As it has been estimated, over 84 percent of all US households have a home computer, with over 60 percent of all households having some type of handheld device such as a smartphone, laptop, etc. Knowing this, the Parks and Recreation Department currently partners with the Hillsborough County Library System, which offers basic and advanced computer classes. Beginner classes encompass the basic knowledge of everyday software such as the Microsoft Office Program, while advanced classes could include programs such as advanced Excel and website design.

Nature Programs

As a newer focus for Parks and Recreation, it has been recognized that the community greatly enjoys being outdoors, especially in the Tampa Bay Area. Nature programming is a wonderful way to attract tourists and locals alike to the area's beautiful and unique flora and fauna. Though this is a new venture, community interest continues to surge and innovative program development is in the works. In addition to programs and events such as the "Great American Camp Out" and "Junior Explorers", the Department plans to expand to all ages and abilities by offering programs such as the annual "Hiking Spree" which highlights accessible courses friendly to families, seniors, and those with physical disabilities.



Homeschool

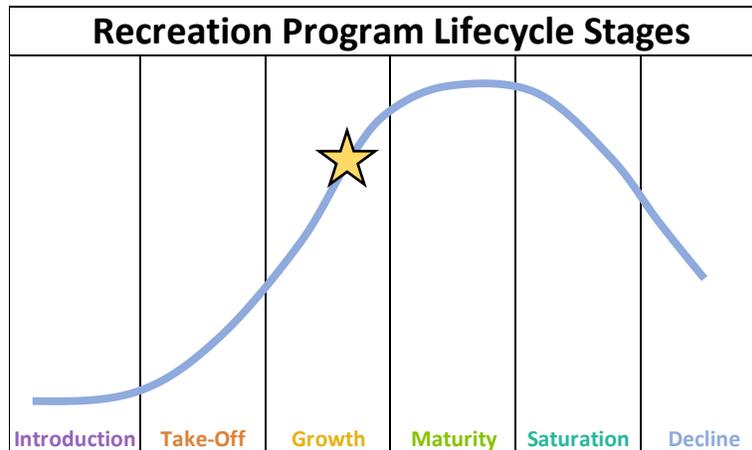
Significant interest in homeschool participation has also been identified in Community Centers throughout Hillsborough County. Programs such as 4H, STEM, and different sports have increased in demand. Recreation has highlighted this area as a potential for growth, and is partnering with different homeschool groups to develop future programming, activities, and classes.

Recreation Programming Committee

Recreation's Programming Committee has been developed as a means to keep programming consistent throughout the Recreation Division, while also intending to stand out in the nation. The committee's purpose is to uphold local, state, national, CAPRA, and industry best practices while ensuring programs are meeting quality and control standards. While continuing to evaluate and audit current programming, the committee works together to create and facilitate new programming. Recreation activities from this point forward must be planned, designed, and implemented to meet the fundamental needs of the participant. Additionally, programs must be designed to provide measurable outcomes critical to the growth and development of participants. Understanding this, the Committee develops program plans, ensures programming and safety objectives are met, and evaluates programs to determine their stage in the programming lifecycle. Overall, recreation's goal must be to remain a resource for the community by keeping up with ever-growing changes and needs.

RECREATION ACTIVITY LIFECYCLE ANALYSIS

The inevitable hope is to design a community class or program that will continue to garner support and last forever. However, it is recognized that all activities have a lifecycle. While not all lifecycles are exactly the same, or last for the same period of time, all of the current classes and programs were evaluated on a lifecycle chart as having six clearly defined stages which are clearly defined below.



Introduction Stage

This stage of the cycle is usually the most expensive for beginning a new class or program. Although the hope is that the new program's attendance will increase significantly, the initial market will be small.

Take-Off Stage

The Take-Off Stage is typically characterized by a strong increase in program attendance in a fairly short amount of time. This is usually due in part to the Department's promotional activity, word-of-mouth advertising, and the present state of our culture and current local fads.

Growth Stage

The Growth Stage is typically characterized by a strong increase in program attendance. This is usually possible because of the Department's promotional activity, as well as word-of-mouth advertising.

Maturity Stage

During the Maturity Stage, the class or program is established and the goal is to maintain the interest that was built up through the earlier stages. Being the most competitive time for an activity due to its success, this is the time to consider modifications or improvements to the activity to keep the competitive advantage.

Saturation Stage

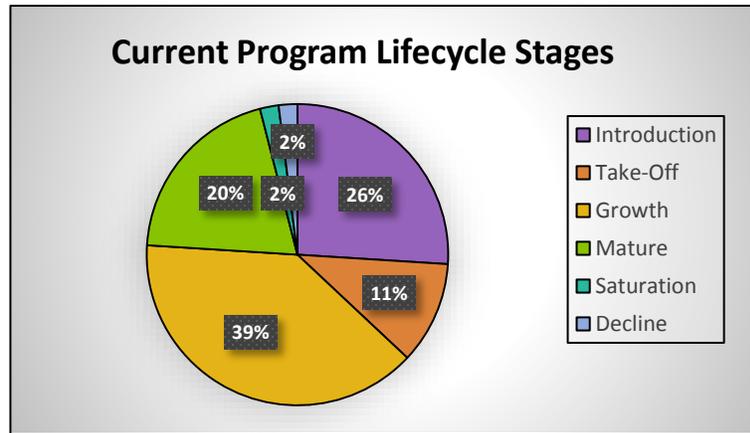
The Saturation Stage represents the point at which a class or program is no longer generating new demand or gaining new enrollments. This could be due to numerous factors including competition, decreased need, or obsolescence. With a class or program in this stage, adjustments must be made to maintain current interest. An example could include alternating days or times the class or program is offered. Otherwise, it may be time to develop phasing out the program.

Decline Stage

Eventually, the market for any class or program will start to shrink. This is known as the Decline Stage. This reduction could be due to the market becoming saturated (i.e. all the participants have completed the program), or because the participants are switching to a different type of activity. While this decline may be inevitable, it may still be possible to stretch out the program's lifecycle by making additional modifications or improvements.

Current State of Programming

In consideration of the above lifecycle chart, the below pie chart displays the percentage of classes and programs within the several lifecycle categories. Considering the lifecycle of the classes and programs currently offered by Hillsborough County Parks and Recreation, it is to be noted the process is subjective. Since the actual stage of an activity may change from year to year, there is no true scientific analysis that can be completed, but rather it is based on staff's knowledge and experience.



Current Program Lifecycle Stages

While a progressive, innovative department should have a large percentage of their activities within the Introduction and Growth Stages, many traditional programs are still expected by the basic citizenry. Knowing this, it is still the best to have the lowest percentage of programs within the Decline Stage.

It is recommended that the recreation staff track program lifecycles on an annual basis to ensure there are a decreasing number of programs in the Mature to Decline Stage while ensuring an increased number of programs in the Introduction and Growth Stage. It is also recommended that programs in the Mature to Decline Stages should be less than 30 percent of the total program offerings.

Through the implementation of an annual program lifecycle audit, programs that are stagnating or slowing down can be identified. The assessment may detect whether those programs should continue in their current state or be modified or repositioned in order to further drive participation. The goal of establishing at least 10 percent new programs annually in the Introduction Stage, while modifying or ending at least 10 percent of the programs in the Decline Stage, will ensure an innovative and progressive department.

By communicating frequently with other parks and recreation agencies within Hillsborough County, the Division is able to identify new and upcoming program trends, avoid program duplication, and partner together in order to maximize available space or resources. Each year, the Division should continue to network with local agencies to compile a Community Inventory of classes and programs. The current list of programs evaluated through the lifecycle process can be found in Chapter XI. (Appendix).

Recreation Assessment and Future Outlook

As the demographics of the Hillsborough County populous are ever evolving, the expressed recreational needs of the community also continue to change. In 2015, Recreation staff deployed an ongoing Parks and Recreation Customer Feedback Survey. Focus Groups were also established at each programmed community center. Designed to obtain valuable recreation input from the citizens of Hillsborough County, the Customer Feedback Survey and Focus Groups were implemented with these objectives:

- Identify recreation and leisure interests that are favorites of residents
- Identify recreation and leisure interests that are least favorites
- Determine facility and program needs
- Obtain residents' general evaluation of various aspects of county facilities and programs

Many of the needs identified through the public opinion survey are indicative of urbanizing communities throughout Florida and the United States. The general populous lead very busy lives and are less willing to commit to recreational activities that operate a fixed schedule. The top recreational activities, as identified by frequency of participation, are activities in which patrons can participate without having a fixed schedule. The increase in this type of “at will” recreation is consistent with trends across the country and is indicative of a societal shift toward greater emphasis on increased quality of life, recreational activities and a decrease in purely competitive sports.

Specifically, the assessment yielded several trends with regard to facility and program needs. These identified trends pointed to changes in lifestyles and subsequent recreational needs. The survey also showed that health and fitness activities are increasingly important to County residents. As the Department moves toward a new programming approach in an effort to provide more relevant and sustainable recreation activities, the programs and services must meet the needs of the community it serves. Therefore, the Department will adopt a “Benefits-Based Programming” approach developed and endorsed by the National Recreation and Parks Association. The approach is predicated on the idea that programmers take a developmental approach to recreation activities and programs. Through recreation experiences, the potential exists for addressing significant issues (social, economic, environmental) without changing the basic nature of the recreation experience.

Complementing the 2016 Master Plan Survey captured in this plan, the following is a summary of activity preferences and park and/or facility needs identified at the 2015 community focus group sessions:

- Easier, equitable access to core recreation facilities and programs
- Affordable after-school program options for their children
- More educational and informational classes (community growth)
- More exercise related programs that reach across all age groups
- Facilities that have the capacity to host multiple programs/classes
- A diverse menu of programs/services for children and seniors
- An effort to obtain additional parkland



“For every action, there is an equal and opposite reaction”

ATHLETIC PROGRAMMING

As an indication of the enormity of the Hillsborough County Parks and Recreation Department, it should be noted that the Department's Youth Sports Division deals with 73 different sports leagues. The vast majority of the leagues include very dedicated volunteers, assisting our community's youth through a vital time in their life.

Historically, when local parents saw an empty ball field, they would get together and start a sports program for their children. With the advancement of travel ball programs, and the expectation parents have on their children's athletic abilities, this concept has changed. What is now happening in the parks and recreation industry is that whenever a parent is not pleased with their child's team or league, they simply create a new team. Once they convince enough children to play on the new team, the Department is called and asked, "On what field can we play?" Unfortunately, in a community like Hillsborough County, where there are more than enough sports programs, there are virtually no fields that are sitting empty looking for a new team or league.

This action has taken several forms including when an entire team decides to leave a league, only to find-out that there is no field for them to use. This happens when a football team leaves a league that uses joint game fields, and then needs a home field when they are on their own. Regrettably, the Department definitely does not have any game fields sitting empty (Amenities including: parking, restrooms, concession stands, bleachers, etc...). The other issue is when leagues themselves continue to expand beyond their capabilities, and then inquire as to where else they can put the additional teams. While this is traditionally a good thing, having more players than fields, the back-story tends to be that the reason that they have expanded beyond their field capacity is because of their interest in using field time for travel ball teams and tournaments.

A major uneasiness for the Parks and Recreation Department is the dramatic increase in travel ball. Travel ball could be defined as independent teams that participate in tournaments throughout the region and beyond. Unfortunately, there is a lot of money involved in the travel ball business. The fees to participate on a travel ball team could be excessive, as well as the indirect costs such as out-of-town hotels and restaurants. It should be noted that the current Department leadership is in great support of travel ball programs, mainly because there is a place for advanced athletics to cater to the outstanding athletes throughout the County. But, travel ball should not be designed to replace everyday youth athletics.

The concern that the Department has is that with the expansion of travel ball programs, including youth as low as at the age of 7 years old, there will inevitably be a reduction in recreation ball. Recreation ball could be defined as sports that are geared toward the beginner and average athlete, with games taking place in self-contained leagues. A loss of recreation ball can be found in the example that with the increase in expensive travel ball programs, there appears to be a reduction in tee-ball and coach pitch programs in youth baseball. Viewing all youth sports from a distance, it is evident that some youth groups are focusing on travel ball at the expense of the young boy or girl who lives across the street from the ball field. Since one of the missions of the Department is to offer youth sports for everyone, staff needs to be cognizant and vigilant in recognizing that recreation ball needs to be priority one. Travel ball needs to be available, but not replace recreation ball.

No longer should a person be able to start a new team or league that is not needed, and then demand that a field be available to them - at the detriment of leagues that are offering recreation youth sports for every resident. Now is the time to reorganize the Athletics' Division's policies to be sure that all residents have the ability to participate in an affordable sports program, close to their home; Not just the select few that have the money and talent to play travel ball. One serious proposal is to limit the number of travel teams per league based on the number of recreation teams in that same league.

According to the article *Returning Youth Sports to the Kids*, appearing in the July 2016 National Parks and Recreation Magazine, "Multiple research studies indicate that only 40 percent of today's youth are participating in sports. This is a sharp decline from a decade ago when youth sports participation was around 60 percent. Additional studies indicate 70 percent of participants are dropping out by the age of 13. While some of the decline in participation can be attributed to the rise of electronic games and fewer physical activity opportunities in schools, there are internal factors professionals need to consider. For the past 20 years, unstructured play has declined and has been replaced with a highly structured and competitive sports culture. This culture is further cultivated by coaches and parents pushing youth to specialize in a single sport. The idea of playing just for fun is disappearing. This is a direct contrast to why children want to play sports. According to a recent study from George Washington University, 9 out of 10 athletes cite "having fun" as the No. 1 reason for participating in sports. These findings are further validated by a Michigan State University study that found the top two reasons youth drop out of a sport were due to being uninterested and not having fun."

In addition, the article continued, "When youth sports provide fun and active experiences, the byproduct will be healthy development for children. A recent study on the relationship between youth sport participation and wellness in young adulthood, found adults who engaged in positive youth sporting experiences had significantly higher wellness scores than those who did not participate in youth sports. Youth sports should provide opportunities for children to develop physical activity habits, improve social skills and have confidence in their abilities to succeed."

The significance of the article is that it is a reminder of the importance of the existence of recreation sports. Unlike the more advanced, highly competitive youth sports programs, the Hillsborough County Parks and Recreation Department's top priority is the continuation of recreational programs. Not only does recreational sports offer an experience for everyone, of every ability, but as the article indicates, participation is important to long-term health. As stated above, there needs to be a place in Hillsborough County for advanced athletics, but not at the detriment of recreational youth sports programs.

He is Just A Little Boy

Unknown

*He stands at the plate, with his heart pounding fast; the bases are loaded, and the die has been cast.
Mom and Dad cannot help him, he stands all alone; a hit at this moment, would send the team home.
The ball meets the plate, he swings and he misses; there's a groan from the crowd, with some boos and some hisses.
A thoughtless voice cries, strike out the bum; tears fill his eyes, the game's no longer fun.
So open your heart and give him a break; for its moments like this, a man you can make.
Please keep this in mind, when you hear someone forget; he is just a little boy, and not a man yet.*

Overuse of the Fields

Due to the great growth in population over the past two decades, the County has experienced a need for more field time. To make matters worse, the popularity of travel ball teams has compounded the problem by increasing the number of teams looking for field availability. It should be noted that it is not simply the existence of teams of new players, but in many cases the new teams consist of players that are already playing in the local leagues. Therefore, many advanced ball players are playing on two different teams, using the same fields. Such overuse can cause irreparable damage to the playing surface. As a best practice, the Department should implement a policy on when ball fields can be used, and when fields must be allowed to rest.

Restrict Ball Field Use When Necessary

Obviously, the more traffic you put on a field, the faster the turf declines. Also, particular sports cause more severe field damage in certain areas than others. It goes without saying that any repetitive action on the same area of a field accelerates wear. This is why practices and warm-up drills are often more damaging to a field than games.

As it is also detailed in the Maintenance Analysis section of Chapter VI. (Level of Service) of this Master Plan, turf damage can be avoided by the Department enforcing the following initiatives:

- Restrict use when the field is very wet
- Restrict use when the field is very dry
- Rotate heavy play areas during practices
- Use portable goals, and move them around the field.
- If possible, move the field's sidelines during the year
- Rotate the entire field 90 degrees
- Restrict the number of practices on game fields
- Reduce activity during the winter season
- Have regularly scheduled rest times
- Do not allow unofficial play

It is the responsibility of the Hillsborough County Athletics Division to enforce the above initiatives and teach the youth sports leagues that failure to follow the policy will cause more field damage, and reduce the opportunity for more play. Since the Athletic Division's only vested interest is in the playability and safety of all County ball fields, the Department is the best authority to decide when fields need to be closed county-wide.

Field Capacities

Field capacities are an important element in determining the future condition of a sport's field playing surface. The Department's field capacity standardization is based on a study from the University of Florida. The studies primary focus is providing information about the amount of use a sports field experiences and the expected condition of

the field based on the total number of hours of use. The quality of field conditions is outlined in three categories per total number of hours of use:

- **Good condition** - The least amount of hours used
- **Mid-range condition** - Optimum use - good conditions with only thinning and wear
- **Significant turf loss and surface damage** - Increased potential for injuries with the highest number of hours of use

In simple terms, the study indicates the total number of foot hours dictates field quality. Therefore, the total number of hours of use per team specific to each sport determines the allowable number of teams per field. To regulate the usage capacity, the annual registration numbers from the Youth Sports Organizations (YSO's) are then converted to a total number of teams per year. That number is then compared to the recommended number of teams per field for each of the youth sports who used a certain sports complex.

The absolute intended goal for recognizing field capacity is to keep all fields within the documented mid-range condition category. Based on the standard field capacity matrix, with the exception of football practice fields at 60%, cricket at 91% and softball at 99%, all other sport fields are over capacity - with lacrosse topping the list at 340%.

This process of evaluating field capacities allows for the opportunity to better understand the use and overuse of the athletic fields throughout Hillsborough County. Of course, another perspective to this observation is the need for more athletic fields to accommodate the areas where fields are currently over capacity AND the area is expected to experience growth in population.

The following are a few options for resolution.

- Limit the number of registered participants at each of the YSO's so the fields are in the mid-range category for the number of teams per field
- Add more athletic fields throughout the County with an emphasis on providing adequate sport specific playing fields to those areas in the County keeping in mind projection population growth and community needs
- Consider alternatives such as synthetic turf, as opposed to the current standard of natural turf, allowing for increased usage

The first option of limiting the youth sports organizations registration may be the most challenging to enforce, simply because of the size of the individual communities and their needs (i.e. FishHawk, Gibsonton, or Lutz). In addition, it is usually the option of the resident to choose to play at the sports complex they prefer. When considering boundaries as established by the YSO's respective affiliations, most if not all, do offer waivers to allow for parents to choose their location of choice. This limits the County's ability to establish capped registrations. It should also be noted that this process would take longer to implement, as such an approach should be gradually introduced due to its effect on each YSO's current membership.

The second option requires the acquisition of property which would require significant funding. Given the current budget, building new sports complexes across the County, including other amenities as well (i.e. concessions, restrooms, bleachers, added cost of utilities, etc.), makes this long-term option possible, but more likely in a combination with the third option.

The third option is to invest in the installation of synthetic turf fields. Although the initial cost may seem high, long term benefits not only counterbalance the expense, but will additionally provide a great increase in the number of allowable hours per field. This option will put the athletic fields in the first category of the field capacity matrix for playing surfaces, which is the most optimal level for continual usage and safe play. In considering the maintenance for natural grass versus synthetic turf, along with the extreme capacity of most of the athletic fields in Hillsborough, synthetic turf seems like a most viable option to resolve the current challenge with the County's over capacity issue. In addition, downtime or resting of the fields for natural grass would no longer be needed with the installation of synthetic turf. Also, being in the Florida climate where every sport is now being played year round, synthetic turf will meet the demand for more fields.



Another perspective to consider with the use of synthetic turf is that the current YSO's would no longer need to pursue avenues to generate more revenue to assist with maintaining natural grass fields. This would hopefully result in the lowering of registration fees to their membership or help provide higher quality equipment or better uniforms, etc... The leagues focus can now be on providing the best service to their membership without the burden of field maintenance costs.

Therefore, after serious review, a combination in the acquisition of new parkland in developing areas, as well as the installation of synthetic turf fields at current sports complexes, would greatly assist in alleviating the capacity issue the Department is being faced with on a daily basis.

As mentioned earlier, the issue of travel ball also affects field capacity numbers. Unfortunately, many youth in the County are playing both recreation ball and travel ball. This act is leading to potential harm to the youth and also additional wear to the fields, having the same person utilize the same field twice as much. Developing or revitalizing a sports complex for the exclusive use of individual travel ball teams, could assist in solving the capacity issue at certain parks.

In summary, field capacities are vital in determining an athletic field's limits and the playing surface's conditions for safety. It also allows the Department to disseminate the immediate need for sport specific fields. Through the evaluation of capacities, the primary focus should be for the Athletics' Division to provide the best solution to better serve its YSO partners and youth sports minded citizens of Hillsborough County.

Total Field Capacities at a Glance

The below matrix was developed based on an Athletic Field Use Study by the University of Florida. The study allows for the three levels of field conditions as described above. Consideration is given to the number of players per team, the number of teams per field, the number of hours per week, total number of fields, and the total number of allowable teams per field to sustain average field conditions. The following chart is a summary of the detailed report that is located in Chapter XI. (Appendix).

BASEBALL

Total participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
11,915	993	115	920	108%

SOFTBALL

Participants/Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
2,601	218	24	192	114%

FOOTBALL

FOOTBALL		PRACTICE			GAMES		
Participants/Year	Total # teams	# of Fields	Total Team Capacity	Actual Capacity	Game Fields	Team Cap	Actual Capacity
5,209	121	42	198	61%	9	45	269%

SOCCER

Participants/Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
7,920	660	36	604	109%

LACROSSE

Participants/Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
883	44	6	30	147%

CRICKET

Total Participants	Total Teams	Total # of Fields	Total Team Capacity	Actual Capacity
3,300	165	4	48	344%

CURRENT YOUTH SPORTS LEAGUES

The following is a breakdown of the many youth sports programs that currently take place on Hillsborough County fields.

Youth Baseball Leagues

Throughout Hillsborough County, there are 21 individual baseball programs. Among the 21 individual programs, four options of league play are offered which include from the developmental level to a more competitive counterpart. Most of the leagues offer a recreation based program. The majority of the youth in Hillsborough County play at this level. There is also the opportunity for the youth athlete to move up to the next level of competitive play at any of the leagues in Hillsborough County.

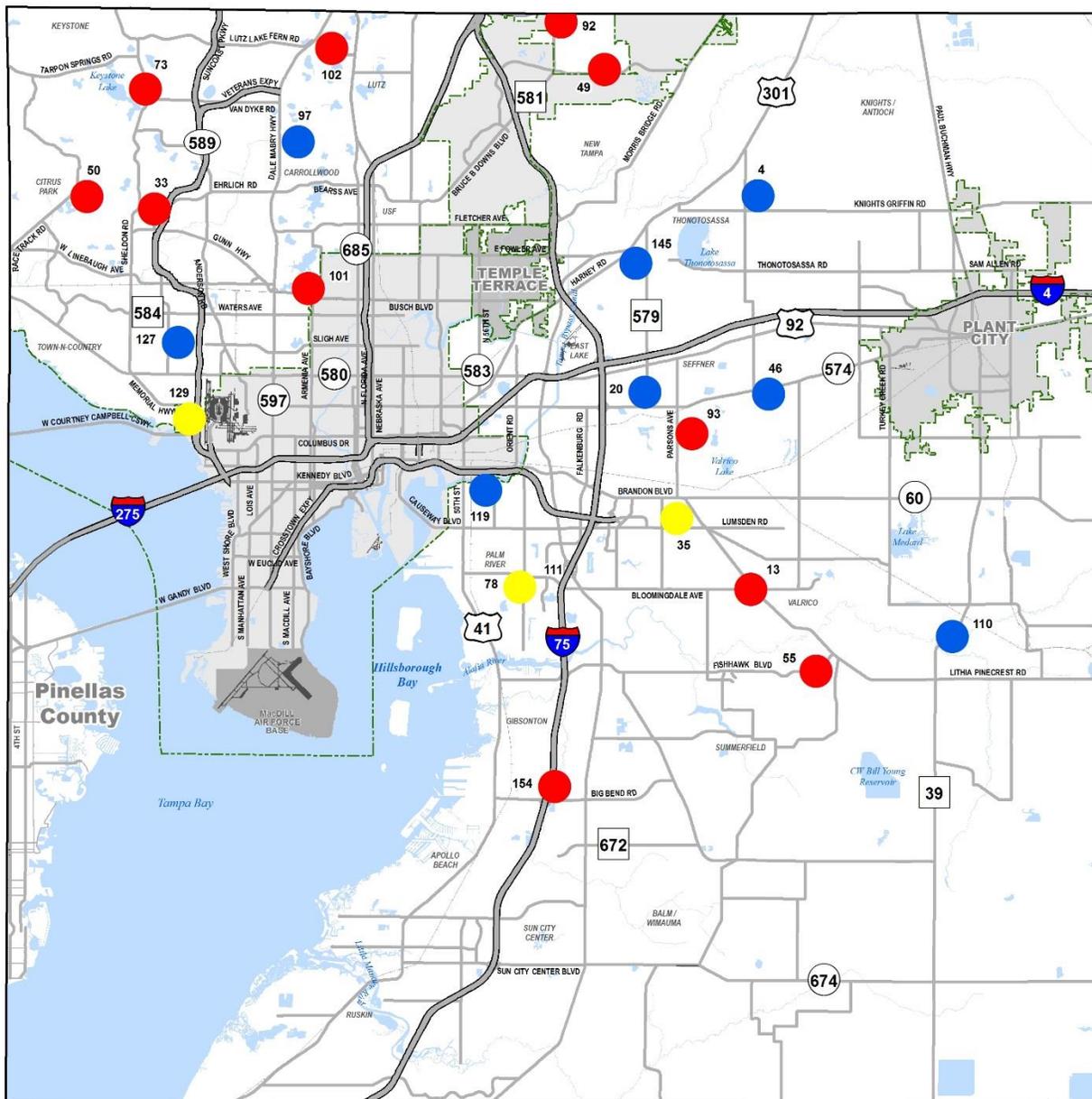
The differences in the various leagues range from coach/machine pitch divisions to rules more in line with Major League Baseball's Official Baseball Rules. There are also differences in the way teams are drafted, base distances and varying age divisions that allow for base stealing and pitching distances.

<u>Location</u>	<u>Baseball Programs</u>	<u>Capacity</u>
Cal Ripken/Babe Ruth League		
Bloomington Sports Complex	Bloomington Youth Sports Assoc.	155%
Citrus Park Sports Complex	Citrus Park Sports Associaton	119%
Vance Vogel Sports Complex	East Bay Youth Athletics	150%
FishHawk Sports Complex	FishHawk Youth Baseball	465%
Oscar Cooler Sports Complex	Lutz Baseball	159%
Live Oak / Eber Sports Complex	North Tampa Athletics Assoc.	112%
North Brandon Sports Complex	North Brandon Youth Baseball	166%
Little League		
Antioch Sports Complex	Antioch Little League	30%
Ed Radice Sports Complex	Keystone Little League	151%
Northlakes Sports Complex	Northside Little League	33%
West Park Sports Complex	Northwest Little League	65%
Pinecrest Sports Complex	Pinecrest Little League	28%
Larry Sanders Sports Complex	Progress Village Little League	72%
Pony League		
Burnett Sports Complex	East Point Pony	33%
Orange Grove Sports Complex	Forest Hills Youth Baseball	126%
Clayton Park Sports Complex	South Brandon Baseball	73%
Skyway Sports Complex	Skyway Youth Baseball and Softball	83%
Shimberg Sports Complex	Town and Country Pony Baseball	34%
Travel Ball		
Dover Park Sports Complex	Bullet Baseball	27%
Keystone Community Center	Tampa Thunder	108%
Rubin Padgett Sports Complex	BSAC	56%



BASEBALL LEAGUES

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section

LEGEND

Baseball Leagues

Capacity (%)

- < 80% (8)
- 80 - 115% (3)
- > 115% (11)

Municipality

- Plant City
- Tampa
- Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Youth Softball Leagues

Currently, there are 9 softball programs under four different league affiliations. Just as the baseball leagues offer recreation based programs to include competitive play, so do the softball programs. While some of the leagues offer a slow pitch option, most provide the increasingly popular fast pitch league play.

<u>Location</u>	<u>Softball Programs</u>	<u>Capacity</u>
Cal Ripken/Babe Ruth League		
Bloomingtondale Sports Complex	Bloomingtondale Youth Sports Assoc.	102%
Citrus Park Sports Complex	Citrus Park Sports Association	88%
FishHawk Sports Complex	Miss Tampa Bay Softball	63%
Live Oak / Eber Sports Complex	North Tampa Athletics Association	75%
Vance Vogel Sports Complex	East Bay Youth Athletics	174%
Dixie		
Brandon Sports Complex	Brandon Leaguerettes / Velocity	181%
Little League		
Ed Radice Sports Complex	Keystone Little League	118%
Pony		
Oscar Cooler / Nye Park	Lutz Leaguerettes	26%
Town 'n Country Park	Tampa Bay Velocity	247%

Adult Softball Leagues

Hillsborough County has one adult softball league, taking place at two different sport complexes, playing twice a year. The softball complex on the east side of Hillsborough County, William Owen Pass Sports Complex, has four lighted softball fields and historically has up to ninety softball teams per season. On the west side of Hillsborough County is the Ed Radice Sports Complex, which houses five lighted softball fields and plays host to up to seventy softball teams per season.

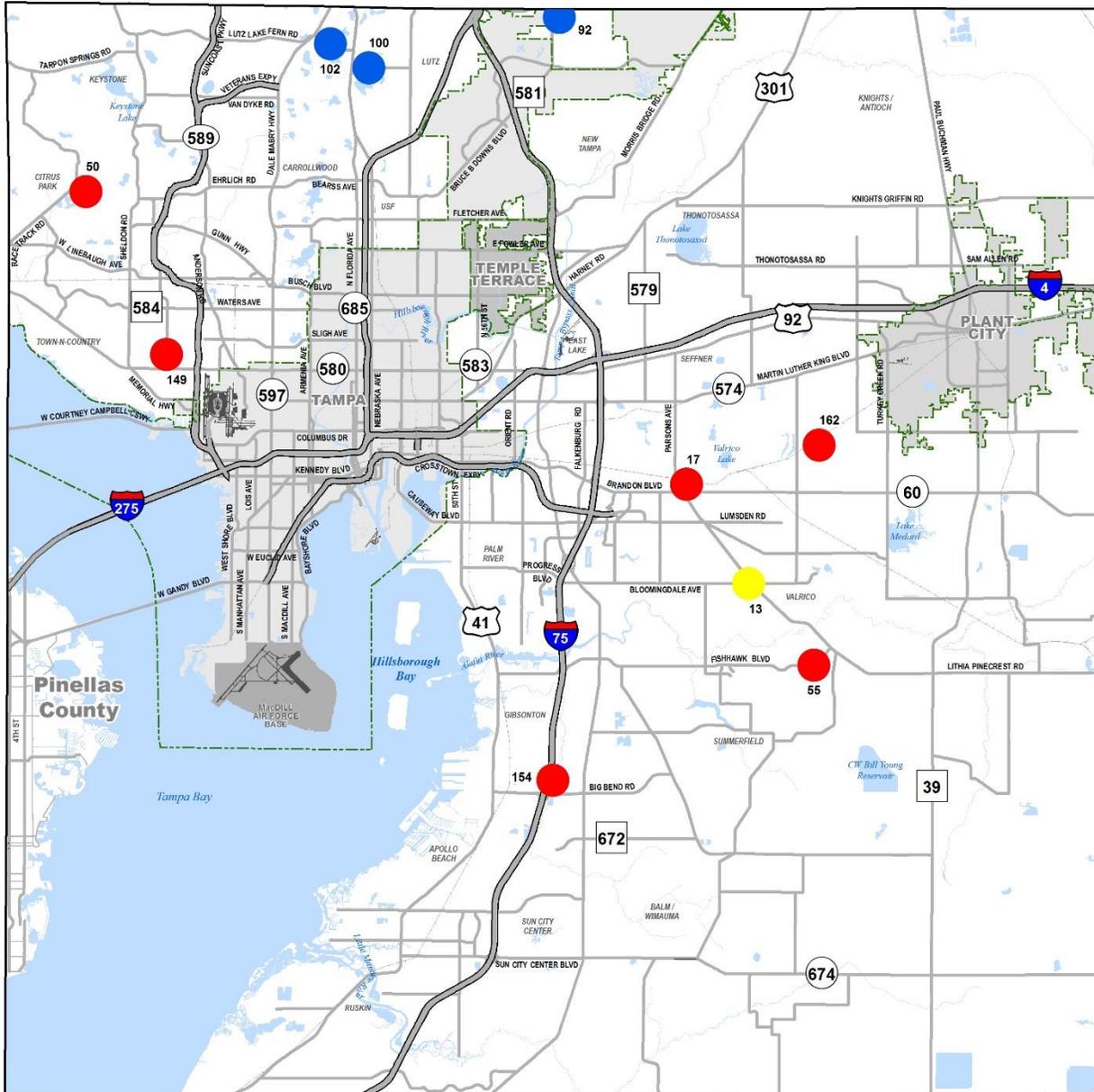
Hillsborough County also manages a senior softball league at William Owen Pass. There are approximately one hundred “seniors” participating in the league that plays on Tuesday and Thursday mornings. These seniors are truly active and competitive adults ranging in ages between 55 and 90 years old.

<u>Location</u>	<u>Softball Programs</u>	<u>Capacity</u>
Adults		
Owen Pass Sports Complex	Adult Softball East	521%
Ed Radice Sports Complex	Adult Softball West	417%



SOFTBALL LEAGUES

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE DATA.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

LEGEND

Softball Leagues

Capacity (%)

- < 80% (3)
- 80 - 115% (1)
- > 115% (6)

Municipality

- Plant City
- Tampa
- Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
printroom@hillsboroughcounty.org

Youth Football Leagues

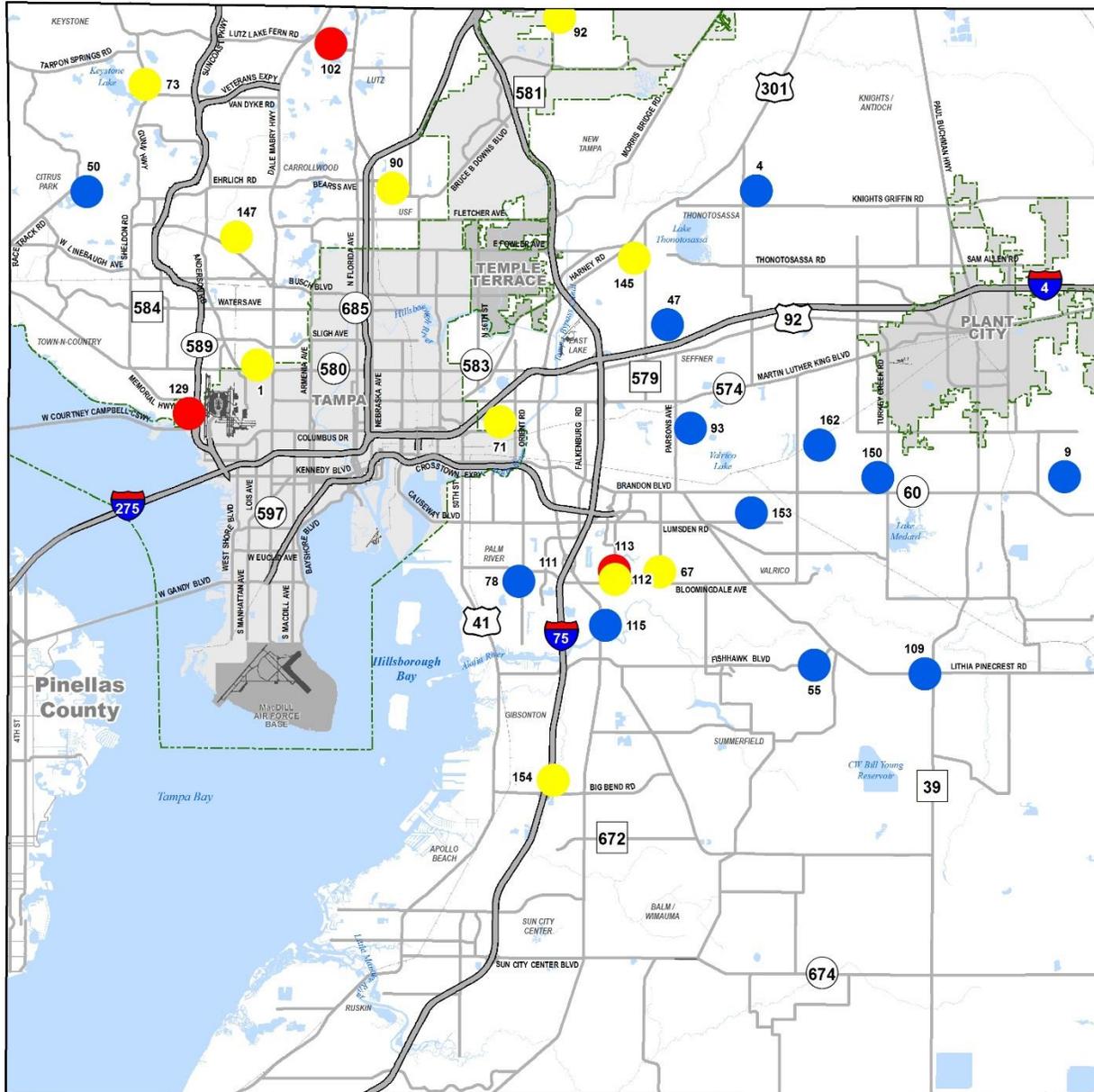
Hillsborough County hosts 27 football and cheerleader teams, located within five different leagues. The football leagues offer a variety of options for all types of youth players. These options include unlimited weight divisions to age/limited weight divisions. The other difference in the leagues are some require out of County travel for games, while others play most of their games in the County. All of the leagues have practice facilities, so all practices are in the County. However, not all teams have their own game field. For maximum efficiency, some of the leagues game fields are centralized with the teams sharing the same game field space. The cheerleading programs include practices, game day appearances, and competitions.

<u>Location</u>	<u>Football Programs</u>	<u>Capacity</u>
Mid Florida Football and Cheer Conference		
Riverview Park	Southshore Sharks	70%
Pop Warner League		
Antioch Sports Complex	Antioch Redskins	31%
FishHawk Sports Complex	Wolfpack	47%
Valrico Sports Complex	Valrico Rams	44%
Vance Vogel Sports Complex	Southshore Longhorns	86%
Tampa Bay Youth Football (TBYFL)		
Skyway Sports Complex	TB Youth Football League	180%
Providence East Sports Complex	Brandon Bears	101%
Providence West Sports Complex	Brandon Ravens	180%
Keystone Sports Complex	Keystone Park Bills	101%
Oscar Cooler Sports Complex	Lutz Chiefs	120%
Mort Park	Mort Park Jr. Buccaneers	101%
Kenley Park	Kenley Jaguars	101%
Larry Sanders Sports Complex	Progress Village Panthers	180%
Northdale Soccer / TECO Field	Northside Dolphins	101%
Thonotosassa Fields	Thonotosassa Bengals	101%
Town 'n Country Sports Complex	Town 'n Country Packers	101%
Town 'n Country Sports Complex	Town 'n Country Saints	101%
Ed Radice Sports Complex	Westchase Colts	50%
Tri-County Youth Football and Cheer (TCYFCC)		
EL Bing Sports Complex	Brandon Lions	36%
JC Handley Sports Complex	Brandon Broncos	81%
North Brandon Sports Complex	Brandon Cowboys	52%
William Owen Pass Sports Complex	Dover Patriots	47%
Vance Vogel Sports Complex	East Bay Bucs	78%
Wildcats Field (Bartels Middle)	New Tampa Wildcats	93%
Pinecrest Sports Complex	Pinecrest Pilots	62%
Turkey Creek Sports Complex	Turkey Creek Trojans	44%
Sunshine Police Athletic League (Sunshine PAL)		
Bealsville Sports Complex	Plant City Eagles	42%



FOOTBALL LEAGUES

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

LEGEND

Football Leagues

Capacity (%)

- < 80% (12)
- 80 - 115% (10)
- > 115% (3)

Municipality

- Plant City
- Tampa
- Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Youth Soccer Leagues

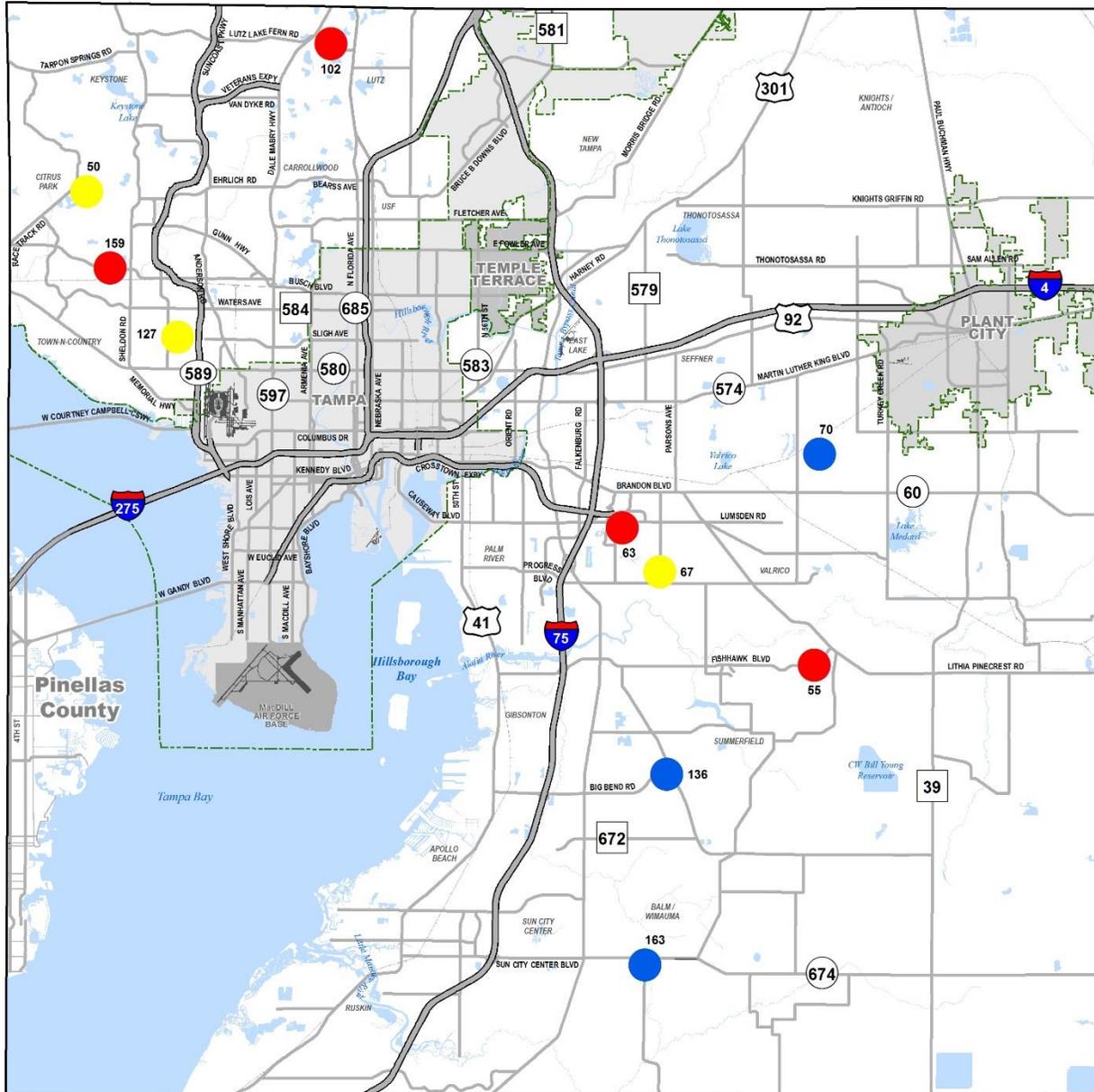
In Hillsborough County there are 9 individual soccer programs. Most are affiliated with the Florida Youth Soccer Association (FYSA). FYSA is one of the top ten largest memberships in the United States under the US Youth Soccer, which is the largest member of the US soccer's governing body, United States Soccer Federation. Both recreation and competitive play is offered by all of the soccer programs. The range of soccer intensity starts at the beginner's level, including developmental academies for both the player and teams, and a highly competitive outlet servicing a wide range of individual skill levels and team needs.

<u>Location</u>	<u>Soccer Programs</u>	<u>Capacity</u>
JC Handley Sports Complex	West Florida Flames	84%
FishHawk Sports Complex	Florida Hawks Futbol Club	161%
Ed Radice Sports Complex	Tampa Bay United	100%
Heather Lakes Sports Complex	Players Club of Tampa Bay	125%
Wimauma Civic Center	Rural Youth Soccer Association	37%
Oscar Cooler Sports Complex	FC Rangers	131%
Shimberg Sports Complex	Tampa Bay Soccer Alliance (T 'n C)	106%
Keith Waller / Summerfield	Tampa Dynamo FC	49%
Westchase Community Center	Westchase Soccer Association	490%



Soccer Leagues

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

LEGEND

Soccer Leagues Capacity (%)	Municipality
● < 80% (3)	 Plant City
● 80 - 115% (3)	 Tampa
● > 115% (4)	 Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Youth Lacrosse Leagues

Lacrosse is up and coming in Hillsborough County and is one of the fastest growing sports in the County. Opportunities for both boys and girls are available at both leagues, as well as in recreation and competitive play.

Location

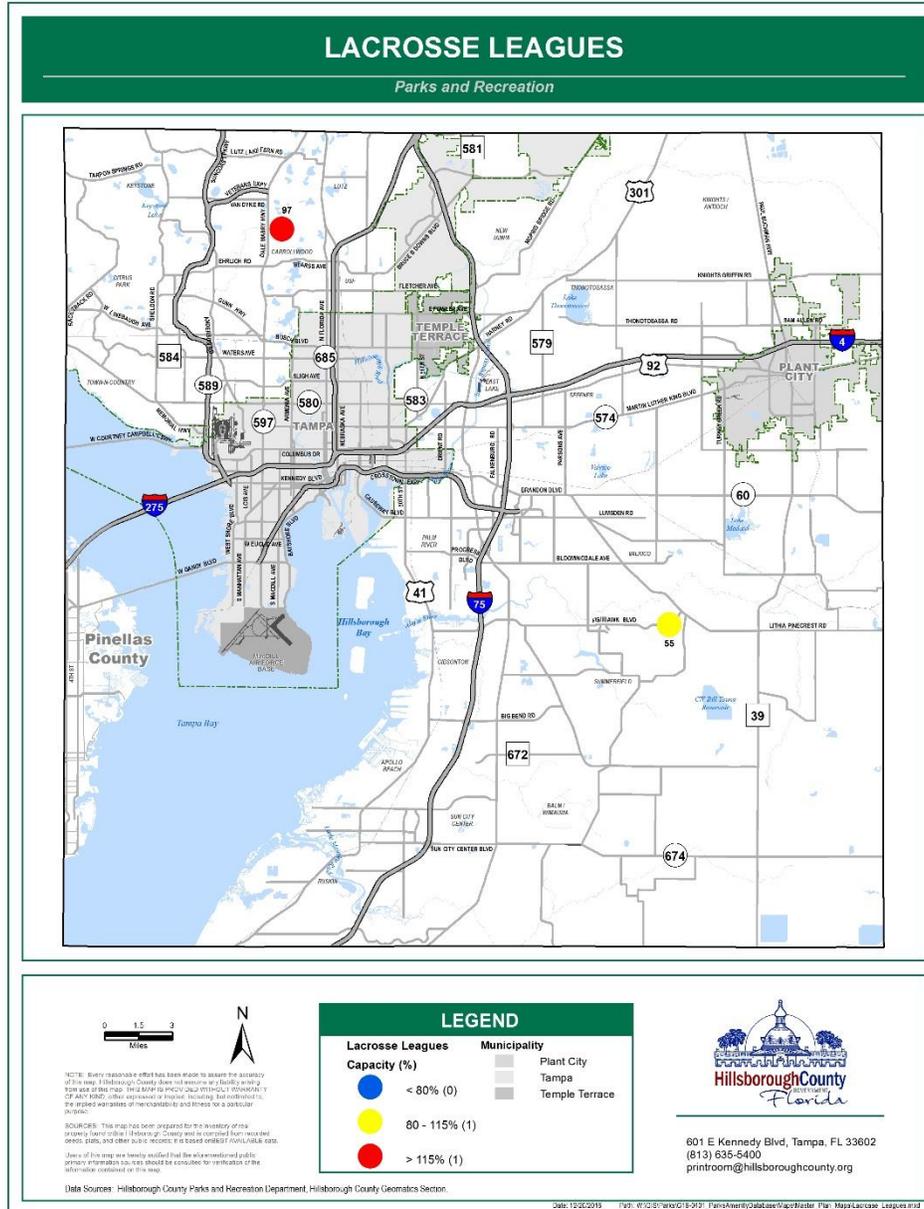
FishHawk Sports Complex
Northlakes Sports Complex

Lacrosse Programs

FishHawk Lacrosse
Northwest Lacrosse

Capacity

100%
242%



Adult Cricket Leagues

Hillsborough County boasts three cricket fields with a total of 5 pitches. The three different leagues offer the opportunity for soft ball cricket and hard ball cricket. Indian Cricket allows for either a soft or hard ball where the West Indies (Jamaican) Cricket uses just the hard ball. Depending on the type of cricket played, there are different rules, including the length of games.

Location

Evans Sports Complex
Hamilton Park
Rodney Colson Sports Complex

Cricket Programs

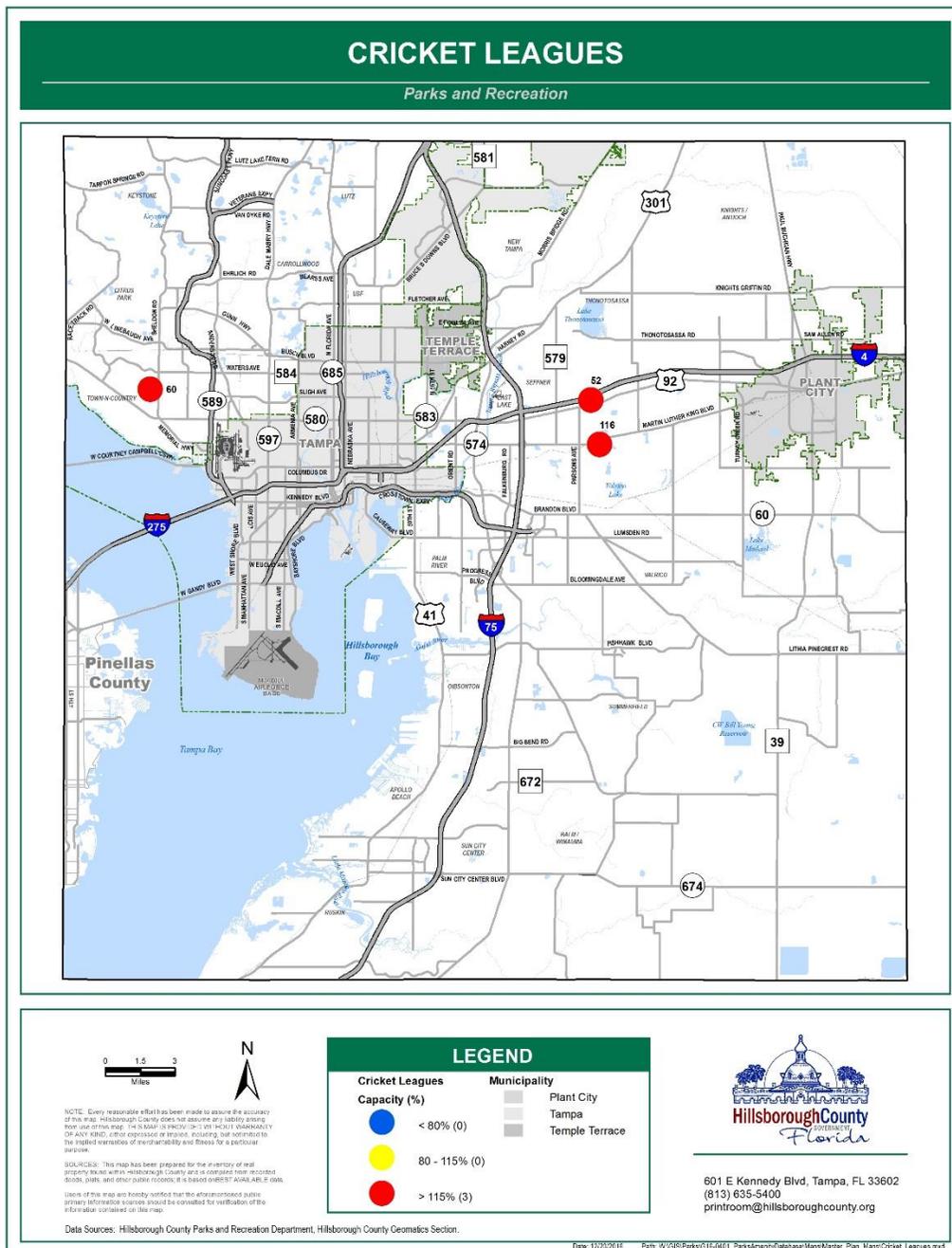
Florida Cricket Conference (FCC)
Tampa Cricket League
Intl. Cricket Assoc. of Tampa (ICAT)

Capacity

221%
500%
433%

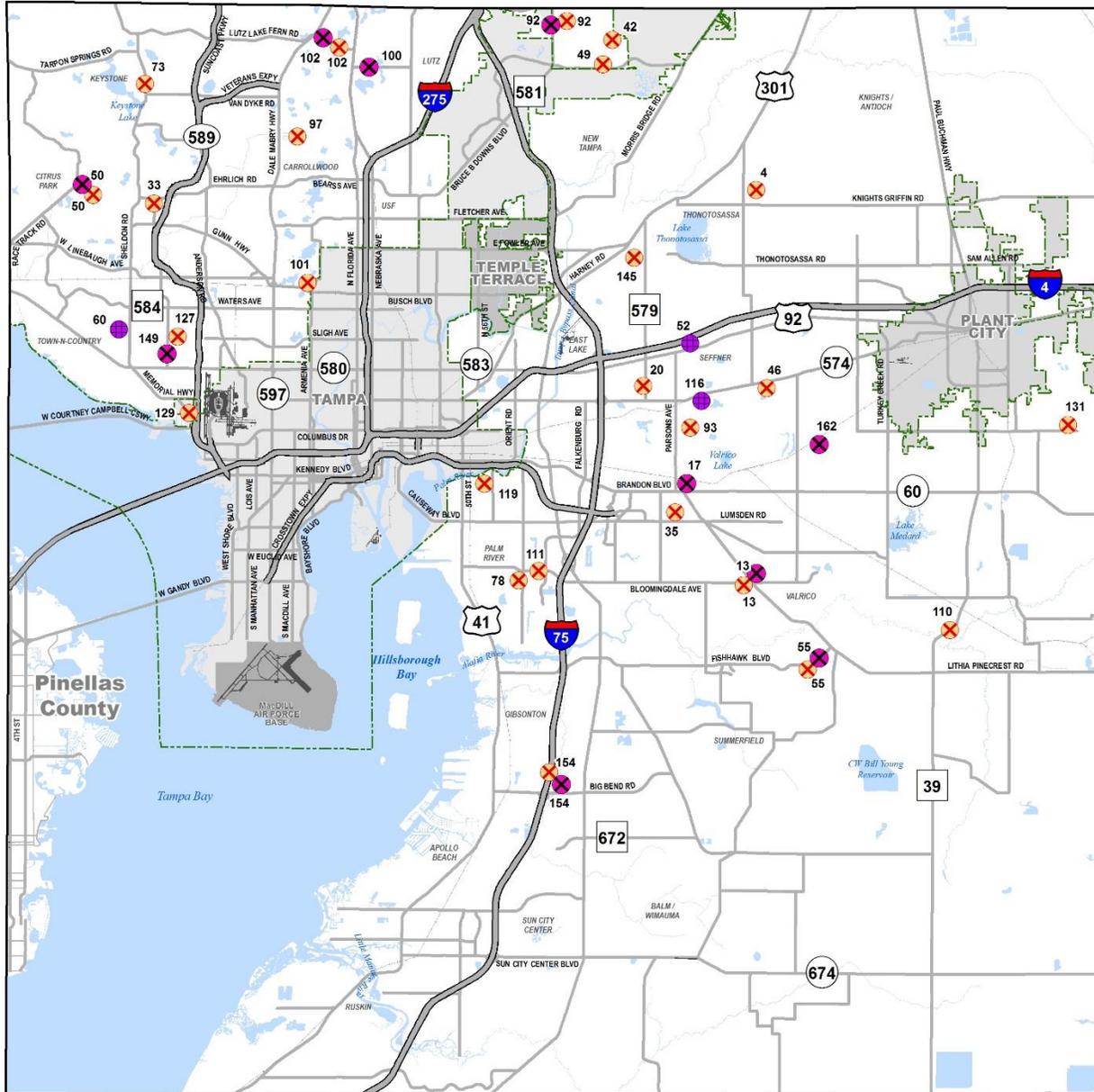
Youth Cricket Leagues

Youth Cricket is new to Hillsborough County. The program will bring awareness to one of the most popular sports in the world, teaching the basics of the sport and skill building, and assisting to develop an interest to many that do not know or understand the game of cricket.



Baseball, Softball, and Cricket Leagues

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records. It is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

LEGEND

- Baseball Leagues (23)
- Softball Leagues (10)
- Cricket Leagues (3)

Municipality

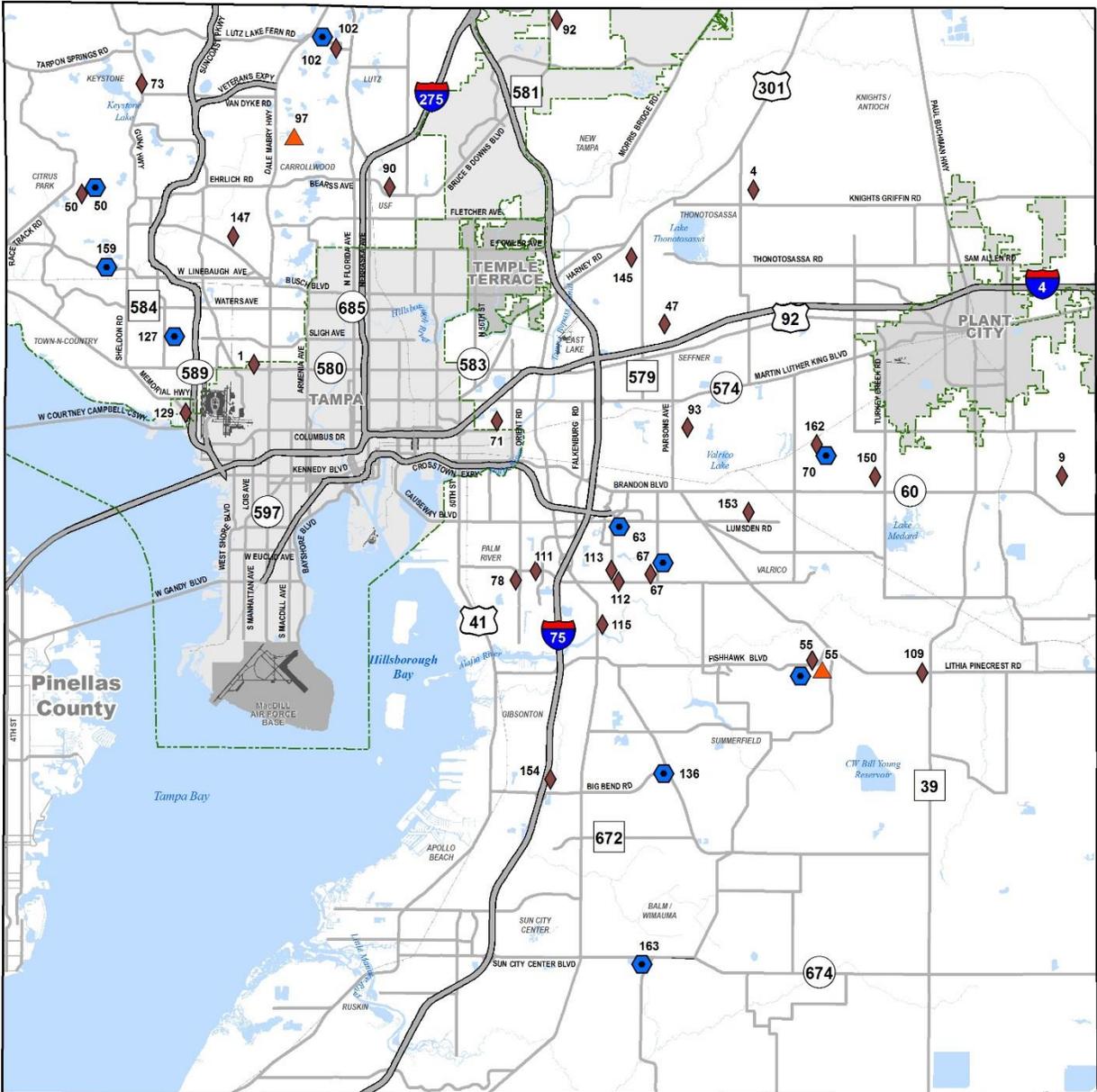
- Plant City
- Tampa
- Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Football, Soccer, and Lacrosse Leagues

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records; it is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

LEGEND

- ◆ Football Leagues (25)
 - ▲ Lacrosse Leagues (2)
 - ⬡ Soccer Leagues (10)
- Municipality**
- Plant City
 - Tampa
 - Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

PARALYMPIC SPORT TAMPA BAY

BlazeSports Clubs of America, a national community based sports and fitness program for children and adults with physical disabilities, is a direct legacy of the 1996 Atlanta Paralympic Games, the first Paralympics ever held in the United States. The program is a multi-level sports program of instruction, competitions, teams, camps, and education. BlazeSports began as a model program in the State of Georgia in 1998 in partnership with the Georgia Recreation and Park Association and it quickly became a multi-level program offering year round community programs; state level sports camps; clinics; competition teams; and educational programs.

In the spring of 2002, BlazeSports Clubs of America was launched by the United States Disabled Athletes Foundation in partnership with the National Recreation and Parks Association (NRPA). Nine charter programs were selected across America including the Hillsborough County Parks and Recreation Department.

In 2009, BlazeSports Clubs of America joined with the US Paralympics organization to create Paralympic Sport Clubs throughout the United States, where there is presently over 225 Sports Clubs in existence. In 2010, Paralympic Sport Tampa Bay was awarded the “Amazing Paralympic Sport Club of the Year” Award and continues to be recognized as one of the Top 10 programs in the United States, as well as a signature program of the Hillsborough County Parks and Recreation Department.

Paralympic Sport Tampa Bay is a multi-sports program for children and adults with physical disabilities and offers sports training and competition for athletes throughout the Tampa Bay area. The mission of the organization is to “maximize the potential of people with disabilities through sports,” with its core sports including, but are not limited to, wheelchair basketball, archery, swimming, and track & field. Educational sessions and clinics are also provided to introduce new sports and recreational activities to meet the needs, interests, and limitations of the program participants. Overall, the program’s goal is to improve the lives of young people and adults with physical disabilities by providing meaningful sports and recreation activities.

Sports Offered by Paralympic Sport Tampa Bay

- Track & Field
- Swimming
- Archery
- Wheelchair Basketball
- Adaptive Tennis
- Power Soccer
- Table Tennis

Additional Adaptive Sport and Recreation Clinics / Activities

- Adaptive Golf
- Martial Arts / Fitness
- Adaptive Water-Skiing
- Kayaking
- Sit Volleyball
- Handcycling
- Fencing
- Sailing



PSTB Awards and Achievements, 2010-2016

Team Honors

- PSTB names “Amazing Paralympic Sport Club of the Year” (2010)
- PSTB finished in 1st Place in the Medium Team Division at the National Junior Disability Championships (2011 Saginaw, Michigan; 2012 Mesa, Arizona; 2014 Ames, Iowa; 2015 Union, New Jersey; 2016, Middleton, Wisconsin), (2nd Place - 2013 Rochester, Minnesota), (3rd Place - 2010 Chicago, Illinois - Small Team Division)
- Tampa Bay Strong Dogs finished in 2nd Place in Division III at the National Wheelchair Basketball Association Tournament (2013 Louisville, Kentucky), (4th Place Louisville, Kentucky)
- Tampa Thunder finished 2nd in the Premier Cup Power Soccer National Championship (2014 Mesa, Arizona), (3rd Place Tampa, Florida)

National and International Athlete and Coaches Honors

- 2011 - PSTB Athlete Tommy Chasanoff represented TEAM USA at the Track & Field World Championships in New Zealand and the ParaPanAm Games in Mexico where he won 2 Gold and 2 Silver Medals
- 2011 - PSTB Athlete Paulina Reyes was named “Miss Wheelchair Florida” and competed in the Miss Wheelchair America pageant in Michigan
- 2011 - PSTB Coach Andy Chasanoff was inducted into the Dixie Wheelchair Athletic Association “Hall of Fame”
- 2013 - PSTB Athlete Tommy Chasanoff represented TEAM USA at the World Track & Field Championships in France
- 2013 - PSTB Coach Andy Chasanoff was the Meet Director for the National Veterans Wheelchair Games in Tampa
- 2014 - Tampa Thunder Athlete Ben Carpenter represented TEAM USA at the Power Soccer Copa Americas Cup in Brazil
- 2014 - PSTB Athletes Scarlett Lawhorne (javelin) and Christina Lang (discus) were named to the US Paralympic High School “All American” Team
- 2015 - PSTB Athletes Nigel Diaz (long jump, javelin), Zach Woodke (1500 meters, long jump, and discus), Christina Lang (discus) and Emily Clarke (javelin) were named to the US Paralympic High School “All American” Team
- 2016 - Tampa Thunder Athletes Ben Carpenter and Tyler Hernandez were named to TEAM USA for the 2017 Power Soccer World Cup in Kissimmee, Florida
- 2016 - PSTB Athletes Eric Lowry (shot put) and Emily Clarke (javelin) were named to the US Paralympic High School “All American” Team



Major Events Hosted

- Coloplast International Quad Rugby Tournament (2010 - 2016)
- Dixie Regional Games for Athletes with Disabilities (2010 - 2012 / 2015 - 2016)
- Power Soccer Premier Division National Tournament (2012 / 2015)
- US Paralympic Men’s Wheelchair Basketball Trials (2011)



PARTNERSHIPS

Service Delivery

The Department provides services to the community in three ways: a) as a direct provider of programs and services; b) as a facilitator of others who provides programs and services; and, c) in an outreach capacity by reaching out to those in need to ensure that they have an opportunity to participate. Since the current direct provider role for recreation programs is costly, there is always a need to re-evaluate the current level of service delivery in this time of economic downturn.

A stated organizational goal for the Hillsborough County Parks and Recreation Department is to further expand partnerships for the Department. The initial step in developing multiple partnerships in the community is to have an overall partnership philosophy that is supported by a policy framework for managing these relationships. The recommended policies below will promote fairness within the existing and future partnerships, while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows.

- All partnerships require a working agreement with measurable outcomes that will be evaluated on a regular basis.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity and the overall benefit to Hillsborough County.
- All partnerships should maintain a culture that focuses on collaborative planning, regular communications, and annual reporting on performance and outcomes.

The above recommended standard policies and practices serve as an overview of what should be applied to all partnerships. This holds true whether the partnership exists between private operators of an organization teaming with the County as well as major private, non-profit, and/or public partnerships.

Partnerships Policy with Non-Profit Recommendations

All partnerships with non-profit organizations, including special events, developed and maintained in conjunction with the Department, should adhere to standard policy requirements such as:

- Each non-profit will assign a direct contact to serve as their agency's representative for communication and planning purposes.
- Each non-profit partner will meet with the Parks and Recreation staff on a regular basis to plan and share activity-based costs and/or resources.
- Each non-profit partner will establish measurable outcomes and work with the Department to determine how to meet the desired outcomes.
- Each partner will focus on and track investment costs.
- The partnership agreement will be monitored on a quarterly or annual basis.
- Any exchange of money or traded resources for the partnership will be exclusively made based on the terms of the partnership agreement. The Agreement will be based on the Board of County Commissioner policy for Non-Profit Use of County Real Estate Long Term Use Basis. The policy outlines the process for analyzing the policy and procedures for consideration leasing of County Real Estate to non-profit agencies.
- The policy requires the payment of rent by the non-profit organization based on the cost to the County for operation of the facility as calculated by the County Real Estate Department currently estimated at \$6.00 per square foot. The fee includes the cost of full interior and exterior maintenance including utilities and pest control.
- The rental cost to the not-for-profit can be offset by the non-profit assuming responsible for the following interior maintenance items payment of utilities and interior and exterior maintenance of the facility. Interior maintenance includes custodial, pest control, day to day plumbing and interior electrical maintenance. The exterior maintenance includes picking up trash and debris extending out from the building up to 75 feet from the building including the parking area.
- If conflicts arise between partners, the Director of Parks and Recreation, along with the non-profit partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. If no resolution can be achieved, the partnership shall be dissolved.

- Partners will be required from time to time to appear before the Hillsborough County Parks, Recreation & Conservation Board, or other County boards, to share updates to their current activities, and explain their value to the community as a whole.

Public/Private Partnerships Policy Recommendations

The following recommended policies and procedures should be used when creating public and/or private partnerships with local and/or national businesses, private groups, associations, or individuals who desire to obtain revenue from the use of a Hillsborough County Parks and Recreation facility or program. These policies can also apply to partnerships where an organization wishes to develop a facility on park property or provide a service on publicly owned property. All public and/or private partnerships contracted with the Department should adhere to standard policy requirements such as:

- Each partner will assign a direct contact to serve as their organization's representative for communication and planning purposes.
- Upon entering into an Agreement with a private business, group, organization, association, or individual, the partner must protect the mission, goals, and integrity of the County.
- As an outcome of the partnership, the Parks and Recreation Department must receive a designated fee that may include a direct rental fee or a percentage of gross revenue dollars, or resources, as outlined in the agreement.
- The Agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the Department. The outcomes will include current and future programming and activities; standards of quality; financial reports; customer satisfaction; payments to the Department; and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the partner, the partnership agreement can be limited to months, a year, or multiple years.
- If conflicts arise between partners, the Director of Parks and Recreation, along with the partner's highest ranking officer assigned to the Agreement, will meet to resolve the issue(s) in a timely manner. If no resolution can be achieved, the partnership shall be dissolved.
- Partners will be required from time to time to appear before the Hillsborough County Parks, Recreation & Conservation Board, or other County boards, to share updates to their current activities, and explain their value to the community as a whole.

Strategic Partnerships with Recreation Providers

Within the Parks and Recreation industry, there has been a great movement away from being the exclusive direct provider of facilities and services, and toward becoming an agency forming partnerships with other entities offering facilities and complimentary programs. Knowing this, the Parks and Recreation Department has embraced this way of operating. It has shifted its model to not be a sole provider in the overall system of park and recreation services in Hillsborough County. Organizations from the public, private, and not-for-profit sectors all now play a larger role in offering programs and facilities that relate to parks and recreational activities.

The primary reason for this shift is:

- A desire to reduce the high cost and inherent issues associated with hiring full-time personnel, whose skills may be tied to a specific service

Partnerships can also be an excellent resource when the addition of facilities or amenities is not part of any Master Plan priorities. Within this new form of programming, when unique, unforeseen opportunities arise relative to development opportunities, community interests can be considered as potential partnership opportunities.

Partnerships can be developed between the Department and other organizations in both the public and private sectors. Before these partnerships can be formed, however, a favorable supportive environment for such partnerships has to be present. There must be reciprocal benefits accruing to all parties in a partnership arrangement if it is to be successful. In addition to financial considerations, benefits may also include use of complementary assets and enhanced stability for the service. Ultimately, the personal relationships that the Department forges with its partners will determine its effectiveness.

Partnerships with Schools

Through a Cooperative Agreement, the Parks and Recreation Department and the Hillsborough County School District are able to share each other's facilities. The economic case for the Department and the school district cooperating together to provide parks and recreation facilities is compelling. Since an Agreement already exists, both entities have been sharing each other's resources. To offer additional athletic and recreational programming, the Agreement has enabled both organizations to benefit tremendously.

Since taxpayers fund the facilities that both entities utilize, further joint delivery is likely to result in savings from reduced land acquisition costs, capital development costs, and operating expenses. Additionally, the times at which consumers use school and recreational facilities are reasonably complementary. In general terms, the involvement of schools in the delivery of community recreation services can be an outstanding merger for the following reasons:

- Costs are reduced because the existence of the facilities and utility expenses are already established
- Staff hours can become more productive when having the ability to offer more classes and programs with the additional facilities
- Students that lack a proper home-life or have no guidance after school can stay on location and take part in recreation programs

Partnerships with Hospitals and Wellness Centers

The need to promote physical activity and health throughout America has received national attention from numerous health organizations, policy makers, foundations, and community leaders. Since no single discipline can address the nation's physical activity and obesity crisis, multiple disciplines and stakeholders are now partnering to promote health-related programs, initiatives, and policies in order to increase physical activity and other aspects of health. As hospitals move into the consumer wellness business, the Department plans to look into the possibility of forging relationships to jointly develop health and wellness programming.

This partnership avoids the expense of duplicating efforts by hospitals and medical centers that are located in close proximity to community centers. Additionally, hospitals often have substantial budgets that can assist in promoting joint programs. If an expansive indoor wellness program could be developed at one of the Department's Community Centers, the feasibility needs to be determined of offering that same program at a nearby health provider. A successful relationship may assist in developing a feeder source for individuals and families interested in the many other programs and classes being offered by the Parks and Recreation Department.

Other Providers of Recreation Facilities and Programs

Strategic partnerships are an exceptional resource that can be used to maximize opportunities in the community. These strategies have been implemented previously with organizations such as other Hillsborough County Departments, Boys and Girls Clubs of Tampa Bay, RCMA, HOA's, YMCA, etc.

Partnerships can take many forms including:

- Investment partners
- Event partners
- Contractual partners
- Park partners
- Non-profit partners
- Inter-agency partners
- Product partners
- Park-school partners

Through the existence of the many community organizations throughout Hillsborough County, the Department must investigate the possibility of further collaboration to develop a diverse array of programs. While the Department already has productive partnerships, there are many other

organizations which would easily complement present offerings and assist in developing a more comprehensive Parks and Recreation Department.

Focusing on partnering with private organizations such as specialty dance and gymnastics centers will allow the Department to promote many more programs at no additional cost to the County. Additional partnerships can be found in working with cultural centers in promoting drama and arts classes, as well as homeschool programs in having classes and programs available during the school day.

A benefit of the Department being a part of the large and diverse Hillsborough County is the available opportunity to partner with other productive County departments. A great example of collaboration is in partnering with the Library System to offering technology classes. Since the Parks and Recreation Department has limited resources by way of space and equipment to offer computer classes, the Library is where citizens should be directed. Additional relationships need to be further developed with the Aging Services Department for specialty senior activities, as well as the Pet Resources Department in reference to Parks and Recreation's many dog parks.

The ultimate partnership for the Department is the collaboration that can be found when working with the County's three cities: City of Tampa; Temple Terrace; and Plant City. By regularly meeting with the three departments and sharing information, each of the departments would become stronger and the County residents would benefit as a whole.

Extension Services Partnership

The UF/IFAS Cooperative Extension Services Program is a partnership between Hillsborough County and the University of Florida. Currently, Extension Services provides programs and assistance to Hillsborough County by way of 4-H youth development programs; agriculture; family, nutrition, health & finance education; lawn & garden; urban trees; forestry & natural resources; and professional Horticulture services. Up until now, there has been little collaboration between the Parks and Recreation Department and Extensions Services. Developing a strong alliance between the two entities, by way of services, facilities, and promotion, would be very beneficial to the residents of Hillsborough County.



Sheriff / Boys and Girls Club Partnership

The Boys and Girls Club of Tampa Bay with Hillsborough County Sheriff's Office has been one of the most productive and influential partnerships ever formed with the Hillsborough County Parks and Recreation. An initial partnership with Hillsborough County Sheriff's Office opened the door to creating an additional agreement with the Boys and Girls Club. Currently, five of the Department's sites offer Boys and Girls Club Programming:



- Bethune Park and Community Center, 5809 Edina Street, Wimauma
- Dover Community Center and Sports Complex, 2820 S. Gallagher Road, Dover
- Nuccio Park and Community Center, 4805 E. Sligh Avenue, Tampa
- Town 'n Country Park and Community Center, 6039 Hanley Road, Tampa
- Winston Park and Community Center, 7605 Destin Drive, Tampa

As the goal of the Department is to offer affordable programming tailored to fit the needs of the community, this partnership has truly served a positive purpose. Where Hillsborough County Parks and Recreation must be fair in pricing throughout the County, the Department is unable to deplete pricing based on the income levels and demographics of the community. Whereas the Boys and Girls Club of Tampa Bay is a charitable, non-profit organization, they are able to accept donations and grants for which the County would not qualify or be able to accept. Furthermore, they offer accessible, affordable facilities and programs through club scholarships and by means of keeping membership fees minimal.

By creating an initial partnership with Hillsborough County Sheriff's Office, the County was able to establish a safe presence in the community. As the law enforcement agency provides the staffing, crime rates have significantly decreased, and families now feel much safer when visiting the community centers. Youth and teens ages 5 to 18 are able to receive access to nationally-recognized programs in fun, safe environments promoting teamwork, tolerance, and productivity. As this partnership continues to cultivate, the Department looks forward to enhancing future developments in program offerings and within new locations.

Recent Sheriff / Boys and Girls Club Partnership accomplishments include:

- 92% of Club Members showed an improvement in life skills and healthy habits
- 99% youth participating in prevention programs had no involvement in the juvenile justice system
- 95% of seniors graduated from High School
- 92% of Club Members progressed to the next grade level
- 86% of Club Members showed an improvement in reading skills
- 97% of Club Members showed an improvement in homework completion
- 94% of Club Members showed an improvement in school attendance



**BOYS & GIRLS CLUBS
OF AMERICA**



DEPARTMENT VOLUNTEERS

Existing Role and Dedication of Volunteers

One of the great aspects of Hillsborough County is its very strong support system of volunteers logging over 97,510 hours in 2015. The Department volunteers provide a broad range of assistance including coaching, maintenance, programming, education, awareness, and advocacy, as well as fundraising to the Parks and Recreation Department.

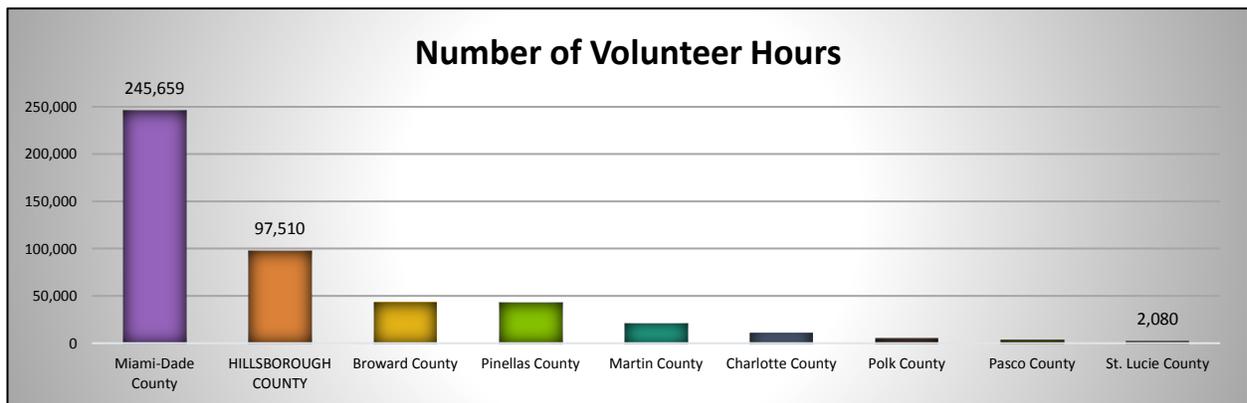
The Athletics Division’s volunteer program is extremely robust with volunteers devoted to supporting young athletes in Hillsborough County. With 73 outside sports programs, in a variety of sports, being housed on Parks and Recreation grounds, county-wide youth sports could not exist without volunteers. In addition, programs like “Days of Caring” offer opportunities for individuals, various community groups, and local businesses to take an active role in maintaining and improving the local parks and open spaces. These commitments can range from maintaining a single flower bed, to cleaning up an entire park. Volunteers also provide a multitude of services within the community centers by way of recreational classes and programs.

Volunteer services include:

- Routine maintenance parks
- Clean-up projects
- Instructors
- Sports coaches
- Skate park aides
- Special event coordinators
- Youth Development Programs
- Board leadership
- Advocacy and awareness
- Fundraising for department operations

The Volunteer hours were submitted to the Volunteer Coordinator on the first Monday of the Month; then at the end of the year multiplied by an hourly wage of \$15. These hours came from Recreation, Athletics, and Maintenance. Below are the volunteer hours and check amount for the past three years.

- 2013 - Total Hours 69,310.55 = \$1,039,658
- 2014 - Total Hours 95,703.55 = \$1,435,553
- 2015 - Total Hours 97,510.00 = \$1,462,650



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Volunteer Coordinator

With the hiring of a new Volunteer Coordinator, a recent Department initiative will be prominent in their job duties. A “Day of Caring” is a program whereby a group of people gather together to assist in a park clean-up. Many times, the group may be employees from a local company that are willing to volunteer in cleaning-up their local park. The groups could be either major companies or local firms, as well as local

high schools or churches. Other times, individuals from different companies and organizations may meet-up at the same site to work as a group in cleaning up a park. The expectation is that the new Volunteer Coordinator will take the lead in organizing multiple “days of caring” throughout the year to supplement the maintenance that is already being accomplished by the Department.

An additional expectation of the improved position is to create a volunteer bank of individuals willing to serve the Department and the community as a whole. Historically, the position was limited in the way that the Department’s volunteers were utilized. Through creating a bank of volunteers, along with all of their contact information and their level of volunteer interest, the Department will be able to easily have a pool of individuals willing to support a cause, within their area of interest. Creating a volunteer program that combines having “Days of Caring”, along with an accessible pool of volunteers for “pop-up” projects, will greatly enhance the quality of life for all of the Counties residents.

Volunteer Incentive Program

In order to truly develop a most productive volunteer program, an incentive program should be employed. It is recommended that the Department institute an incentive program that includes a computer base of volunteer hours, which can later be turned in to receive a small benefit. Incentives could include such things as a free month of membership to a Department fitness center, or a miscellaneous item such a volunteer polo shirt, hat, or desk-top keepsake.

Parks, Recreation & Conservation Board

In 1986, the Hillsborough County Board of County Commissioners created the Hillsborough County Parks, Recreation & Conservation Board. It is comprised of seven volunteer members, appointed by individual commissioners, and who serve two-year terms. The Parks, Recreation & Conservation Board works with the Parks and Recreation Department, as well as the Conservation and Environmental Lands Management Department, to offer direction in the creation and operation of a wide range of recreational facilities and programs designed to meet the needs of County residents.

Friends of the County Parks

The Friends of the County Parks, established in 1988, is a group of concerned citizens joining together to promote financial and community support to the Hillsborough County Parks and Recreation Department and the Conservation and Environmental Lands Management Department. The “Friends Group” develops public awareness of recreation as an important part of day-to-day life. Funds provided by The Friends of the County Parks are used as a supplement to the Department’s budgets and does not replace allocated tax dollars. These additional funds help maintain, improve, and enhance services provided to the citizens of Hillsborough County. The Friends of the County Parks holds a 501(c)(3) not-for-profit exemption status and normally meets the first Thursday of each month.



V. Community Involvement

Community involvement is a key element of all successful planning efforts. Besides building consensus and community trust in a plan, it also provides an additional level of validity to recommendations. Most importantly, it helps ensure that the final planning product addresses the needs of Hillsborough County residents. In order to meet the needs of residents and users of the parks and recreation system, this Master Plan was developed through a robust and varied customer input process. This process ensured that recommendations for this Master Plan have an external customer focus. It also helps to direct the Department in being able to better deliver on resident needs, and having a clear understanding of their interests.

Survey Methodology

The Parks and Recreation Department hosted stakeholder meetings with over 100 groups of people interviewed, including 20 focus group meetings held at the community centers during the spring of 2016, and seven (7) public community meetings during the month of June 2016.

In addition, the Department led the administration of two major community surveys. In conjunction with the Hillsborough County Planning Commission, one survey was presented county-wide for all residents to partake, while a second survey was direct mailed to a random sampling of 20,000.

After the county-wide survey was promoted through all of the County community centers, community meetings, RecTrac registrants, County and city employees, and mass marketing, the survey obtained 3,454 visits, with 2,417 people completing the survey. That is a result of a nearly 70% response rate. The objective of the professional survey was to give every resident a voice in the process. The second survey was randomly direct mailed to 20,000 homes, which resulted in an online response of 320 surveys. The second survey was delivered evenly throughout the County. The results of these efforts impacted both the direction and the prioritization of recommendations within this plan. The results of the surveys can be found in Chapter IX. (Survey Details).

The Seven Step Citizen Engagement Process

When it comes to parks and recreation, there are a large number of potential stakeholders. The key parts of the seven step process that was utilized for this Master Plan included meetings with the internal staff; stakeholder interviews; focus groups; committee meetings; two citizen surveys; and public community meetings. The input from participants proved to be extremely vital in creating the “preferred future” for the Hillsborough County Parks and Recreation Department. The outline of the process is detailed below:

Step 1 – Key Stakeholder Interviews (50+)

Key stakeholders were identified based on their knowledge of the history and management of the Parks and Recreation Department; use of county-owned facilities; and political involvement. The list below represents those key stakeholders who were interviewed.

- Hillsborough County Board of County Commissioners
- Parks and Recreation Divisions
 - Administration Division
 - Recreation Services
 - Athletics Division
 - Therapeutic Services
 - Planning & Design Division
 - Maintenance and Construction Division
- Hillsborough County Parks, Recreation & Conservation Board
- Friends of the Parks Board
- Youth Athletic Leagues

Step 2 – Internal and External Partners (20+)

County staff facilitated small meetings with Hillsborough County Departments and community organizations consisting of internal and external partners.

- ❑ Internal Partners
- ❑ External Partners
 - Direct Partners
 - Community Civic Group Leadership



Step 3 – Focus Groups (20)

At each of the Hillsborough County Regional Community Centers, two focused groups were convened to discuss the present facility and services, as well as the needs of the center for the future. In order to consider the different needs of the youth and adult segments, the meetings were focused on the two age groups separately. The Focus Group Meeting Questions can be found in Chapter XI. (Appendix).

- ❑ 10 Recreation Center Focus Groups (Adult)
- ❑ 10 Recreation Center Focus Groups (Youth)

Step 4 – Meetings with Municipal Parks & Recreation Directors (3)

Our municipal directors provided insights about key issues facing the parks and recreation industry.

- ❑ City Parks and Recreation Departments
 - City of Tampa
 - City of Temple Terrace
 - City of Plant City

Step 5 – Progress Meetings with the Steering Committee and the Advisory Committee (6)

Meetings were held with the Master Plan Steering Committee and the Master Plan Advisory Committee to identify key issues facing the County; to review and discuss the citizen survey results; and to solicit their advice on goals and action strategies.

- ❑ Master Plan Steering Committee
 - Consisting of the city's parks and recreation directors and members of the Citizens Advisory Committee
- ❑ Master Plan Advisory Committee
 - Consisting of the Hillsborough County Parks, Recreation & Conservation Board

Step 6 – Citizen Surveys (2)

Two surveys were offered County-wide. One survey was designed to be a general, online survey for the wide-ranging public. A second survey was organized whereby residents were randomly chosen to partake in the survey. Through the collaboration of Department staff and other departments, both surveys were professionally structured and promoted throughout the County.

Step 7 – Public Community Meetings (7)

Throughout the month of June 2016, seven (7) public community meetings took place evenly spaced across Hillsborough County. The following locations hosted the meetings: Ruskin Community Center; Emanuel P. Johnson Community Center; Gen. James D. Randall Middle School; Brandon Community Center; The University Area Community Development Center (UACDC); Northdale Community Center; Westchase Community Center.

In many of the above meetings, the discussion focused on matters of most relevance to the participating stakeholder(s). While there was not a consistent agenda of discussion topics among many of the individual meetings, the focus group meetings and the public community meetings followed along the lines of an organized outline. No matter what was discussed at each meeting, similar overarching inquiries were used for all interviews.

Meeting topics included:

- What is your opinion on the current state of Hillsborough County parks and facilities?
- What is working well regarding parks and recreation?
- What could be improved?
- What are some of the challenges facing your community/organization?
- Are there opportunities that you think Parks and Recreation should pursue?
- What would make for a successful parks and recreation master plan?



Open House Community Meetings

Seven (7) public community meetings were held in the month of June 2016 in various locations throughout Hillsborough County.

During the meetings the staff reviewed the purpose of the Master Plan; the plan's scope; the schedule; the overall methodology; and the current and potential parks & recreation amenities. Following an entertaining and fact-filled video about what the parks and recreation organization could resemble, the community meeting attendees had the opportunity to offer input on parks within their area. In doing so, attendees provided input on programming and facility priorities, and completed a comment card and took an online survey with provided iPads.

The public community meetings took place in the following order:

PUBLIC COMMUNITY MEETING #1

Location:
 Ruskin Community Center
 901 6th St. SE
 Ruskin, Florida 33570
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 13, 2016

PUBLIC COMMUNITY MEETING #5

Location:
 The University Area Comm. Develop. Ctr. (UACDC)
 14013 N 22nd Street
 Tampa, Florida 33613
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 22, 2016

PUBLIC COMMUNITY MEETING #2

Location:
 Emanuel P. Johnson Community Center
 5725 S. 78th Street
 Tampa, Florida 33619
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 15, 2016

PUBLIC COMMUNITY MEETING #6

Location:
 Northdale Community Center
 15550 Spring Pine Drive
 Tampa, Florida 33624
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 27, 2016

PUBLIC COMMUNITY MEETING #3

Location:
 Gen. James D. Randall Middle School
 16510 Fishhawk Boulevard
 Lithia, Florida 33547
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 16, 2016

PUBLIC COMMUNITY MEETING #7

Location:
 Westchase Community Center
 9791 Westchase Drive
 Tampa, Florida 33626
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 29, 2016

PUBLIC COMMUNITY MEETING #4

Location:
 Brandon Community Center
 502 E Sadie Street
 Brandon, Florida 33510
 Time: 6:30 p.m. to 8:00 p.m.
 Date: June 20, 2016

The following word-cloud was created from the most used words in the comment section of the community survey.



VI. Level of Service

Level of Service (LOS) is an internal standard used to measure and monitor the quality of services provided. It is utilized to ensure the Department is meeting the needs of Hillsborough County residents and visitors. Currently there are no nationally accepted Level of Service standards. As described by Dr. David Barth in his May/June PAS Memo, "The last set of national guidelines published by the National Recreation and Park Association (NRPA) in 1996 encourages communities to develop their own LOS standards rather than rely on any national standards". Park, Recreation, Open Space and Greenway Guidelines Authors Mertes and Hall, stated, "A standard for parks and recreation cannot be universal, nor can one city be compared with another even though they are similar in many respects."

Over the next couple of years, it is the goal of the Department to determine a standardized formula used to define the LOS for Hillsborough County. Not only will the LOS define quantity standards, it will focus on a qualitative return. In addition to defining the Department's current amenities, benchmarking data has also been included to highlight the comparison of Hillsborough County to outside communities and municipalities. This section will also delve into design standards, trends, and maintenance to interpret the forecasting of quality assurance goals.

PARK METRICS

The following chart defines the current / proposed level of service that the Department offers in reference to parks and facilities. In review of the information, it should be noted that other than the first row, the number in the third column should be close to, or beyond, the number "1" as much as possible. The chart's statistics are based on having at least one amenity per 1,000 population or higher. While some amenities are near or above the recognized standard based on the population, some are below the level of service. Although there tends to be a considerable difference between one county and another across the country, as well as the great diversity across Hillsborough County's varied communities, the chart could be used as a guide for future decisions.

Amenity	Hillsborough County	Current / Proposed Level of Service			Deficit on Proposed Levels
Park Acreage	2,904	3.17	acres per	1,000	-
Mini Parks and Neighborhood Park (ac)	210	0.23	acres per	1,000	-
Community Park and Special Use Facility (ac)	1226	1.34	acres per	1,000	-
Sports Complex (ac)	1305	1.42	acres per	1,000	-
Playgrounds	118	1.02	structures	8,000	-
Splash Pads	1	0.13	sites per	120,000	7
Pavilions	166	1.35	structures	7,500	-
Basketball Courts	143	1.16	courts per	7,500	-
Baseball Fields	111	0.96	fields per	8,000	5
Softball Fields	59	0.96	fields per	15,000	3
Football Fields	30	0.81	fields per	25,000	6
Soccer Fields	53	0.86	fields per	15,000	8
Lacrosse Fields	3	0.26	fields per	80,000	9
Cricket Fields	5	0.43	fields per	80,000	6
Multi-Purpose Fields	30	0.65	fields per	20,000	-
Tennis Courts	85	1.10	courts per	12,000	-
Handball Courts	17	1.01	courts per	55,000	-
Volleyball Courts	21	0.91	courts per	40,000	-
Disc Golf Courses	3	0.49	courses	150,000	3
Dog Parks	6	0.45	sites per	75,000	7
Skate Parks	3	0.39	sites per	120,000	4
Community Centers	53	1.15	sites per	20,000	-

Hillsborough County Population = 924,013

KEY BENCHMARKS

Florida State-Wide Facility Level of Service

In 2015, a study was conducted for the Florida Department of Environmental Protection to determine Florida residents' participation in outdoor recreation and their outdoor recreation needs. The study was undertaken in support of the State Comprehensive Outdoor Recreation Plan (SCORP) and was administered through a telephone survey.

During the study, the State of Florida was segmented into six distinct districts. The Central West District includes the counties of Hillsborough, Pinellas, Pasco, Hernando, and Citrus. Below is a chart indicating the suggested number of sports facilities for five major sports. In response to the SCORP recommendation, the second chart indicates the comparison between the recommended numbers of facilities versus the current number of facilities currently located in Hillsborough County.

	Total Population		% of Participants	=	Participant Population		Level of Service (Per 1,000 Participants)	=	Suggested Number of Facilities
Baseball Fields	924,013	X	15%	=	138,602	X	0.91	=	126
Basketball Courts	924,013	X	13%	=	120,122	X	1.25	=	150
Football Fields	924,013	X	10%	=	92,401	X	0.50	=	46
Soccer Fields	924,013	X	11%	=	101,641	X	0.47	=	48
Tennis Courts	924,013	X	11%	=	101,641	X	1.14	=	116

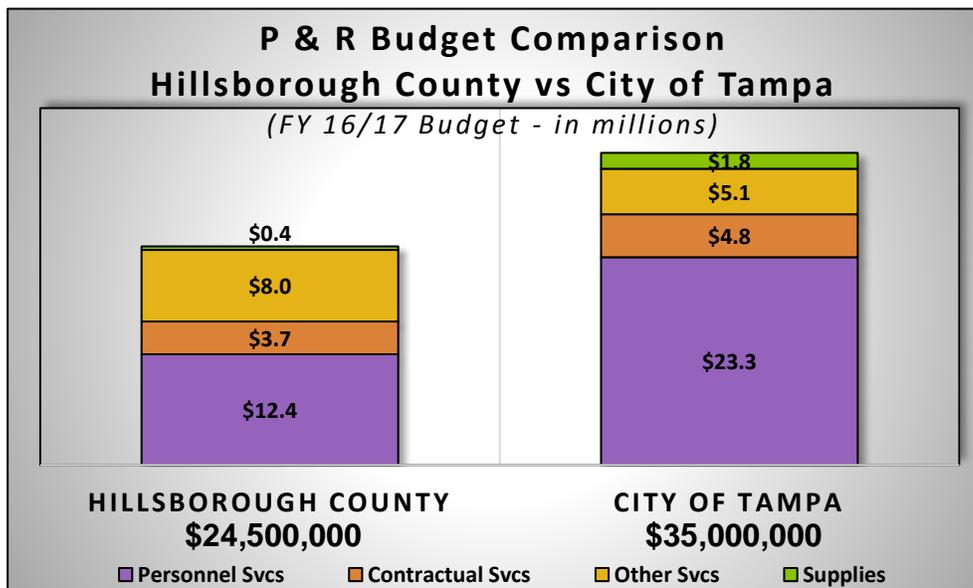
Source: Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

	Current Number of Facilities	SCORP Number of Facilities	Meets Standard?	Additional Facilities Needed
Baseball Fields	111	126	No	15
Basketball Courts	143	150	No	7
Football Fields	30	46	No	16
Soccer Fields	53	48	Yes	- 5
Tennis Courts	85	116	No	31

Source: Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Benchmarks versus Other Communities

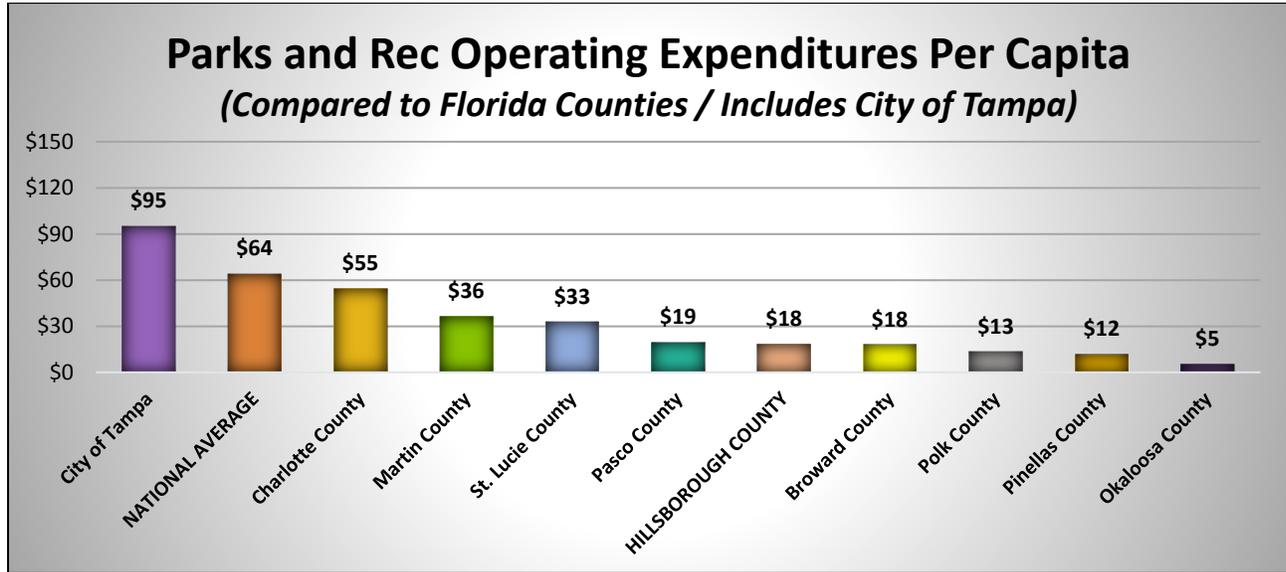
While the next couple of pages depicts the comparison of the Department's statistics versus other city and county organizations, the below graph compares the budget of the Hillsborough County Parks and Recreation Department with the City of Tampa Parks and Recreation Department.



Source: 2016 Hillsborough County and City of Tampa Budget Reports

Hillsborough County Per Capita

Fiscal Year	Total Budget	Total County Population (Estimate 2016)	Per Capita Expenditure
2016	\$24.5 Million	1,352,797	\$18.11



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Comprehensive Plan Level of Service

According to the Comprehensive Plan for Unincorporated Hillsborough County Florida; Recreation And Open Space Element, Policy 1.c.1.f.(2) states local park needs are calculated based on 3.4 acres per 1,000 people. Dependent on a County population of 924,013, the level of service guideline calls for at least 3,142 acres of local parks. In the Comprehensive Plan, the definition of “local parks” would include all of the below park classifications. Therefore, the Department is 94 acres over the Comprehensive Plan’s designated level of service. Due to the excessive regional park acreage managed by the CELM Department, as well as the future acreage necessary for forthcoming sports complexes, there is more than enough acreage county-wide.

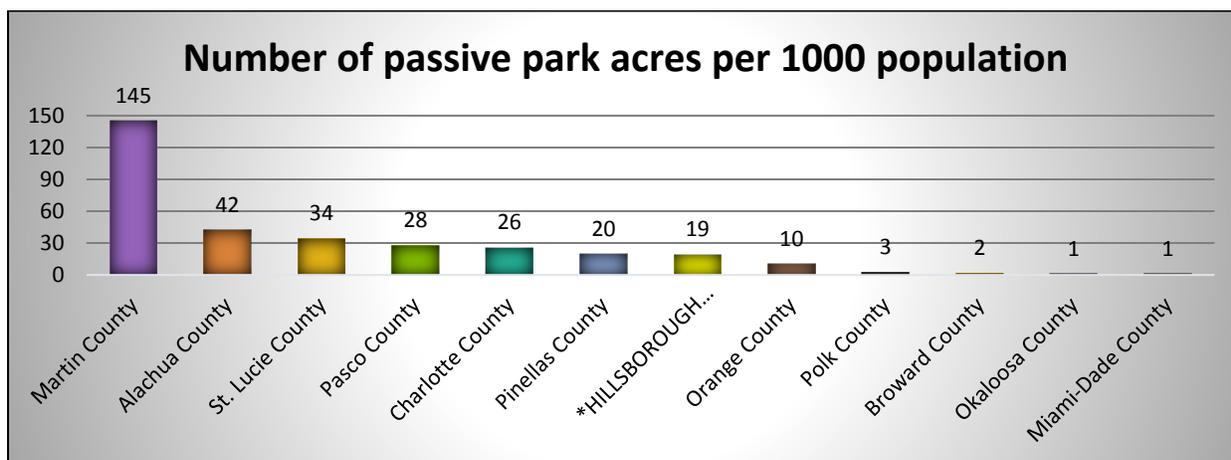
Park Classification	Park Land (Acres)	Acres provided (Per 1,000 population)
Sports Complexes	1,305	1.42
Community Parks	1,060	1.16
Neighborhood Parks	183	0.2
Mini-Parks	27	0.03
Special Use Facility	167	0.15
Undeveloped Property	494	0.53
TOTAL CURRENT ACREAGE	3,236	3.5
Comprehensive Plan Standard	3,142	3.4

Hillsborough County Population = 924,013

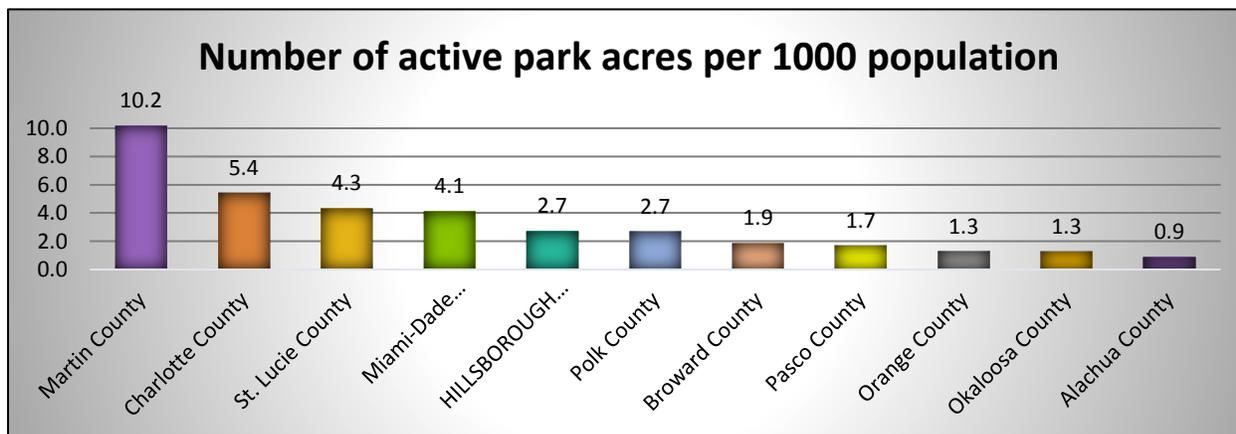
Number of Park Acres - Comparison

Along with other benchmarking comparisons, the following graphs indicate the comparison of Hillsborough County to other counties around the state of Florida. The assessment was completed by the Florida Benchmarking Consortium, and designates the number of acres available in active and passive parks per 1,000 residents.

As indicated, Hillsborough County is well balanced between its management of active and passive acres. Compared to other Counties, Hillsborough County does not appear to be in any great need of an increase in general property.



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report
 *Hillsborough County information includes the total of passive park acres in Parks and Recreation and CELM



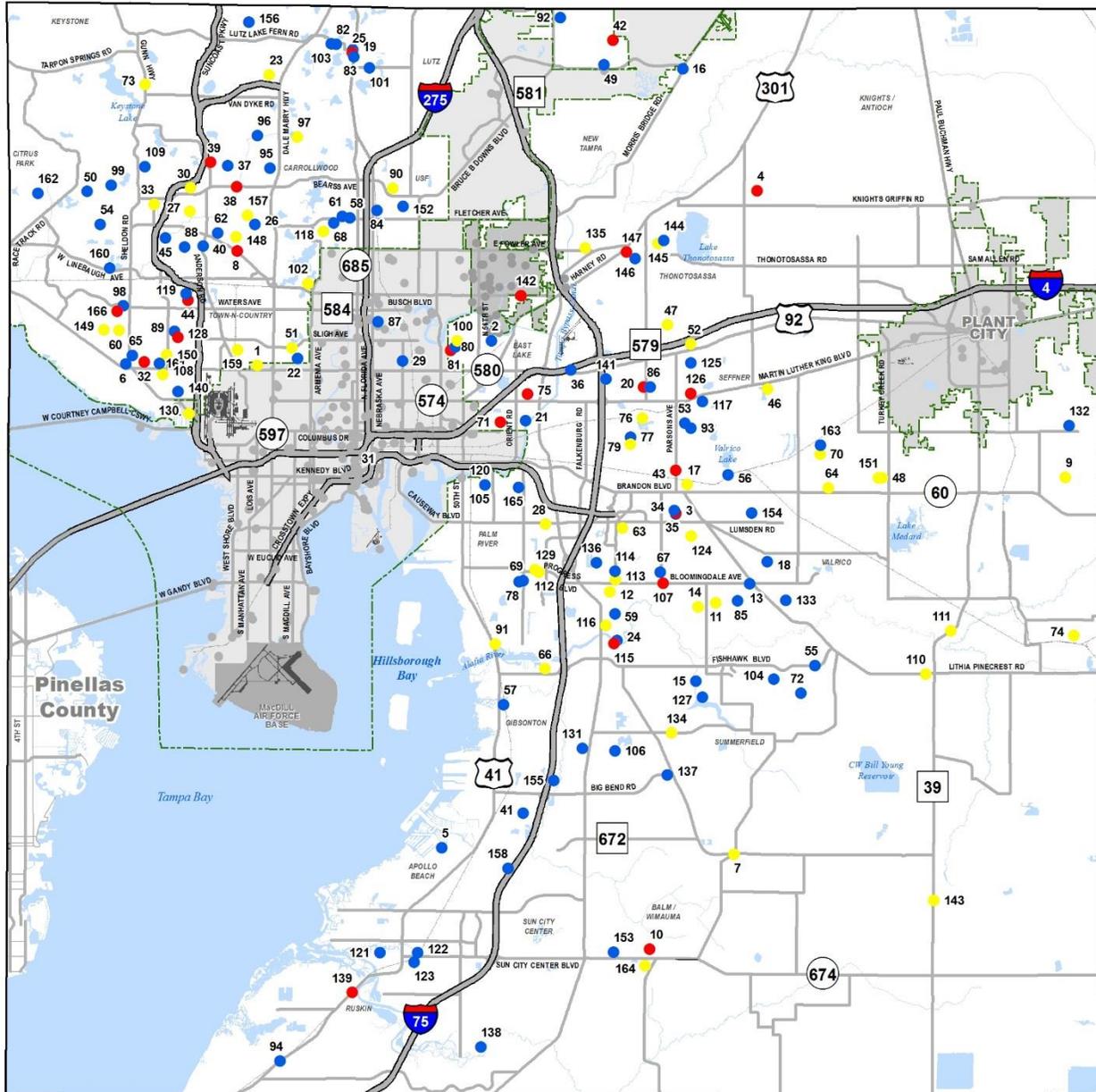
Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Park Condition

The map on the following page indicates the current condition of the Parks and Recreation Department's 166 parks. The map divides the condition of the parks into three levels: critical need; moderate need; non-emergency need. Following the many community and individual meetings that took place about the Master Plan, a Department staff meeting took place to discuss the level of work needed at each park. By way of candid discussion, each park was meticulously analyzed as to its immediate and long-term needs. If the park is marked with a red circle, then the park is in serious disrepair. If there is a yellow circle, then the park is in need of repair and replacement, but not an immediate concern. And finally, if there is a blue circle, then the park is not of immediate attention at all, but that does not mean that the park does not need some investment. A blue circle simply means that the park is not as critical as the yellow or red parks.

PARK CONDITION

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records; it is based on BEST AVAILABLE DATA.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section, City of Tampa, City of Plant City, City of Temple Terrace.

LEGEND

Parks Condition	Municipality
● 1 (89)	● City Parks
● 2 (53)	■ Plant City
● 3 (23)	■ Tampa
	■ Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Parks Reference Table:

1	Alexander Park
2	All People's Life Center
3	All Persons Rotary Park
4	Antioch Sports Complex
5	Apollo Beach Park and Community Center
6	Audrey Lane Park
7	Balm Park and Community Center
8	Beacon Meadows Park
9	Bealsville Community Center and Sports Complex
10	Bethune Park and Community Center
11	Bloomington East Park
12	Bloomington Hills Park
13	Bloomington Sports Complex
14	Bloomington West Park and Community Center
15	Boyette Springs Park
16	Branchton Park
17	Brandon Community Center and Sports Complex
18	Buckhorn Park
19	Bullard Park
20	Burnett Sports Complex
21	Bypass Canal Park
22	Cacciatore Park
23	Calusa Trace Park
24	Carmen Casa del Rio Park
25	Carolyn Meeker Dog Park
26	Carrollwood Cultural Center
27	Carrollwood Meadows Park and Community Center
28	Causeway Park
29	Cemetery For All People
30	Chandler Park
31	Chillura Courthouse Square
32	Church Park
33	Citrus Park Sports Complex
34	Clayton Park Sports Complex
35	Clayton Lake Park
36	Construction Unit
37	Country Place Park and Community Center
38	Country Place Park East
39	Country Place Park West
40	Country Run Park
41	Covington Oak Park
42	Cross Creek Park
43	Davis Park
44	Deerfield Park
45	Don Hardy Park
46	Dover Community Center and Sports Complex
47	E.L. Bing Sports Complex and Airport
48	Earl Simmons Park and Community Center
49	Eber Sports Complex
50	Ed Radice Sports Complex
51	Egypt Lake Park and Community Center
52	Evans Park Community Center and Sports Complex
53	Faithway Drive Memorial Site Cemetery
54	Fawn Ridge Park
55	Fishhawk Sports Complex
56	Front Street Park
57	Gardenville Park and Community Center
58	George Russell Park
59	Hackney Riverview Cemetery
60	Hamilton Park
61	Hamner Tower Park
62	Hampton Park
63	Heather Lakes Sports Complex
64	Hillsborough County Fairgrounds
65	Jackson Springs Park and Community Center
66	JB Gibson Park and Community Center
67	JC Handy Sports Complex
68	Jean Street Park
69	Johnson Community Center
70	Keith Waller Sports Complex
71	Kenly Park and Community Center
72	Kestrel Park
73	Keystone Community Center and Sports Complex
74	Keysville Park and Community Center
75	Kings Forest Park and Community Center
76	Lakeview Village Park
77	Lakewood Park
78	Larry Sanders Sports Complex
79	Limona Park
80	Lucy Dell Community Pond
81	Lucy Dell Park
82	Lutz Civic Center
83	Lutz School House

84	Maintenance Unit I
85	Maintenance Unit II
86	Mango Park and Community Center
87	Mann-Wagnon Memorial Park
88	Monterey Lakeside Park
89	Morgan Woods Community Center
90	Mort Park and Community Center
91	Mosaic Park
92	New Tampa Sports Complex - Turner-Bartels Middle
93	North Brandon Sports Complex
94	North Ruskin Park
95	Northdale Park and Community Center
96	Northdale Sports Complex
97	Northlakes Community Center and Sports Complex
98	Northwest County Dog Park
99	Northwest Equestrian Park
100	Nuccio Park and Community Center
101	Nye Park and Community Center
102	Orange Grove Sports Complex
103	Oscar Cooler Sports Complex
104	Osprey Ridge Park
105	Palm River Park and Community Center
106	Panther Trace Park
107	Paul Sanders Park
108	Perrone Park and Community Center
109	Peterson Road Park
110	Pinecrest Park
111	Pinecrest Sports Complex
112	Progress Village Comm. Center and Sports Complex
113	Providence East Sports Complex
114	Providence West Comm. Center and Sports Complex
115	Riverview Park and Community Center
116	Riverview Civic Center and Boat Ramp
117	Rodney Colson Sports Complex
118	Roy Haynes Park Community Center
119	Roy Henley Park
120	Rubin Padgett Sports Complex
121	Ruskin 1 Commongood (Firelane)
122	Ruskin 2 Commongood (5th Ave)
123	Ruskin Park and Community Center
124	Saladino Park
125	Seffner Park and Community Center
126	Seffner-Mango Park
127	Shadow Run Park
128	Shimberg Sports Complex
129	Simmons Bowers Park
130	Skyway Sports Complex
131	South Pointe Park
132	Springhead Park and Community Center
133	Stearns Road Park
134	Stephen J. Wortham Park
135	Sterling Heights Park and Community Center
136	Sterling Ranch Park
137	Summerfield Sports Complex
138	Summer Acres Property
139	Sun City Heritage Park
140	Sweetwater Park
141	Tanner Road Park
142	Temple Park and Community Center
143	Thatcher Park and Community Center
144	Thonotosassa Cemetery
145	Thonotosassa Park and Community Center
146	Thonotosassa Main Street Park
147	Thonotosassa School Park
148	Timberlan Park
149	Timberlane Park and Community Center
150	Town 'n Country Park and Community Center
151	Turkey Creek Sports Complex
152	University Area Park and Community Center
153	Valencia Lakes
154	Valrico Community Center and Sports Complex
155	Vance Vogel Sports Complex
156	Villa Rosa Park
157	Vista Gardens Park
158	Waterset Property
159	West Park Sports Complex and Dog Park
160	Westchase Community Center
161	Westgate Park
162	Westwood Lakes Park
163	William Owen Pass Sports Complex
164	Wimauma Park and Community Center
165	Winston Park and Community Center
166	Woodlake Park

Cost Per Unit

The following few pages include a detailed analyses of the cost per unit for many park amenities. As indicated, each amenity includes the capital construction cost, as well annual maintenance costs and the average number of users per amenity. Utilizing those defined costs, the information also includes the annual maintenance cost per user and the cost per user when compared to the capital and maintenance costs combined over a designated period of time.

It should be noted that the following information does not include the funding to replace the amenity after the designated years of usage. The installation of all new amenities should include a special fund to allow for full replacement of the element at the end of its useful life.

Baseball/Softball Field

Estimated Construction Cost: **\$450,000**
 Field Area Coverage: **96,000 sq. ft.**
 Construction Cost per sq. ft.: **\$4.69**
 Estimated Weekly Maintenance: **8 Hours per Week**
 Estimated Annual FTE's: **.2**
 Estimated Annual FTE Cost: **\$8,320**
 Estimated Annual Maintenance Cost: **\$18,000**
 Estimated Total Annual Cost: **\$26,320**
 Average Number of Annual Park Users: **14,400**
 Annual Maintenance Cost per User: **\$1.82 per User**
 20-Year Capital and Maintenance Cost per User: **\$67.80**
 Specifications Summary: **A 300' field. Estimated annual maintenance cost includes: Electric, water, chemicals, equipment, gasoline, bulb replacement. The construction cost does not include a parking lot, concession stand, restroom, and associated amenities.**

Soccer/Football Field

Estimated Construction Cost: **\$400,000**
 Total Facility Area Needs: **86,400 sq. ft.**
 Construction Cost per sq. ft.: **\$4.63**
 Estimated Weekly Maintenance: **6 Hours per Field**
 Estimated Annual FTE's: **.15**
 Estimated Annual FTE Cost: **\$6,240**
 Estimated Annual Maintenance Cost: **\$15,000**
 Estimated Total Annual Cost: **\$21,240**
 Average Number of Annual Park Users: **10,416**
 Annual Maintenance Cost per User: **\$2.04**
 20-Year Capital and Maintenance Cost per User: **\$79.19**
 Specifications: **Regulation soccer/football field with drainage, irrigation, goals, and lighting. Estimated annual maintenance cost includes: Electric, water, chemicals, equipment, gasoline, bulb replacement. The construction cost does not include a parking lot, concession stand, restroom, and associated amenities.**

Tennis Court

Estimated Construction Cost: **\$75,000**
 Total Facility Area Needs: **7,200 sq. ft.**
 Construction Cost per sq. ft.: **\$10.41**
 Estimated Weekly Maintenance: **1 Hour per Court**
 Estimated Annual FTE's: **.03**
 Estimated Annual FTE's Cost: **\$1,040**
 Estimated Annual Maintenance Costs: **\$2,800**
 Estimated Total Annual Cost: **\$3,840**
 Average Number of Annual Park Users: **2,190**
 Annual Maintenance Cost per User: **\$1.75**
 10-Year Capital and Maintenance Cost per User: **\$51.78**
 Specifications Summary: **Regulation tennis court with 10 ft. fencing on the ends, 4 ft. fencing on the sides, 45° corners, netting, drainage, shoe-box lighting. Estimated annual maintenance cost includes: Electric, equipment, gasoline, netting, pressure wash, and bulb replacement. The construction cost does not include a parking lot, restroom, and associated amenities.**

Basketball Court

Estimated Construction Cost: **\$56,000**
 Total Facility Area Needs: **9,776 sq. ft.**
 Construction cost per sq. ft.: **\$5.73**
 Estimated Weekly Maintenance: **1 Hour per Court**
 Estimated Annual FTE's: **.03**
 Estimated Annual FTE's Cost: **\$1,040**
 Estimated Annual Maintenance Costs: **\$2,800**
 Estimated Total Annual Cost: **\$3,840**
 Average Number of Annual Park Users: **5,075**
 Annual Maintenance Cost per User: **\$0.76**
 10-Year Capital and Maintenance Cost per User: **\$18.60**
 Specifications: **Double regulation sized basketball court. Includes the installation of concrete poles, drainage, and shoe-box lighting. Estimated annual maintenance cost includes: Electric, equipment, gasoline, netting, backboards, pressure wash, and bulb replacement. The construction cost does not include a parking lot, restroom, and associated amenities.**

Volleyball Court - Sand

Estimated Construction Cost: **\$28,000**
 Total Facility Area Needs: **4,000 sq. ft.**
 Construction cost per sq. ft.: **\$7.00**
 Estimated Weekly Maintenance: **1 Hour per Court**
 Estimated Annual FTE's: **.03**
 Estimated Annual FTE's Cost: **\$1,040**
 Estimated Annual Maintenance Costs: **\$2,000**
 Estimated Total Annual Cost: **\$3,040**
 Average Number of Annual Park Users: **1,841**
 Annual Maintenance Cost per User: **\$1.65**
 10-Year Capital and Maintenance Cost per User: **\$31.72**
 Specifications: **Regulation sand beach style court with removable or permanent netting, rope lines, and standard gravel/sand drainage system. Estimated annual maintenance cost includes equipment and gasoline. The construction cost does not include a parking lot, restroom, lighting, and associated amenities.**

Playground

Estimated Construction Cost: **\$200,000**
 Total Facility Area Needs: **5,600 sq. ft.**
 Construction cost per sq. ft.: **\$35.71**
 Estimated Weekly Maintenance: **1 Hour per playground**
 Estimated Annual FTE's: **.03**
 Estimated Annual FTE's Cost: **\$1,040**
 Estimated Annual Maintenance Costs: **\$5,000**
 Estimated Total Annual Cost: **\$7,040**
 Average Number of Annual Park Users: **5,669**
 Annual Maintenance Cost per User: **\$1.24**
 15-Year Capital and Maintenance Cost per User: **\$53.91**
 Specifications: **Upgrade playgrounds including rope technology and a poured in place surface. Estimated annual maintenance cost includes: Electric, equipment, gasoline, tree trimming, pressure wash, and bulb replacement. The construction cost does not include a parking lot, restroom, and associated amenities.**

Skate Park

Estimated Construction Cost: **\$500,000**
 Facility Area Coverage: **25,000 sq. ft.**
 Construction cost per sq. ft.: **\$20.00**
 Estimated Weekly Maintenance: **3 Hours per Park**
 Estimated Annual FTE's: **.08**
 Estimated Annual FTE's Cost: **\$3,120**
 Estimated Annual Maintenance Costs: **\$4,600**
 Estimated Total Annual Cost: **\$7,720**
 Average Number of Annual Park Users: **7,344**
 Annual Maintenance Cost per User: **\$1.05**
 15-Year Capital and Maintenance Cost per User: **\$83.85**
 Specifications: **The skate park priced would include various amenities such as ramps, rails, and concrete bowls. Estimated annual maintenance cost includes: Electric, equipment, gasoline, bulb replacement. The construction cost does not include a parking lot, restroom, and associated amenities.**

Exercise Area

Estimated Construction Cost: **\$40,000**
 Total Facility Area Needs: **4,000 sq. ft.**
 Construction cost per sq. ft.: **\$10.00**
 Estimated Weekly Maintenance: **1 Hour per Area**
 Estimated Annual FTE's: **.03**
 Estimated Annual FTE's Cost: **\$1,040**
 Estimated Annual Maintenance Costs: **\$5,000**
 Estimated Total Annual Cost: **\$6,040**
 Average Number of Annual Park Users: **4,200**
 Annual Maintenance Cost per User: **\$1.44**
 15-Year Capital and Maintenance Cost per User: **\$31.10**
 Specifications: **Includes outdoor adult fitness equipment and a poured in place surface. Estimated annual maintenance cost includes: Electric, equipment, gasoline, pressure wash, and bulb replacement. The construction cost does not include a parking lot, restroom, and associated amenities.**



Walking Trail - Concrete

Estimated Construction Cost: **\$40,000**
 Total Facility Area Needs: **5,000 sq. ft.**
 Construction cost per sq. ft.: **\$8.00**
 Estimated Weekly Maintenance: **1 Hour per Trail**
 Estimated Annual FTE's: **.03**
 Estimated Annual FTE's Cost: **\$1,040**
 Estimated Annual Maintenance Costs: **\$5,000**
 Estimated Total Annual Cost: **\$6,040**
 Average Number of Annual Park Users: **7,080**
 Annual Maintenance Cost per User: **\$0.85**
 20-Year Capital and Maintenance Cost per User: **\$22.71**
 Specifications: **1,000' linear feet at 5' width. At almost 1/5 a mile, the paved trail would include 10-15 light poles. Estimated annual maintenance cost includes: Electric, equipment, gasoline, tree trimming, pressure wash, and bulb replacement. The construction cost does not include a parking lot and restroom.**

Dog Park

Estimated Construction Cost: **\$350,000**
 Total Facility Area Needs: **200,000 sq. ft.**
 Construction Cost per sq. ft.: **\$1.75**
 Estimated Weekly Maintenance: **4 Hours per Park**
 Estimated Annual FTE's: **.1**
 Estimated Annual FTE's Cost: **\$4,160**
 Estimated Annual Maintenance Cost: **\$9,000**
 Estimated Total Annual Cost: **\$13,160**
 Average Number of Annual Park Users: **9,372**
 Annual Maintenance Cost per User: **\$1.40**
 15-Year Capital and Maintenance Cost per User: **\$58.41**
 Specifications: **Large and small dog park with drainage, irrigation, and lighting. Estimated annual maintenance cost includes: Electric, water, equipment, gasoline, pressure wash, bulb replacement. The construction cost does not include a parking lot, restroom, and associated amenities.**

Picnic Shelter

Estimated Construction Cost: **\$40,000**
 Total Facility Area Needs: **900 sq. ft.**
 Construction cost per sq. ft.: **\$44.44**
 Estimated Weekly Maintenance: **2 Hours per Shelter**
 Estimated Annual FTE's: **.05**
 Estimated Annual FTE's Cost: **\$2,080**
 Estimated Annual Maintenance Costs: **\$2,500**
 Estimated Total Annual Cost: **\$4,580**
 Average Number of Annual Park Users: **5,200**
 Annual Maintenance Cost per User: **\$.88**
 20-Year Capital and Maintenance Cost per User: **\$25.31**
 Specifications: **Includes a concrete access sidewalk, picnic tables, and trash receptacle. Estimated annual maintenance cost includes: Electric, water, equipment, gasoline, tree trimming, pressure wash, and bulb replacement. The construction cost does not include a parking lot and restroom.**



Artificial Turf Athletic Fields



Hillsborough County is in the front of the trend of many parks systems in developing artificial turf fields to meet the ever increasing demand for soccer, football, lacrosse, rugby, baseball, and other athletic pursuits.

Many people still have the thought that artificial turf is similar to what was used in the 1960's, called AstroTurf. AstroTurf was essentially a thin green carpet that was laid over a concrete foundation. Because of today's technology, the latest products available are now reported to be safer for serious injuries than natural grass fields. While artificial turf definitely has advantages over natural grass in terms of cost and maintenance, the affect that the surface has on game play must also be considered. Additionally, artificial turf fields also allow the Department more control over field consistency. Every fiber of an artificial turf field is manufactured to be a replica of the one next to it, so no areas are uneven or differently textured to alter the speed of a ball or the ability of a player to find footing.

The initial installation of artificial turf is much more expensive than natural grass, with general estimates being a cost difference of more than four times the cost per field. BUT, it should be noted that the maintenance costs, especially over the long term, is much higher for natural grass fields. Natural grass requires regular watering, fertilizing, mowing, seeding, sanding, and pest control, which costs tens of thousands of dollars a year in supplies and labor costs. While artificial turf also requires maintenance, including brushing and pest control, management of an artificial field is far less rigorous and less expensive than for natural grass. That being stated, it should be noted that artificial turf also retains more heat than natural grass, so the fields should be cooled down with a small amount of water before games to reduce the unpleasantness.

Another perspective to consider with the use of synthetic turf is that the current YSO's would no longer need to pursue avenues to generate more revenue to assist with maintaining natural grass fields. This would hopefully result in the lowering of registration fees to their membership or help provide higher quality equipment or better uniforms, etc... The leagues focus can now be on providing the best service to their membership without the burden of field maintenance costs.

An additional maintenance issue that is virtually removed when installing an artificial turf field is the field lines that are prevalent in the appearance of a professional looking field. Artificial turf typically has field lines sewn directly into the fibers for uniformity across the surface, while natural grass needs to be continuously painted.

A primary consideration when comparing artificial versus natural grass is the amount and type of usage the field can handle. Artificial turf provides a field with a surface that can be used with unlimited frequency for various sports such as football, baseball, soccer, rugby, and lacrosse, plus miscellaneous events including band competitions and concerts. Even with frequent usage and inclement weather, artificial fields remain consistent for all activities.



An artificial turf field allows for more games and practices that otherwise would be cancelled because of rainy weather. In fact, one game on a wet, muddy field could lead to an unusable field for a few days afterward. This occurrence is the same for football, as well as a water-logged baseball field. Installing artificial turf removes the need to cancel games and practices, allowing for a great increase in the capacity of the overall sports complex. The concern of field damage by over usage is virtually nonexistent with the installation of artificial turf fields. Also, being in the Florida climate where every sport is now being played year round, synthetic turf will meet the demand for more fields.



Beyond utilizing artificial turf only for sports fields, the surface has also been installed within the Department's Northwest Dog Park. A usual occurrence at a dog park is the denigration of the natural grass at the park's entrance and around the areas that dog owners tend to gather. At the Northwest Dog Park, artificial turf was installed at the entrance and around the pavilion to offer a more pleasant gathering area.

The main benefits of synthetic turf fields include:

- Lower operating costs per event
- Safer surfaces for athletes
- Ability to schedule significantly more events, allowing maximum use
- Extended play by allowing use earlier and later in the season without damaging the turf
- Very few rain outs, if any
- No need for mowing, fertilizing, or striping

Considering the increased population of Hillsborough County, artificial turf fields allow for much more play, increasing the capacity for more teams to utilize the overall sports complex.

Therefore, after serious review, a combination in the acquisition of new parkland in developing areas, as well as the installation of synthetic turf fields at current sports complexes, would greatly assist in alleviating the capacity issue the Department is being faced with on a daily basis.

In summary, field capacities are vital in determining an athletic field's limits and the playing surface's conditions for safety. It also allows the Department a better understanding of the immediate needs for sport specific fields. Through the evaluation of capacities, the primary focus should be for the Athletics' Division to provide the best solution to better serve its YSO partners and youth sports minded citizens of Hillsborough County.



INDUSTRY TRENDS

Key Impact Trends

Only through the recognition of key trends and issues can the Hillsborough County Parks and Recreation Department become nimble and responsive in creating a progressive organization. After identifying these trends, the organizational leadership can proactively move toward shaping the Department into fulfilling its vision, and become the “best parks and recreation department in the country”.

Trend #1: Demographic, Social and Cultural

- a. Dramatic increase in overall population
- b. Increase in senior population
- c. Increase in therapeutic needs
- d. Rising health care costs

Throughout the nation, as in Hillsborough County, the average age of the population is increasing, and the number of persons in the age group 65 and over is growing rapidly. Census data indicates that the percentage of the Hillsborough County population age 65 and older was over 13% in 2015, while the same population throughout the State of Florida is was at 19%. By 2020, it is estimated that over 40% of County residents will be over the age of 45. This trend is expected to continue as the baby boomer generation ages.

The relative health of these individuals is better than ever before and the activities they desire are more active than in the past. Senior citizens centers where seniors play cards and participate in more sedentary activities are being replaced and incorporated into larger, more active, community centers where individuals participate in fitness programs, cardiovascular exercises, technology classes, travel, and many other more active pursuits.

This aging trend encourages parks and recreation agencies to invest more in activities, programs, and facilities for the older population. This aging of the community also generates demand for more paved walking trails, fishing areas, gardens, cultural and nature education, as well as other activities that are in demand for multiple age groups.

In addition, due to more accessibility, therapeutic programs have become more advanced and much more essential. Through the expansion of the Camp Sparks and the Paralympics program, more access to resources will be needed.

This data points clearly to the growing need to provide quality facilities and programs for both growing populations in Hillsborough County. Community meetings and surveys, as well as all forms of the public engagement process, indicate support for providing additional programs and facilities for a diverse population.

Trend #2: The Changing Economy

- a. Transportation needs
- b. Economic sustainability

In the last six years, the Department experienced great changes to become more efficient, while also attempting to maintain the services expected by the residents. In review of the Department by new leadership over the past year, it was obvious that the original structure of the organization was not economically sustainable, and those changes were greatly needed.

Creating a department that is more resourceful and sustainable is most important in the current economic times. With the outstanding growth being experienced in Hillsborough County, upgrading the transportation system has become a top priority for the County. As the emphasis of the County budget becomes focused on transportation issues, the Parks and Recreation Department must prioritize its own activities to be more sustainable.

Trend #3: Political and Legislative

- a. High expectations in programming and development
- b. Decrease in public funding
- c. Pursuit of alternative funding sources

As with most governmental entities, Hillsborough County offers an atmosphere of high expectations in recreational programming and park development. Knowing this, the Department must continue to create advanced programming, as well as develop a park system that includes innovative funding.

Trend #4: Technological breakthroughs

- a. Tremendous growth in social media
- b. Increased demand for technology based services
- c. Increase demand for technology programming

The parks and recreation industry has experienced a major shift over the past 20 years by not only the way of programming, but also through the use of social media. Not too many years ago, an event or program was advertised through the use of wall flyers or an advertisement in the local newspaper. Today, a publicity campaign can be promoted through a few “free” placed mentions in social media. Facebook, Twitter, Instagram, and the Department website are only a few of the places that would attract thousands of views. In addition, developing an email list from years of classes and programs enables the Department to direct email potential participants.

Trend #5: Community facilities

- a. Aging facilities
- b. Specialty centers
- c. Environmental stewardship
- d. Redevelopment of older sites

Two issues that the Department has to contend with is the combination of the number of facilities, as well as the current condition of those amenities. The Department currently oversees over 50 community centers, as well as 165 parks. Through wise decision making a few years ago, the Department decided to partner with outside organizations to program several of the community centers. Unfortunately for centers, as well as parks, there has been limited investment in upgrading the buildings and the grounds.

FACILITY TRENDS

Starting with insuring that all Hillsborough County facilities are accessible to everyone, along with considering park amenities, there are many facility trends that should be considered in future development and redevelopment.

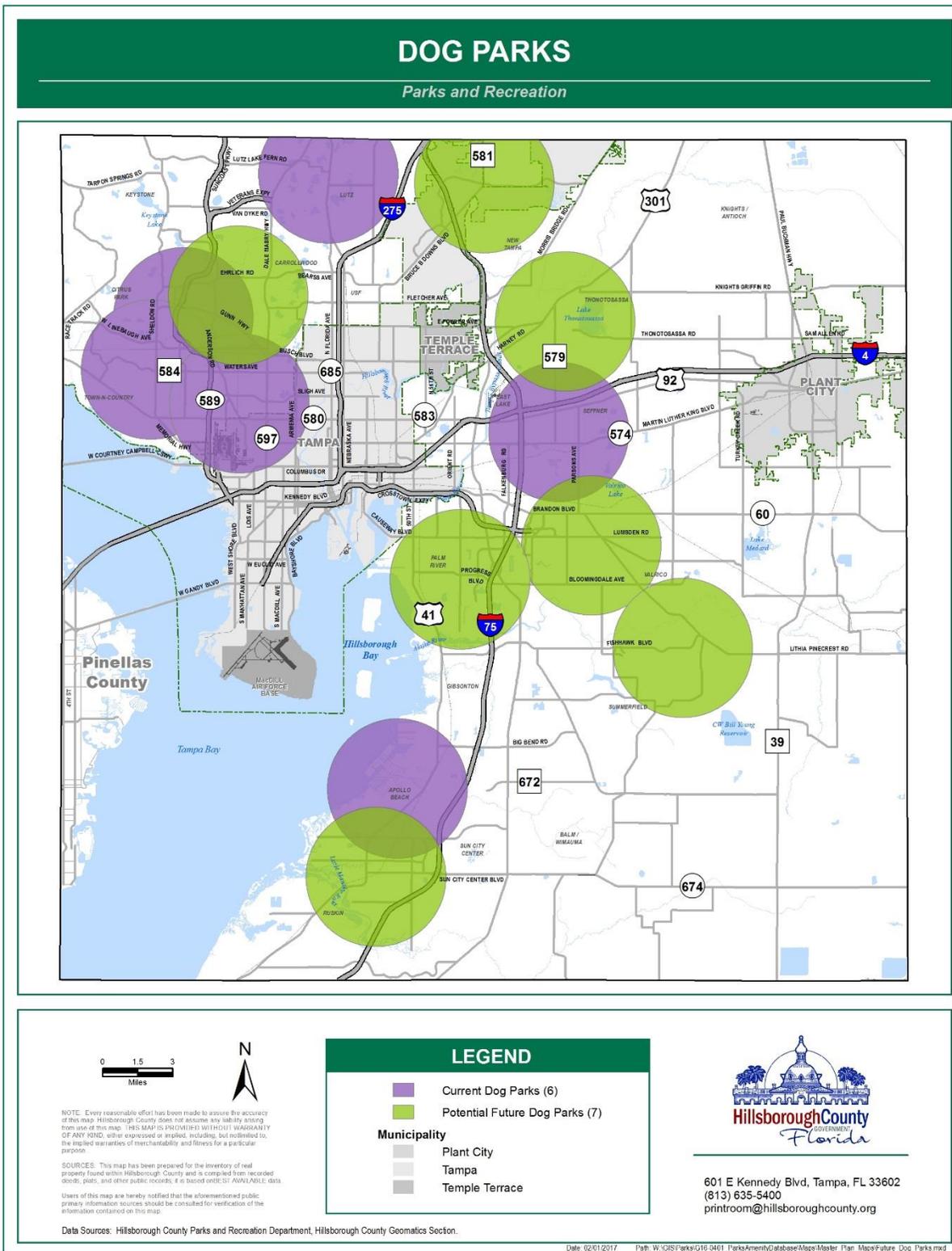
Dog Parks

Dog parks are an ongoing trend that has been increasing in popularity in Hillsborough County and throughout the country. There is no question that citizens present at the Master Plan Community Meetings were not only passionate about dog parks, but the amenity also made the top ten list for requested facilities in the Master Plan Survey. The development of these fence enclosed areas where dogs can run leash free has been a positive addition to the Hillsborough community. First of all, dog parks promote responsible dog ownership by keeping loose dogs from infringing on the rights of other community residents and park users such as joggers, small children, and those who may be fearful of dogs. Dog parks are also good for improving the social interaction skills of dogs and are even better social attraction for the dog owners. Dog parks are a great place for owners to meet other people with common interests. The love people share for their dogs reaches beyond economic and social barriers and helps foster a sense of community. Park users also benefit from the opportunity to ask questions of other owners and find solutions to problems they might be having with their pet. Quality dog parks need careful planning and a fairly extensive operating budget for maintenance and upkeep.

Traditionally, a dog park would consist of two fenced-in areas: ½ acre in size for small dogs and two acres in size for large dogs. Ideally, a typical dog park will provide three areas: one for large dogs, one for small dogs, and an

area unused to allow for regeneration of turf. Shade, sitting areas, water, and restrooms are typical amenities at these parks. Unfortunately, the County has an existing level of service for a dog park at one park per 150,000 residents, while the average seen in counties across the country is about one per 75,000 residents. In the end, well-exercised dogs are better neighbors who are less likely to create a nuisance, bark excessively, and destroy property. In addition, the existence of dogs in the park, along with their owners, will undoubtedly deter crime.

Due to success of community dog parks, the Department needs to re-evaluate all open space areas and large community parks to determine if there are specific areas where an off-leash dog park could be constructed.





Access for Everyone

Many park systems are developing unique facilities, (especially playgrounds) that are designed to go well beyond the minimum requirement for the Americans with Disabilities Act. According to the Americans with Disabilities Act (ADA), newly constructed and altered state and local government facilities and places of public accommodation, including parks and recreation facilities, are required to be readily accessible to, and usable by, individuals with disabilities. By creating an environment that is totally accessible to persons of all ages and abilities, leading parks and recreation departments are setting the best example for other organizations to follow.

In the case of playgrounds, accessibility results in facilities with several ground level activities, multiple ramps providing access to the decks, and the use of poured-in-place rubber surfacing. While it may not be cost effective to develop this level of universal access at every playground facility, forward thinking departments desire destination facilities with this level of access.

Universal access applies to much more than playgrounds. Textured edging on trails can help to make the facilities more accessible to the visually impaired. Fragrant plants and sensory gardens, and interactive displays that allow a hands-on approach to education, have also been developed to promote a better experience for special populations. Access can also apply to interpretive facilities, access into buildings, and access to all programs and facilities offered by Hillsborough County.

Signature Athletic Parks / Consolidation of Athletics

A traditional concept in the parks and recreation industry was to add as many recreational elements as possible into every park. Every park had a playground, a tennis court, a basketball court, and a picnic shelter, etc. Unlike the past, the new trend has been to consolidate amenities such as tennis courts into one nearby park, instead of every park. Moving away from the traditional one or two tennis courts in every community park, outdoor tennis centers are now being designed to support 6 to 8 courts in one location. This allows for tennis friendship and security, as well as major tournaments. Similar to tennis, outdoor basketball courts can also be consolidated from one-court parks to parks featuring 4 to 6 courts.

Destination Playgrounds

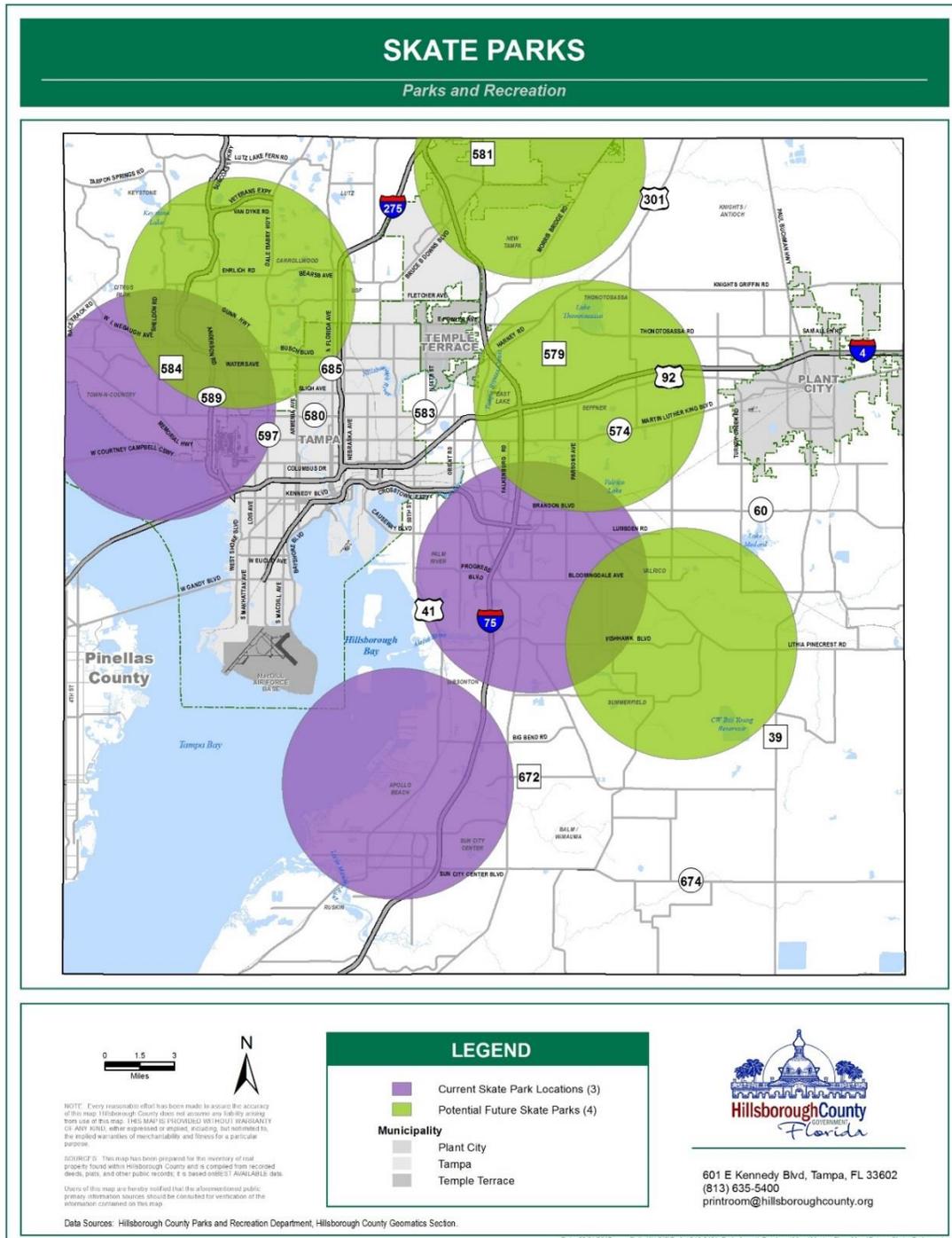
Although the Hillsborough County Parks and Recreation Department boasts a total of 118 playgrounds, the County does not have any destination playgrounds. A destination playground is an enormous play structure that encourages children and adults to play together. The facilities can usually house one-hundred or more participants at one time, with many amenities for everyone to play on. Besides adding to the quality of life of the residents of Hillsborough County by having destination playgrounds, the parks can also directly and indirectly be economic drivers. Since such parks are not the type of facility where a family might visit for a ½ hour, destination playgrounds can keep the attention of the youth and adults for hours. By doing so, local restaurants tend to benefit from the playgrounds existence.



The importance of playgrounds can be found in their ability to assist the world's youth through learning, physical play, and social inclusion. Playgrounds teach young people to focus and concentrate, as well as develop cognitive skills. They also encourage children to combat weight issues and obesity in a fun way. And finally, very few places can compare to playgrounds when considering the value of social activity. Children learn to share and work with complete strangers, all at the benefit of each other. Playgrounds are actually a melting pot for lessons learned well before those same skills are needed as an adult.

Skate Parks

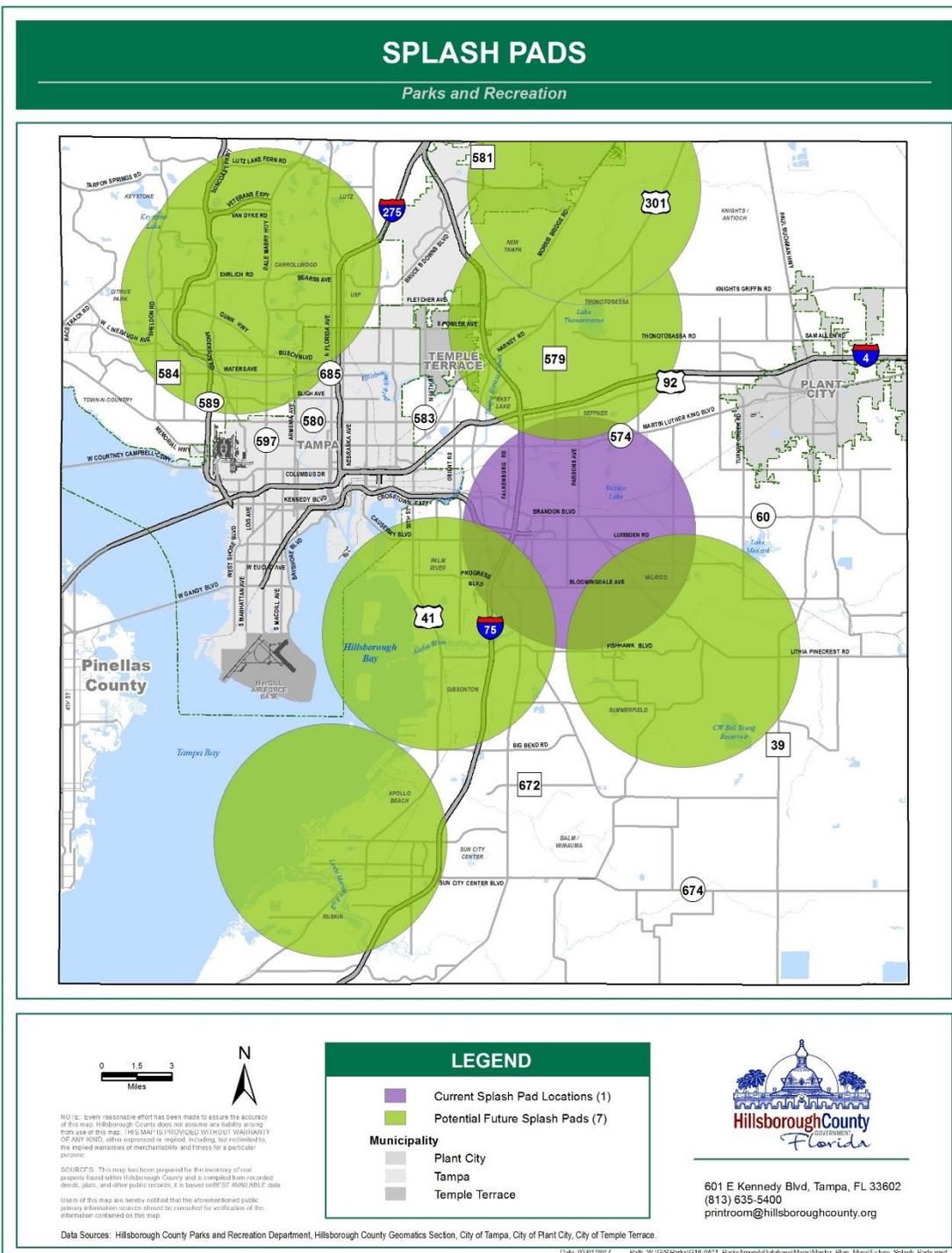
Due in part to the increased exposure of extreme sports in the media, interest in skate parks has increased dramatically. Such determination has encouraged Hillsborough County to construct three major skate parks. While the County has been ahead of the development curve, as indicated in the below map, there is a need for additional skate parks. A new form of skate park that has recently come about is called a pump track. Pump tracks are more universally utilized for skateboards, scooters, and bikes. These facilities appeal to a demographic that often does not take advantage of traditional parks and recreation programming activities.





Splash Pad / Water Playground

Another growing concept in water play that is sweeping the country, and directly requested by 47 people in the survey, is the development of splash pads. These facilities are beginning to replace community swimming pools for several reasons. First of all, the cost to install a splash pad is less than half the cost of a traditional community pool. While both amenities include a filtration system, a swimming pool includes the cost and maintenance of a plaster bowl and thousands of gallons of water. Most importantly, because there is no standing water in a splash pad, lifeguards are not needed. Without the need to have one or more lifeguards on staff, the operation costs are considerably lower than for a swimming facility. A well-designed splash pad should include many water spouts from the ground, as well as above ground pipelines that shoot out water.



Competitive Aquatics Center

The most requested amenity in the Master Plan survey comment section, with 70 mentions, was a swimming pool. At the present time, Hillsborough County does not have any community pools. The Parks and Recreation Department presently offers a swim initiative that allows County residents the opportunity to take swim classes at partner pools. Should the County consider the construction of any type of aquatic center, a large regional competitive facility should be considered. One large facility in the middle of the county would allow for County resources to be dedicated to one community pool. By doing so, the aquatic center should be built to accommodate not only a large amount of swimmers at one time, but also allow for national tournaments. The economic driver that is created by competitive swimmers visiting Hillsborough County to compete in a tournament would be tremendous. Being that Hillsborough County is positioning itself to attract major national and regional events through the development of tournament sports complexes, a large competitive aquatic center would be a valuable amenity to Hillsborough County.



Community Center Design

While Hillsborough County's typical community center includes only limited programming space, such centers are being replaced by much larger, multi-generational facilities. The newer facilities have a much stronger emphasis on diversity in programming and range from 60,000 to 80,000 square feet in size. Moving away from smaller neighborhood centers where the same rooms are used for various programs, regional centers have rooms specifically designed for permanent activities. Whether it be a rubber-floored room for aerobics, or a classroom style computer lab for web site design classes, "mega-centers" are gathering places for the community. Other amenities found in large centers include walking tracks, climbing walls, traditional basketball and volleyball gymnasiums, and "hang-out" lounges. These facilities can easily incorporate membership fees and daily admission fees, attracting a high rate of return on revenue to the County. Constructed, programmed, and marketed correctly, these facilities serve as a signature facility that residents can be proud of.

Specialty Centers

While traditional parks and recreation departments construct recreation centers to offer programs for all types of people, a new trend is the development of specialty centers. Specialty centers cater toward one or two types of programming, as opposed to a mix of non-related activities. Repurposing a recreation center to become a hub for STEM education classes (Science, Technology, Engineering, and Mathematics) is a great example of offering programming that would not have been thought of a decade ago. While the parks and recreation industry has begun to transfer from being sports oriented to becoming better-rounded by way of use, the need for specialty programming is growing. Other specialty centers might include a gymnastics center, a boxing center, or a music center.

Disc Golf

Disc golf, formalized in the 1970s, is similar to traditional golf in many ways. The disc, or Frisbee, is thrown from a tee toward a hole which is most commonly in the form of a "Pole Hole." Disc golf differs from traditional golf in some important ways: green fees are rarely required and only an inexpensive flying disc (Frisbee) is needed to play. Disc golf appeals to a wide range of participants of all ages as well as those with disabilities, and the game can be played year-round. Courses also require much less land than traditional golf. A nine-hole disc golf course can easily be designed within a five-acre property. Ideally, having the holes meander throughout a large park is very attractive. Despite the availability of a few disc golf courses in Hillsborough County, many residents would like to see more opportunities for this sport as it was the seventh most request amenity in the survey.

Outdoor Amphitheaters

Sometimes the "old" becomes "new" again. Most historic towns and cities featured one or more parks that included some type of band shell or large gazebo. These parks became the gathering place for the community to come together and be entertained with speeches, plays, and/or concerts. Like many things over time, other activities replaced these communities' events. But, like some things, time brings back the past. As the population becomes more active by way of heathy living and through active seniors, park amphitheaters are more attractive again and made the community survey's top ten amenity list.





Within the most spacious, well-groomed parks, featuring an abundance of parking, an amphitheater should be constructed. In accordance with the installation of a few amphitheaters throughout Hillsborough County, a series of concerts and events can be produced to move from one park to another. Developing a “Hillsborough County Band”, of various instruments, would be an outstanding way to bring citizens out to a park to enjoy what their community has to offer. Other events may include a series of children’s performers, or high school or college performers practicing their craft.

Walking Trails and Interconnectivity

The demand for increased availability of walking trails and trail linkages between parks and open spaces (and other popular destinations) has been growing in many communities. In fact, various types of walking, biking, and hiking trails was the second most requested amenity in the Master Plan survey comment section. Due to today’s high levels of obesity, as well as an aging population, a priority should be to construct walking trails within every park. In addition, progressive communities such as Hillsborough County should include trails that wander throughout the region. Whether it be a regional trail or a neighborhood looping trail, trail amenities should include restroom facilities, water fountains, security lighting, and a security call box. Since there is a strong desire to continually connect and link these trails to neighborhoods, schools, shopping areas, and other community facilities, more trail development should be considered. Communities with extensive, connected trail systems are very livable communities where residents can benefit from a high quality of life. The need for trails was conveyed very clearly at community-wide public meetings.

PARK AMENITY TRENDS - TECHNOLOGY

Park Planning

Over the years, the development of technology has begun to impact the way that parks are being developed. Not to be outdone, communities have also brought these same ideas and technology to parks under redevelopment. Instead of simply revitalizing old parks with some new fencing and a can of paint, progressive parks and recreation departments are invigorating the parks with new thinking and amenities to make them more inviting.

Solar

Today solar panels and solar energy offers many more benefits than just a few years ago. In addition, the cost of solar panel purchase and installation has also become reduced to the point that it is no longer an unaffordable consideration. While there is still a higher upfront cost of purchase, the long-term benefits in lower bills is tremendous. After all, it does not cost anything to harness the power of the sun. But in comparison, paying for electricity is also an expensive prospect, with the cost rising consistently. Why pay for expensive energy when we can harness it freely?

By way of benefits, the greatest advantage is that solar power is a completely renewable resource. This means that, especially in Florida, we can always rely on the sun being a consistent power source. Another consideration is what solar energy has over oil energy and electric service. Not only does solar energy help an organization financially, but it also benefits the environment as well. Oil is not a renewable resource; so when it is gone, it is gone forever. In addition, solar energy creates absolutely no pollution. Unlike the releasing of destructive greenhouses gases, carcinogens, and carbon dioxide into our environment, solar energy does not cause any harm.

Beside the fact that solar powered panels and products are typically extremely easy to install, and wires, cords and power sources are not needed at all, solar energy is an easy prospect to employ throughout the park system of Hillsborough County.



Solar Benches

With the advent of new technologies, and in hopes of creating “social places”, a trend in park development is the implementation of solar benches and tables. In order to offer access to free Wi-Fi, an inviting place must be established within a safe area of each park. In order to create a social place, the installation of working tables would allow for the efficient use of table top computer systems.



In addition to having table tops with space to work, the roofs over the top of the tables could house solar panels. The solar panels would permit for the installation of outlets to allow for electronic devices to be charged during usage. By installing the tables, featuring solar energy, there would be no need for above ground or underground wiring.

In other areas throughout the park, solar benches could be installed to allow for additional charging stations along the walking trails that may not be Wi-Fi accessible. The solar benches would be another way to promote sustainable energy in the Hillsborough County park system.

Solar Picnic Shelters / Restrooms

Another way to reduce the existence of poles and wires throughout the park is to install solar panels on park shelters and restrooms. Solar energy would allow for electric outlets and lighting to exist at every shelter, at no charge to the residents of Hillsborough County. By generating renewable energy, park visitors will be able to see that Hillsborough County is not only environmentally conscious, but also cost conscious.



Solar Emergency Service Poles

A trend seen on most college campuses is the installation of emergency service poles. The solar powered poles are Wi-Fi connected so that anyone in need of emergency service can call for help at the push of a button. The blue light on the top of the pole blinks periodically to draw the attention of the park goers to the poles presence. Even though the existence of cell phones is quite pervasive today, not everyone has their personal phone available while in a park. An example of this instance might be while a person is jogging in the park. While the poles are undoubtedly a way to call for help, just their existence adds a sense of security to a park.

Solar Security Cameras

An unfortunate reality in the parks and recreation industry today is the concern for security in the Department's parks and facilities. In the past, there were limited prospects due to the need to have wires and poles throughout a park. In addition, the lack of professional equipment allowing for clear, crisp video did not encourage organizations to install security systems. Today's cameras have not only moved to a place where recorded video is not only outstanding, but due to the presence of solar technology, cameras can now be located anywhere. Whether it be throughout a community center, or in an unmanned park, opportunities are endless.



Scooter Charging Stations

With an aging population of people living longer, in combination with seniors being more active, scooters are becoming more widespread. In addition, individuals with disabilities have also become more active in taking part in everyday activities. The question that park managers must consider is, “Where do scooter riding individuals charge their scooters in a park?” Historically, electric outlets would be found on a pole in a picnic shelter, or behind some shrubbery on a restroom building. As a best practice in customer service, and in order to accommodate the growing group of citizens, it should be a parks and recreation initiative to install scooter charging stations in its most active parks. The stations should include a concrete pad and a sitting wall just off of a main sidewalk. Connected to the wall should be a solar panel to charge the electric outlet without the need for the installation of wires.



Digital Signage

Digital signage is another new trend that is taking the place of static signs. Whether it be large billboards, or smaller community center park signs, digital signs can be changed through online connectivity. A great benefit of the digital sign is that more than one sign could broadcast the same message. Not only can all

of the signs managed by the Parks and Recreation Department broadcast a major event at the same time, other possibilities such as broadcasting Amber Alerts could also take place.

Solar Scoreboards

One of the issues with installing ball field scoreboards is the additional installation of the underground wiring to battery the scoreboard. This work is twice as costly when the scoreboards are installed years after the field was constructed. Today's scoreboards are not only Wi-Fi oriented, but can now be solar powered. Even the most remote ball fields can now feature a digital scoreboard.



Ball Field Lighting Control

To maximize its available resources, a cost that needs to be deeply reviewed and reduced is the overwhelming utility cost of the County's many sports complexes. Having County parks house as many as 77 different sports leagues, utility costs are in the millions.



One way to reduce the cost of sports field lighting is to install a control timer. A cost-effective system could additionally control cameras, motion sensors, security lighting, doors, gates, and any other device that can be electrically or electronically operated.

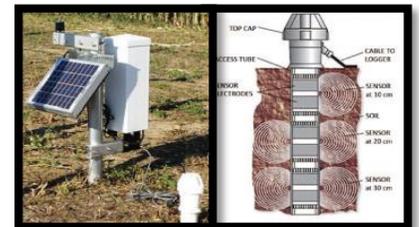
Installing a lighting control system benefits the County by allowing staff to manage ball field light schedules by using a web-based system, turning off the lights when they are not in use. This action allows for a reduction in costs, staff time, and public concerns about lights being left on after hours or when fields are not in use. Additional savings through this investment can be found in the reduction of lamp replacement, due to the reduced number of hours the lamp is on.

LED Lighting

In an effort to reduce long-term maintenance costs, the parks and recreation industry has changed from using the standard metal halide lights at its ball fields, to using LED lamps. In addition to the improved lighting, LED fixtures are more efficient and have a longer lifespan than metal halide lamps. An LED conversion would reduce energy consumption for field lighting by up to 70 percent. In addition, LED lamps last over 100,000 hours, or more than 30 years, compared to about 3,000 hours for metal halide lamps. Unlike all of the current Hillsborough County ball field lights, which need about 20-minutes to warmup, LED lights respond instantly when switched on. While LED lights are also 20-30 percent brighter than metal halide lights, because LED lights last longer, there is a significant savings in maintenance costs over the life of the fixtures.

Soil Monitoring and Irrigation control

Today's advanced technology now allows for parks and recreation departments to remotely monitor the condition of the ball field soil in the parks. Such information about the nutrient levels and moisture content of the soil would allow the staff to adjust the watering and fertilization schedules to best maintain the turf. Due to the instant information, the parks can be better maintained for regular use, as well as long-term cost efficiency.



Wi-Fi in Every Park

A goal of the Hillsborough County Parks and Recreation Department is to have an area of free Wi-Fi in every park. Starting with the parks that consist of community centers, and then moving toward the sports complexes, offering a Wi-Fi area would be very attractive to our customer base.

According to a 2015 Pew Research Center Survey, 68% of U.S. adults have a smartphone, up from 35% in 2011, and iPad/Tablet ownership has increased up to 45% among adults. Interestingly enough, smartphone ownership is nearing the saturation point with some groups: 86% of people ages 18-29 have a smartphone, as do 83% of people ages 30-49.



Knowing that such a large segment of the population has a need for access to Wi-Fi would indicate a great opportunity for the Department. In order to facilitate such an amenity within the park system, it would have to be coupled with benches and tables.

Youth Activities Live Online

For any parent or guardian that has children involved in many different activities, attending every athletic event, dance recital, or school play is at times impossible because of busy schedules. Fortunately, the technology is now available to allow parents to watch their child's events live through the Internet. Due to the saturation of mobile devices, live video streaming is available to even the least sophisticated technology user. Today, even the busiest parent can indirectly attend their child's events when they can't actually be physically present. Because of the global community we live in, many people have careers that force them to travel on a weekly basis. Such a video system would permit the out-of-town parent to watch the event live. In addition, other out-of-town people such as grandparents and cousins would also be able to log-on to the Internet and watch the event. For a monthly fee, the technology could be installed through an outside contractor, or Hillsborough County could install the cameras and then charge a monthly subscription fee to interested parties.



In the end, a subscriber would visit a website, decide on what sports complex they want to see, and then decide on what field they would like to watch a game. The same process would be followed if a subscriber were looking for a recreational program, or any other activity that was available online.

GIS Mapping of Trails

It wasn't too long ago when visiting a park a guest was given an almost unreadable map that consisted of a hand-drawn sketch of the property and the trails. Fortunately, we have reached the point of convenience where any smart phone can not only offer detailed maps of the property, but can also pinpoint exactly where on the trail the person is. This same concept can additionally be used for other park amenities such as the Counties disc golf courses. By working with the Information and Innovation Office, all Department parks and trails can be documented for daily use by the residents.

OTHER PARK AMENITY TRENDS

Bicycle Fix-It Stations

While the Department should be always looking for ways to offer unique services, it is encouraged to install bicycle repair stations at every community center. Such a service will not only help park visitors repair their bicycle while attending an event, but it would also assist residents in the area who are in need of assistance. Bicycle repair stations include pumps and the necessary tools to make a wide-array of repairs.



Park Water Fountains

A standard that should exist in all Hillsborough County Parks is the placement of a commercial grade water fountain. The new fountains should be located in an easily accessible area, near a park entrance, and away from group gathering areas. The fountains themselves should be of multi-use design. Unlike the traditional water fountains of the past, the newest fountains include a wheel-chair accessible fountain, a water bottle refill station, and a dog water bowl. Such a water fountain is not only an attractive amenity to any park development, but it should also be considered a standard for basic customer service.



Sun Shades

It should be a standard for parks and recreation playgrounds and athletic field bleachers be provided with shading. Due to the exposure to the sun as experienced in the State of Florida, covered amenities would be a very attractive to the regular park goer and the first-time visitor alike. In fact, playground coverings was the third most requested amenity in the Master Plan Survey. Unlike large, extensive roof structures,

today's technology allows for sun shades to be easily strung from one pole to another to offer necessary shade. Besides being much lower in cost, the sun shades can also be replaced in sections.



Outdoor Fitness Equipment

While the installation of outdoor fitness equipment infuses new energy into a dilapidated park, it is also an excellent addition to a new complex. In either type of park, the equipment makes the park appealing to a broader demographic. Outdoor fitness equipment has a diverse user group in both gender and age, with users. Even though there is an increased appeal with the older adult sector, part of the appeal of outdoor fitness equipment is that it's open for anyone to use, regardless of age, ability or economic status. Being in outdoor public spaces overcomes an economic barrier for many users. Due to the equipment's easier access, usually located in neighborhood parks, participants tend to exercise more often, for longer periods of time, and are more apt to repeat the behavior. To combat the nation's current lifestyle of inactivity, more communities are prioritizing investments into fitness opportunities. Since it was the community survey's eighth most requested amenity, installing outdoor fitness equipment would be a very attractive element in all types of parks.



A New Kind of Playground

Historically, Hillsborough County has been replacing aged playgrounds on a like-for-like basis. This initiative was apparently chosen for two reasons. First of all, the bid process is much more efficient when the playground specifications are nearly identical. Secondly, this approach reduced any concern of competition between neighborhoods when all of the park playgrounds had a similar design. With the arrival of the Department's new administration, this attitude was changed quickly. Having so many new playground designs, along with technological advancement, the standard playground is out of favor. Today's playgrounds include more climbing areas to develop creativity, as well as involve sounds and lights.



Yesterday



Tomorrow

Musical Playgrounds

A new trend in playgrounds is the concept of incorporating musical equipment. Unlike playgrounds of the past, the interactive ability of today's playgrounds allow youth and adults alike to become fully engaged. By installing musical equipment, participants can create sound by way of drums and pipe instruments. Musical equipment can be utilized as a compliment to an older playground, or be a playground in itself.



Playgrounds at Ball Fields

Traditionally, it was the approach to not install playground facilities within the borders of a sports complex. The first of the two main reasons for this action is that depending on the playgrounds location, young children could be in harm's way from errant fly balls (foul balls or homeruns). In addition, there is always the concern that while a parent may keep busy by watching their other child play ball, the parent may use the playground as an unstaffed baby sitter. On the positive side of installing a playground at a sport complex, parents are able to entertain their younger children while a game is taking place. Having such an activity available in which children could participate would be very attractive, especially since parents often spend an extended amount of time at a sports complex.

COMMUNITY CENTER TRENDS

Community Center Kiosks

Currently there are no kiosks or any computer registration systems available within the Hillsborough County community centers. Unfortunately, if a citizens wants to register for a class or a program, they would have to complete the registration process either off campus or in their home. A kiosk should be located within the lobby of all staffed community centers, with the computer screen only broadcasting the Department's registration webpage. Such availability will increase the participation rate of interested individuals, as well as offer a service that is not currently being offered. The kiosks could also be used to register Department volunteers.



Community Center Identification

To truly have an understanding of the participation rate of people accessing the community centers, the Department should employ a registration system. Similar to nation-wide YMCAs, as well as all college campus recreation centers, an identification card would assist the Department in knowing who is within any center at any given time. To ensure safety, to obtain a membership card, every individual would need to complete a registration form that would include contact information. The information garnered could assist the Department in developing a detailed mailing list to offer participants information on other classes and programs. As an added benefit, on many occasions, the membership card may be the only identification a person has. In the end, through a properly structured program, a community center identification card would allow for security as to who is in the center, as well as perform as a marketing device.



TRANSPORTATION TRENDS

Bus Stops

It is the objective of the Parks and Recreation Department to work with the Hillsborough Area Regional Transit Authority (HART) in creating a positive partnership in establishing bus stops at many of the community centers. Although some of the locations of the community centers are a bit obscure for the

placement of a bus stop, many other locations are only a block or two away from a current stop. By bringing bus stops to our community centers, we would allow for more exposure of the centers, as well as offer the bus riders the ability to have restrooms and additional shelter during their wait.

Bus Stop Swings

As discussed above, in considering a productive parks system, transportation has to be a serious element. If any HART Bus Stop can be established on a Department park property, the goal should be to create a unique experience. Installing a bench swing within a bus shelter, or beside one, would offer an impression of fun and relaxation. Unlike most stops that are fortunate to have a shelter or even a bench, a Parks and Recreation Bus Stop would offer an unmatched amenity. Keeping with the theme of a park atmosphere, a bus stop swing would be found to be very innovative and welcomed.



Bicycle Lanes

The Parks and Recreation Department should assist in the development of a “non-motorized” transportation plan in relation to County parks. The goal of the plan would be to develop a framework for creating a comprehensive network of sidewalks, shared use pathways, bike lanes, crosswalks and other non-motorized facilities throughout County parks. The plan would include maps of existing and proposed routes, guidelines, policies, objectives, strategies, and actions for implementation of the plan.

Bicycle Racks

Unlike the bike racks of the past, the influence of artistic impression has opened up a world of possibilities. In fact, due to the advanced designs now available, many patrons might believe that the bike racks are actually pieces of art. While it would be good customer service to offer bicycle racks within every park, the recommendation is to install a bike rack near a bus stop, located on the property of a staffed community centers.



"An ounce of prevention is worth a pound of cure."

MAINTENANCE ANALYSIS

Recommended Maintenance Specifications

The standardized parameters provided in the below Maintenance Specifications are solely intended to serve as a basis for what should be included in any future "mowing contracts". Through the reduction in staff of several years ago, as well as the experience of learning what was overlooked in subsequent contracts, the detailed duties should not go unheeded. This process will yield results that support the efforts of the Department to sufficiently plan for current and future maintenance requirements of the present park system. These same expectations of maintenance can then be extrapolated into defined costs when new sites or facilities are considered for acquisition and/or development.

Overall, these parameters only establish the first layer of productivity standards that manage the efficiency of the maintenance team. Stating this, it is recommended that the Department retain an updated maintenance plan that is reviewed every three years that would monitor and support the optimal productivity of the Department's maintenance efforts.

Park Work Priorities for Each Levels of Service

Beyond the basic specifications as detailed below, it should be noted that there is also a priority list.

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, water main break, building structural failure, electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards (fire code deficiency, hazardous material issue).
- Priority 3: Special request from the Director or designee determined to require immediate attention.
- Priority 4: Emergency or routine work intended to improve services for visitors, or the general public.
- Priority 5: Emergency or routine work intended to reduce the long-term maintenance levels.
- Priority 6: Emergency or routine work intended to improve the aesthetics or attractiveness of an area or facility.

Types of Parks

The Hillsborough County Parks and Recreation park maintenance standards should be divided into two specific levels – "A" Parks and "B" Parks. The misconception of having a third level of "C" parks, allows for many County parks to be in what could be considered "perpetually unmaintained condition".

"A" Parks will consist of those parks that fall into the following categories:

- Community center parks
- Athletic ball field parks
- Parks with heavy to moderate public traffic and visitor density

"B" Parks will consist of those parks that fall into the following categories:

- Non-active parks
- Parks with moderate to low public traffic and visitor density
- Undeveloped / natural areas

In the determination of "good horticultural practices", Chapter XI. (Appendix), includes the maintenance specifications/guidelines that should be used to establish a minimum standard of maintenance performance.

Ball Field Care

Because field wear is influenced by so many variables, there is no conclusive predictor that exists to determine when a field will begin showing signs of wear or when the field will become beyond repair. Such a prediction would be invaluable to the Department as it faces unhappiness on the part of field users, as well as increased liability issues regarding injuries associated with poorly constructed or maintained facilities. While the Athletics Division struggles to accommodate all participating groups, they are also well aware of the damage that can occur on overused fields. If fields are overused, then the likelihood of damage and a player becoming injured increases.

While in a perfect world there would be an adequate number of fields to be alternated, Hillsborough County's population does not easily allow for fields to be arbitrarily rested. In addition, such a desire would come with the concept of having different practice fields from game fields. Also, a sound turf chemical/maintenance program promotes turf growth and quicker recovery, as designated below. Unfortunately, such maintenance comes with a cost.

Although the Department isn't necessarily in the financial means of building many new athletic facilities, the reconstruction of older parks should include a major focus on drainage. It should be noted that wet fields are more prone to damage than dry fields, and adequate drainage not only prevents rainouts, but it can also prolong a field's life. The two ways to achieve proper drainage is by using surface flow by installing an appropriate field crown, or by using subsurface drainage lines. To allow for subsurface drainage, a sand-based field will move the water from the field surface much more effectively than relying on surface flow alone. In addition, sand-based fields are less likely to compact, which removes the opportunity for surface puddling.

Restrict Ball Field Use When Necessary

Obviously, the more traffic you put on a field, the faster the turf declines. Also, particular sports cause more severe field damage in certain areas than others. Between the hashes is where football tends to experience damage, whereby soccer wears out the grass in front of the goals and in the corner kick areas. It goes without saying that any repetitive action on the same area of a field accelerates wear. This is why practices and warm-up drills are often more damaging to a field than games.

Turf damage can be avoided by the Department enforcing the following initiatives:

- Restrict use when the field is very wet
- Restrict use when the field is very dry
- Rotate heavy play areas during practices
- Use portable goals, and move them around the field
- If possible, move the field's sidelines during the year
- Rotate the entire field 90 degrees
- Restrict the number of practices on game fields
- Reduce activity during the winter season
- Have regularly scheduled rest times
- Do not allow unofficial play

In the end, Hillsborough County youth sports leagues must understand that not following through on the above listed initiatives, will cause more field damage, and reduce the opportunity for more play. Unlike hard-surface tennis and basketball courts, grass fields cannot be used several times a day, every day. Since the Athletic Division's only vested interest is in the playability and safety of all County ball fields, the Department is the best authority to decide when fields need to be closed county-wide.

Chemical Application

As indicated above, a sound turf chemical maintenance program promotes turf growth and quicker recovery. In creating a safe playing surface, as well as one that is aesthetically pleasing, a well-developed chemical regimen must be employed. Technical specifications for chemical application and turf maintenance services to the ball fields that the Department should employ can be found in Chapter XI. (Appendix).

One of the largest issues that the Department has to deal with on a weekly basis is the condition of the ball fields. While artificial turf is the preferred sports turf, with the amount of grass fields the Department maintains, a chemical program would make a tremendous difference. It should be noted that the Department services over three hundred sixty-four (364) acres of athletic fields consisting of two hundred sixty-five (265) acres of Bermuda grass and one hundred three (103) acres of Bahia grass fields. The Department also provides athletic programming for thirty thousand (30,000) youth/adults, on two hundred fourteen (214) sports fields, in 77 different sports leagues.

Introducing chemicals into the maintenance plan would include the services being divided into three separate categories, (1) Fertilization, Herbicide, and Disease Control; (2) Insect Control and Prevention; and (3) Turf Maintenance Services. Depending on the final bid process, the annual cost of a chemical program would be substantial. An initial review of the potential cost confirmed that it would be in the range of \$2 million a year. An organization as large as the Parks and Recreation Department, with so many amenities, is always expected to have a high maintenance cost. While the annual cost seems significant, it must be considered in the context of

the cost to fully renovate grass fields that are not receiving chemicals. The investment into a productive chemical program would essentially reduce the need to replace any grass fields in the future.

In the end, not only does an investment into a chemical program make the County ball fields safer to play on, as well as more appealing to attract outside teams, but would reduce the replacement cost. Not only are there safety and economic reasons to employ a chemical program, perhaps the biggest reason is for the overall quality of life. When all of the sports leagues leadership, as well as the players and parents, are overly satisfied with the Counties investment into the ball fields, a high quality of life will be achieved. This realization would not only be felt by the field users, but also by the community residents that are able to point to the ball fields as a sign of excellence.

Outdoor Lighting Work Priorities for Level of Service

The outdoor lighting at all parks and athletic facilities is unique in type and use. Priority standards regarding outdoor lighting requirements and lighting concerns related to parking lots, walkways, athletic fields, and open spaces are designed to promote safety, security, and energy conservation. Whether it be the installation of new outdoor lighting or the replacement/repair of existing outdoor lighting, the following is the schedule of priorities lighting issues:

- Priority 1: Conditions which pose an immediate threat to life or property (fire, explosion, live wire, full complex electrical failure).
- Priority 2: Emergency requests from a regulatory agency to correct immediate hazards.
- Priority 3: Special request from the Director or designee determined to require immediate attention.
- Priority 4: Emergency or routine work intended to improve playability of fields and courts, services for visitors, or the general public.
- Priority 5: Emergency or routine work intended to improve the aesthetics of an area or facility.

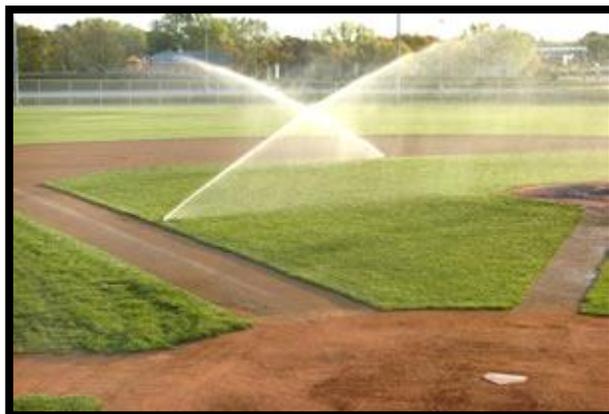
Outsource Trash Removal

Unbeknownst to most people, the Maintenance Division of the Parks and Recreation Department is responsible for the trash removal from the parks. Not only are they accountable for the pick-up of trash throughout unstaffed parks, but the division actually owns four trash trucks for garbage removal. On any given day, the Maintenance Division must utilize four to eight staff members to remove trash from the park system. While the parks are in great need of regular maintenance and repairs, the division unfortunately finds itself performing routine tasks that could easily be contracted out.

It is recommended for the Maintenance Division to outsource at least half of its current trash responsibilities. Such a decision would allow for the division to continue to be available for “special event” clean-up as needed, but also free up some staff members to help rejuvenate the current park inventory.

Outsource Irrigation Inspection and Repair

For similar reasons as described above, it is recommended to outsource the ball field irrigation inspection and repair. As a regular duty of two Maintenance Division staff members, proper ball field irrigation maintenance is a significant responsibility. To insure that the natural grass is being watered properly, staff members are assigned to inspect all ball field irrigation systems across the County. In addition, the staff members are also responsible for the necessary repairs that are observed during the inspections, as well as the irrigation repairs requested by the County sports leagues as needed. By outsourcing the sports complexes irrigation inspections and repairs, two more staff members can be freed-up to work daily on park redevelopment and revitalization.



LEVEL OF SERVICE FOR SPORTS COMPLEXES

The established level of service for sports complexes is dependent on the funding of the department. In simple terms, the following is broken down as the minimum and the maximum standard for individual ball fields and sports complexes. The decision as to when the maximum level of service will be applied will be determined by the allotted annual budget. Due to varied costs, the cost per year, per field, for utility bills will need to be determined outside of this Master Plan.

If no additional funding is granted to the Parks and Recreation Department to increase the ball field chemical budget, as indicated in this chapter, as well as in Chapter X (Overall Action Plan) and the Chapter XI (Appendix), then the minimum level of service will be employed. Hillsborough County will offer the following services as minimum standard per ball field:

- Near weekly mowing at 42-44 mowing cycles per year (*less often in the winter months*)
- 1 Clay ball field tilling (*late winter*)
- 2 Fertilization treatments (*spring, late summer*)
- 1 Fire ant treatment (*May*)
- Capital improvements including: field light bulb replacement, major irrigation repairs, electrical issues
- Up to \$XXXXX per year, per field, for utility bills*

* Any costs higher than \$XXXXX MUST be paid for by the league to be allowed to continue the next season.

If a chemical program is budgeted for and publicly bid, the following will be the maximum standard Hillsborough County will employ per ball field:

- Near weekly mowing at 42-44 mowing cycles per year (*less often in the winter months*)
- 1 Clay ball field tilling (*late winter*)
- 4 Fertilization treatments per year
- 2 Pre-emergent herbicide and weed control treatments (*Bermuda***)
- 2 Post-emergent treatments (*Bermuda*) 1 post emergent treatment (*Bahia*)
- 1 Disease and fungus control treatment (*Bermuda*)
- 1 Fire ant treatment (*May*)
- 1 Insect control treatment (*August*)
- 2 Turf aerations procedures (*Bermuda*)
- 2 Dethatching procedures (*Bermuda*)
- 2 Top dressing procedures (*Bermuda*)
- Capital improvements including: field light bulb replacement, major irrigation repairs, electrical issues
- Up to \$XXXXX per year, per field, for utility bills*

* Any costs higher than \$XXXXX MUST be paid for by the league to be allowed to continue the next season.

** *Bahia* turf does not necessarily benefit from the same treatments as *Bermuda*.

In exchange for the use of a Hillsborough County Sports Complex, all sports leagues in possession of a Facility Use Agreement will be responsible for all activities not listed above, as well as the following:

- Any additional mowing cycles
- Any additional clay ball field tilling and dragging
- Any additional chemical treatments
- Any additional weed spraying
- Any additional turf procedures
- Over-seeding a field with winter rye grass
- Simple repairs of less than \$100 (*Toilet repairs, filters, building light bulb replacement, etc...*)
- Any cost above \$XXXXX per year, per field, for utility bills

Should the chemical budget request not be funded, then it is recommended that all new ball fields, as well as future field renovations, be grassed with Bahia turf. As indicated above, Bahia turf costs less and has less of a need for additional resources.

It should be noted that a key change for the future includes individual sports leagues being responsible for utility bills above and beyond the County subsidized amount of \$XXXXX per year, per field. Instead of instituting a fee structure whereby leagues must pay for their utility bills, the recommendation is to subsidize the cost to a defined amount, and then any costs above the subsidized amount will be considered beyond the level of service offered by the County. Unlike the past when the County paid for all utility bills without question, this new approach will encourage leagues to turn off ball field lights when not in use and turn off a/c units when they are not needed. These two acts will additionally reduce County expenses because there will be less of a need to replace ball field light bulbs and overused a/c units.

MAINTENANCE EQUIPMENT

Forestry Cutter

One of the results of years of limited maintenance to the hundreds of parks within Hillsborough County is overgrowth. Nearly every park, which is bordered by a tree line, will show evidence of forestry creep. Where there was once open space has now been reduced to a smaller park. Even more, areas of a park that use to have a pocket of trees that can be seen through, now consists of an overgrown area of tall trees and excessive brush. The walking trail at the All Peoples Life Center is a perfect example of a place that could use the forestry cutter attachment. The far side of the trail, which meanders through a wooded area, cannot be seen from the rest of the park. Personal safety is easily the concern for walking in such a secluded area. Employing a forestry cutter would allow for the Department to not only open that area up by removing the low level brush, but could be used a parks throughout the County.



Pond Bank Slope Mower

Living in Florida, an issue more prevalent than in most places is the existence of thousands of lakes and ponds. An unfortunate occurrence is the overgrowth that comes along with such a feature – man-made or natural. When considering a new piece of equipment that would allow the Department to be self-sustaining, a bank mower would clean-out the overgrowth around the park ponds. Such an action will allow for the removal of animals that may be dangerous to park goers, as well as make the park system more attractive to visit. In the past, the Department has called another department asking for them to assist with this problem. Usually the wait was not short, nor was there enough time to work on more than one spot at a time. Managing 166 parks makes the need for the tractor and attachment very important.



Stump Grinder

Every summer in Florida it is expected that some type of major storm system will pass through the region. One of the results is numerous fallen trees. With the purchase of a stump grinder, the Department would be able to grind the remaining stump with less impact on other landscaping, at minimal cost and time, compared to stump removing. By grinding the stump, additional dirt is not required to fill the “stump hole”. Unlike the large machinery used when removing a stump, stump grinding only requires one small machine that does not tear up the ground and can be transported with a small pick-up truck. Currently the Department is relying on other agencies to assist, which typically causes a delay in service.



Wood Chipper

Wood chippers are powerful machines used for cutting wood and branches into smaller parts. It is a portable machine and simply transported behind a truck. This asset would save the Department a great deal of time and effort necessary to dispose of tree limbs and other various vegetation. Utilizing this equipment would enable the staff to increase productivity, while saving resources in other areas such as fuel costs and transportation time needed to haul large debris in dump trucks. Wood chippers are capable of cutting long branches and trimming plants and grasses in minimal time. This asset would assist the Department in being more sustainable and support other agencies with the final product of this “chipping” process. The mulch created could be used in various areas of Hillsborough County at no cost.



Roller

The use of the roller would be helpful for the compaction of various soils such as: gravel, crushed rock, dirt, sand, and asphalt. With the purchase of this equipment, the Department would be able to better maintain the many gravel roads, sports fields, and parking areas within recreational parks. The Department’s Construction Division would also benefit from the equipment to perform the construction of various athletic fields, roadways, courts, installation of new sod, and the compaction of building foundations.



(This page was left intentionally blank)

VII. Park and Facility Design / Redesign

Seven Characteristics of an Excellent Park System

The Trust for Public Land (TPL) is a nonprofit organization that works to conserve land for people to enjoy as parks, community gardens, historic sites, rural lands and other natural places. In its publication, "The Excellent City Park System," written by Peter Harnik, the organization cites the following seven factors as being critical to a park's success:

1. A clear expression of purpose

- Citizens must clearly set forth the purpose of the park system.
- The department must then use that mandate as a springboard for its mission statement and the definition of its core services.

2. An ongoing planning and community involvement process

- To be successful, a county park system needs a master plan.
- The department's master plan should be substantiated thoroughly, reviewed regularly, and updated every five years.
- The agency should have a formalized community involvement mechanism.

3. Sufficient assets in land, staffing and equipment to meet the system's goals

- A county's system should be large enough to meet the goals outlined in the agency's master plan.
- The agency should be able to place a financial value on its holdings and should have a plan to pay for replacing every structure in the system.

4. Equitable access

- The excellent county park system is accessible to everyone regardless of residence, physical abilities or financial resources.
- Parks should be easily reachable from every neighborhood, usable by the disabled and challenged, and available to low-income residents.

5. User satisfaction

- By definition, an outstanding county park system is well used.
- Level of park use should be measured by location, time of day, and demographics.
- Satisfaction can be determined by asking questions of users and non-users, of which both should be investigated on a recurring scientific basis.

6. Safety from crime and physical hazards

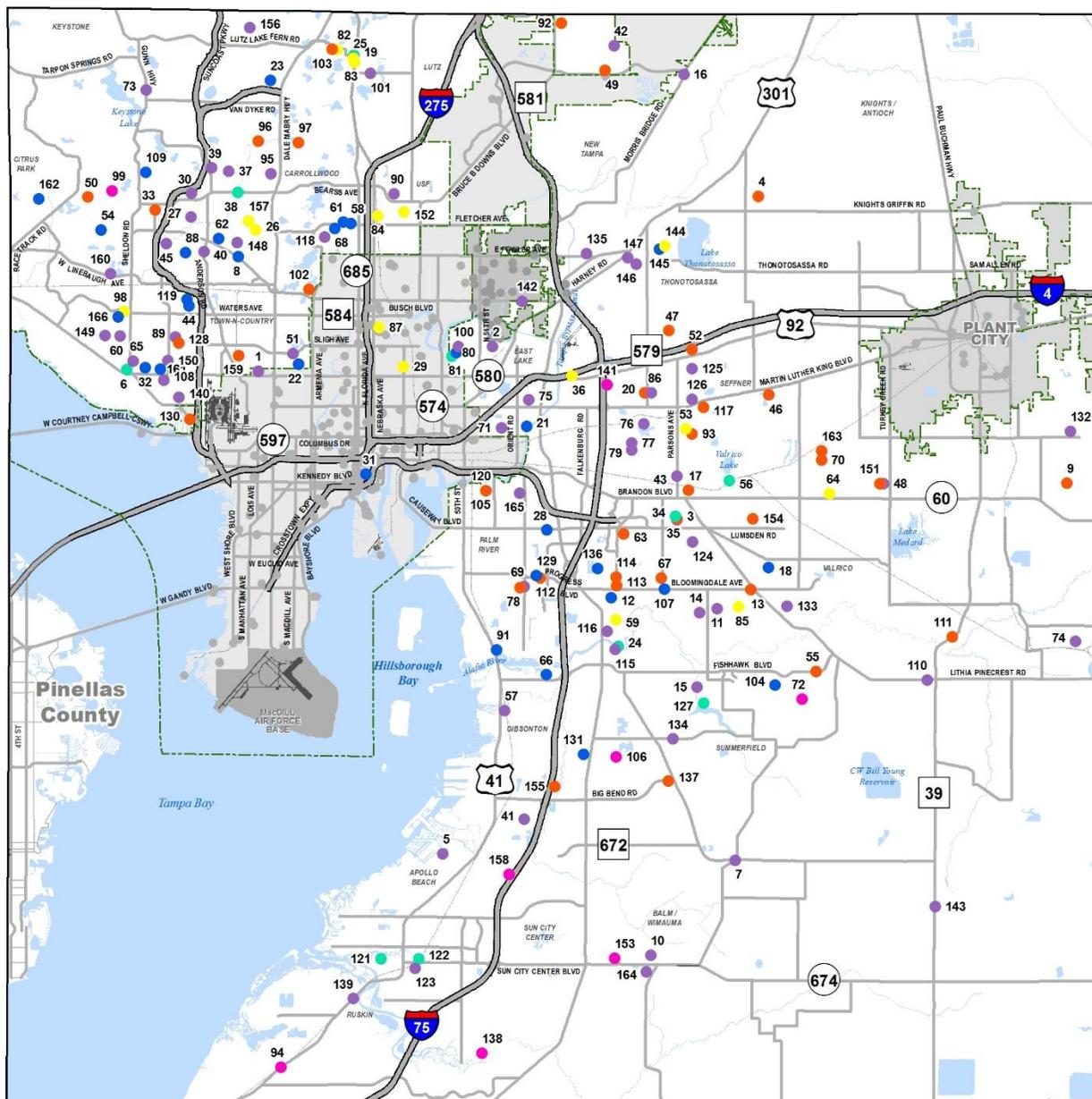
- To be successful, a county park system should be safe and free of both crime and unreasonable physical hazards.

7. Benefits for the county beyond the boundaries of the parks

- The excellent county park system is a form of natural infrastructure that provides many goods for the city as a whole.

ALL PARK LOCATIONS

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records; it is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section, City of Tampa, City of Plant City, City of Temple Terrace.

LEGEND

- Community Park (65)
 - Mini Park (10)
 - Neighborhood Park (30)
 - Special Use Facility (16)
 - Sports Complex (37)
 - Undeveloped Property (8)
 - City Parks
- Municipality**
- Plant City
 - Tampa
 - Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

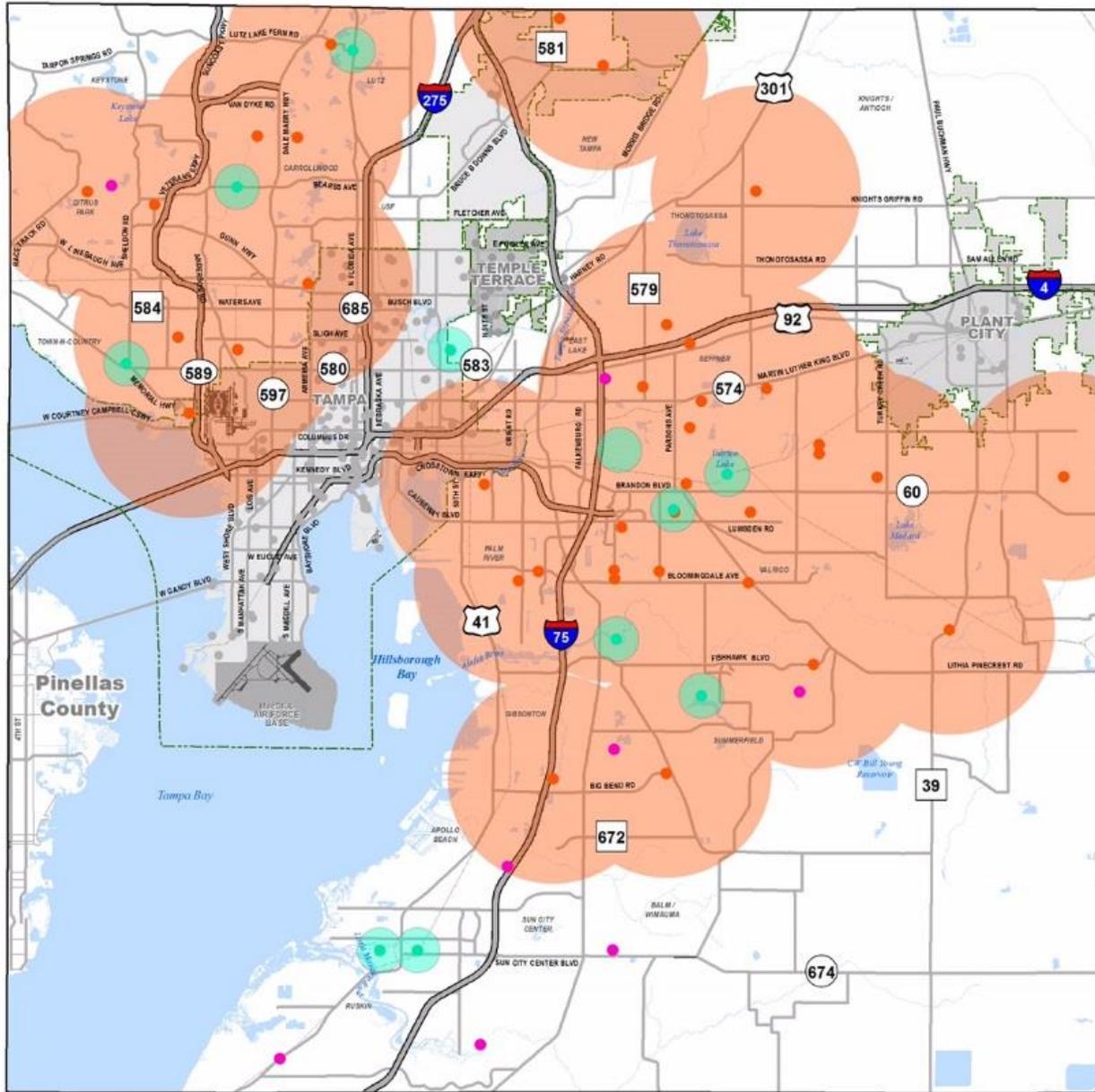
Parks Reference Table:

1	Alexander Park
2	All People's Life Center
3	All Persons Rotary Park
4	Antioch Sports Complex
5	Apollo Beach Park and Community Center
6	Audrey Lane Park
7	Balm Park and Community Center
8	Beacon Meadows Park
9	Bealsville Community Center and Sports Complex
10	Bethune Park and Community Center
11	Bloomington East Park
12	Bloomington Hills Park
13	Bloomington Sports Complex
14	Bloomington West Park and Community Center
15	Boyette Springs Park
16	Branchton Park
17	Brandon Community Center and Sports Complex
18	Buckhorn Park
19	Bullard Park
20	Burnett Sports Complex
21	Bypass Canal Park
22	Cacciatore Park
23	Calusa Trace Park
24	Carmen Casa del Rio Park
25	Carolyn Meeker Dog Park
26	Carrollwood Cultural Center
27	Carrollwood Meadows Park and Community Center
28	Causeway Park
29	Cemetery For All People
30	Chandler Park
31	Chillura Courthouse Square
32	Church Park
33	Citrus Park Sports Complex
34	Clayton Park Sports Complex
35	Clayton Lake Park
36	Construction Unit
37	Country Place Park and Community Center
38	Country Place Park East
39	Country Place Park West
40	Country Run Park
41	Covington Oak Park
42	Cross Creek Park
43	Davis Park
44	Deerfield Park
45	Don Hardy Park
46	Dover Community Center and Sports Complex
47	E.L. Bing Sports Complex and Airport
48	Earl Simmons Park and Community Center
49	Eber Sports Complex
50	Ed Radice Sports Complex
51	Egypt Lake Park and Community Center
52	Evans Park Community Center and Sports Complex
53	Faithway Drive Memorial Site Cemetery
54	Fawn Ridge Park
55	Fishhawk Sports Complex
56	Front Street Park
57	Gardenville Park and Community Center
58	George Russell Park
59	Hackney Riverview Cemetery
60	Hamilton Park
61	Hamner Tower Park
62	Hampton Park
63	Heather Lakes Sports Complex
64	Hillsborough County Fairgrounds
65	Jackson Springs Park and Community Center
66	JB Gibson Park and Community Center
67	JC Handy Sports Complex
68	Jean Street Park
69	Johnson Community Center
70	Keith Waller Sports Complex
71	Kenly Park and Community Center
72	Kestrel Park
73	Keystone Community Center and Sports Complex
74	Keysville Park and Community Center
75	Kings Forest Park and Community Center
76	Lakeview Village Park
77	Lakewood Park
78	Larry Sanders Sports Complex
79	Limona Park
80	Lucy Dell Community Pond
81	Lucy Dell Park
82	Lutz Civic Center
83	Lutz School House

84	Maintenance Unit I
85	Maintenance Unit II
86	Mango Park and Community Center
87	Mann-Wagnon Memorial Park
88	Monterey Lakeside Park
89	Morgan Woods Community Center
90	Mort Park and Community Center
91	Mosaic Park
92	New Tampa Sports Complex - Turner-Bartels Middle
93	North Brandon Sports Complex
94	North Ruskin Park
95	Northdale Park and Community Center
96	Northdale Sports Complex
97	Northlakes Community Center and Sports Complex
98	Northwest County Dog Park
99	Northwest Equestrian Park
100	Nuccio Park and Community Center
101	Nye Park and Community Center
102	Orange Grove Sports Complex
103	Oscar Cooler Sports Complex
104	Osprey Ridge Park
105	Palm River Park and Community Center
106	Panther Trace Park
107	Paul Sanders Park
108	Perrone Park and Community Center
109	Peterson Road Park
110	Pinecrest Park
111	Pinecrest Sports Complex
112	Progress Village Comm. Center and Sports Complex
113	Providence East Sports Complex
114	Providence West Comm. Center and Sports Complex
115	Riverview Park and Community Center
116	Riverview Civic Center and Boat Ramp
117	Rodney Colson Sports Complex
118	Roy Haynes Park Community Center
119	Roy Henley Park
120	Rubin Padgett Sports Complex
121	Ruskin 1 Commongood (Firelane)
122	Ruskin 2 Commongood (5th Ave)
123	Ruskin Park and Community Center
124	Saladino Park
125	Seffner Park and Community Center
126	Seffner-Mango Park
127	Shadow Run Park
128	Shimberg Sports Complex
129	Simmons Bowers Park
130	Skyway Sports Complex
131	South Pointe Park
132	Springhead Park and Community Center
133	Stearns Road Park
134	Stephen J. Wortham Park
135	Sterling Heights Park and Community Center
136	Sterling Ranch Park
137	Summerfield Sports Complex
138	Summer Acres Property
139	Sun City Heritage Park
140	Sweetwater Park
141	Tanner Road Park
142	Temple Park and Community Center
143	Thatcher Park and Community Center
144	Thonotosassa Cemetery
145	Thonotosassa Park and Community Center
146	Thonotosassa Main Street Park
147	Thonotosassa School Park
148	Timberlan Park
149	Timberlane Park and Community Center
150	Town 'n Country Park and Community Center
151	Turkey Creek Sports Complex
152	University Area Park and Community Center
153	Valencia Lakes
154	Valrico Community Center and Sports Complex
155	Vance Vogel Sports Complex
156	Villa Rosa Park
157	Vista Gardens Park
158	Waterset Property
159	West Park Sports Complex and Dog Park
160	Westchase Community Center
161	Westgate Park
162	Westwood Lakes Park
163	William Owen Pass Sports Complex
164	Wimauma Park and Community Center
165	Winston Park and Community Center
166	Woodlake Park

ALL PARK LOCATIONS

Parks and Recreation



NOTE: Every reasonable effort has been made to ensure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY, OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plans, and other public records. It is based on THE BEST AVAILABLE DATA.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section, City of Tampa, City of Plant City, City of Temple Terrace.

LEGEND

- | | |
|---------------------------|---------------------|
| ● Undeveloped Property | ● City Parks |
| Park Buffers | Municipality |
| ■ Mini Park (0.75 mi) | ■ Plant City |
| ■ Sports Complex (3.5 mi) | ■ Tampa |
| | ■ Temple Terrace |



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

PARK CLASSIFICATION SYSTEM

The Hillsborough County Parks and Recreation Department's classification system can assist the County in evaluating the distribution of existing park facilities, where new parks and facilities should be located, and what features would be appropriate at different types of parks. In addition, the classification system can be used to communicate the types of recreation facilities desired by the community and to establish parameters for the planning and design of new parks and facilities.

SPORTS COMPLEXES

Size:	20 +/- acre tract of land
Service Area:	County-wide
Intended Service Groups:	All County residents; community-based sports organizations and school groups; may serve non-resident sport participants for tournament and regional play
Description:	Sports complexes focus on active recreational facilities, especially for organized sports. Consolidation of multiple sports fields at one location allows for efficiencies of maintenance and scheduling. With a focus on active sports, sports complexes do not have all of the amenities of community parks. A sports complex is usually located on large tracts of land with direct access to an existing or proposed major arterial road.
Potential Amenities:	Sports fields, including fields lit for night use, concession areas, rest rooms, jogging/walking trails, off-street parking, playground, and associated facilities for storage and maintenance.
Examples of Sports Complexes:	Ed Radice Sports Complex; Bloomindale Sports Complex; William Owen Pass Sports Complex; and the Oscar Cooler Sports Complex

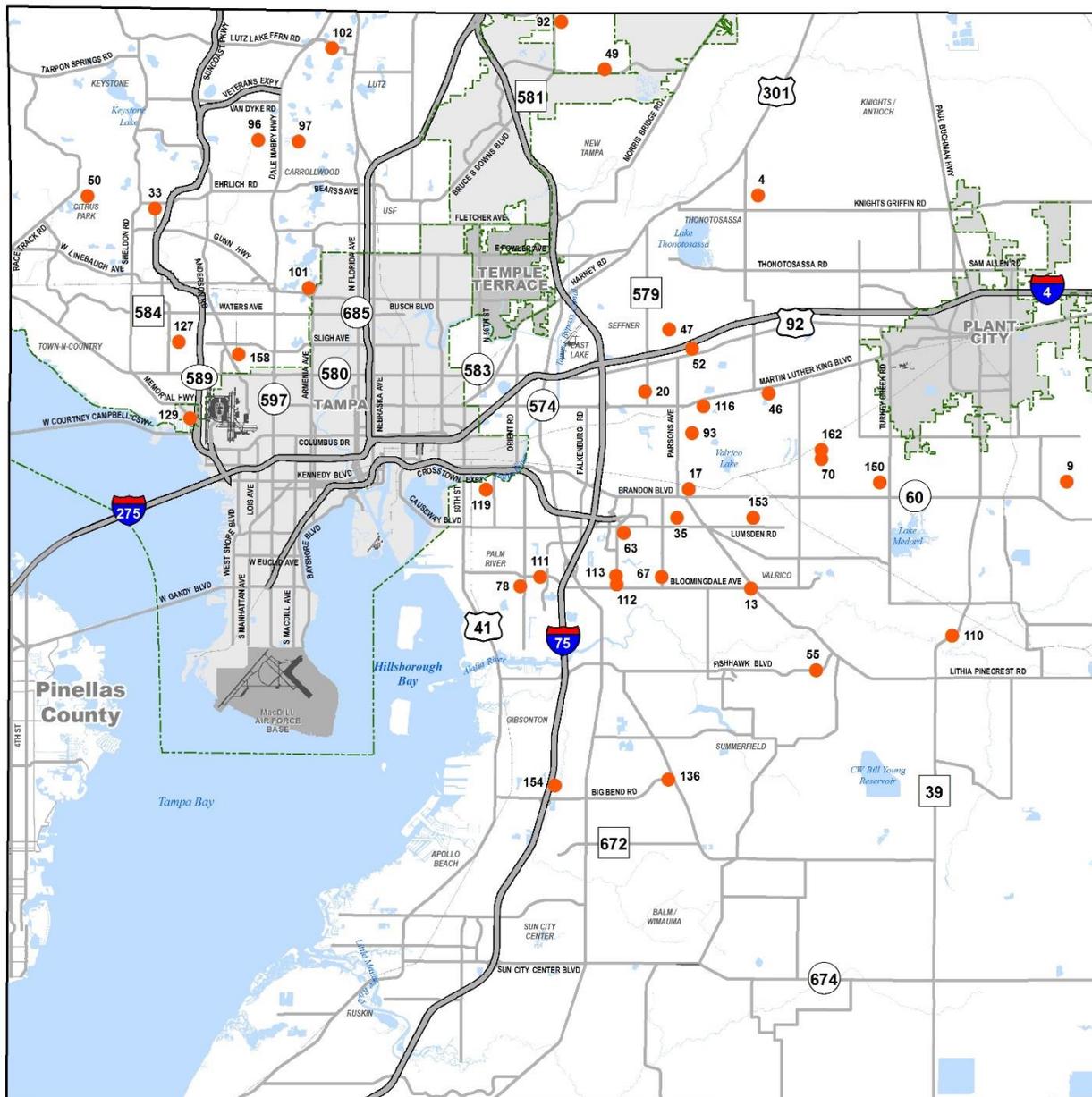
SPORTS COMPLEXES

Antioch Sports Complex
Bealsville Community Center and Sports Complex
Bloomingtondale Sports Complex
Brandon Community Center and Sports Complex
Burnett Sports Complex
Citrus Park Sports Complex
Clayton Park Sports Complex
Dover Community Center and Sports Complex
E.L. Bing Sports Complex
Eber Sports Complex
Ed Radice Sports Complex
Evans Park Community Center and Sports Complex
Fishhawk Sports Complex
Heather Lakes Sports Complex
JC Handy Sports Complex
Keith Waller Sports Complex
Larry Sanders Sports Complex
New Tampa Sports Complex - Turner-Bartels Middle

North Brandon Sports Complex
Northdale Sports Complex
Northlakes Community Center and Sports Complex
Orange Grove Sports Complex
Oscar Cooler Sports Complex
Pinecrest Sports Complex
Progress Village Community Center and Sports Complex
Providence East Sports Complex
Providence West Community Center and Sports Complex
Rodney Colson Sports Complex
Rubin Padgett Sports Complex
Shimberg Sports Complex
Skyway Sports Complex
Summerfield Sports Complex
Turkey Creek Sports Complex
Valrico Community Center and Sports Complex
Vance Vogel Sports Complex
West Park Sports Complex and Dog Park
William Owen Pass Sports Complex

SPORTS COMPLEX LOCATIONS

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records; it is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

LEGEND

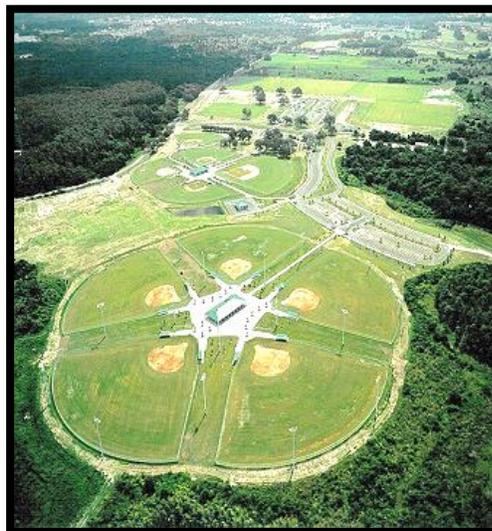
- Sports Complex (37)
- Municipality**
- Plant City
- Tampa
- Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

COMMUNITY PARKS

Size:	10 +/- acre tract of land
Service Area:	5 mile radius and may have regional value
Intended Service Groups:	All County residents; community and school groups; may also serve neighborhood park function for surrounding residents; may attract regional residents
Description:	<p>Community parks focus on meeting the recreational needs of the community-at-large. They allow for group activities and other recreational pursuits that are not recommended at neighborhood parks. While community parks also often meet the needs of neighborhoods, frequently community parks are "destination" parks with special recreational facilities, such as lit sports fields, amphitheaters, gymnasiums, etc... that serve the entire community. Restrooms, off-street parking, night lighting of facilities, and other active recreation facilities are typical park elements that encourage higher levels of public use and longer user-days when compared to neighborhood parks.</p> <p>Community centers may also be located within community parks. Community centers should include multi-purpose rooms, gymnasium(s), kitchen, game room, arts and crafts facilities, classrooms, restrooms, and/or other spaces that meet the needs of County residents. In addition, community parks may have unique landscape features, as well as be located on land with direct access to an existing or proposed major arterial road.</p>
Potential Amenities:	<p>Design of each community park should include a master planning process with community involvement. Community parks can include the same features as neighborhood parks, including, but not limited to the following: Practice sports fields for league play; lighting of the sports fields for night use; concession stands; restrooms; off-street parking; an amphitheater; playground, splash pads; skateboard park; dog park; jogging/walking trails; community centers; etc.</p> <p>Facilities and programs may be reservable and fee based</p>
Examples of Existing Community Parks:	Northdale Park and Community Center; Saladino Park; Jackson Springs Community Center and Skate Park



COMMUNITY PARKS

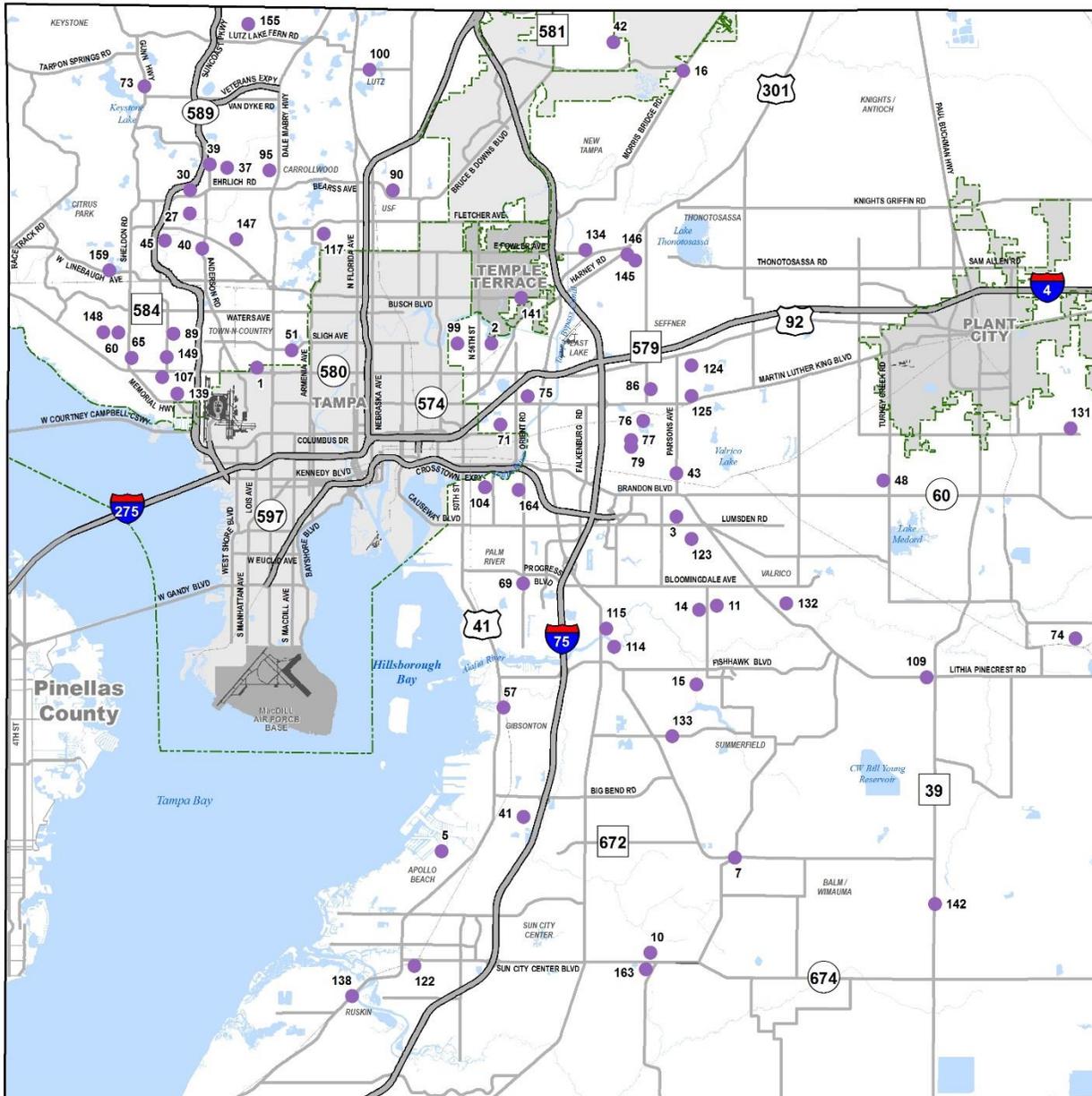
- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Alexander Park</i></p> <p><i>All People's Life Center</i></p> <p><i>All Persons Rotary Park</i></p> <p><i>Apollo Beach Park and Community Center</i></p> <p><i>Balm Park and Community Center</i></p> <p><i>Bethune Park and Community Center</i></p> <p><i>Bloomington East Park</i></p> <p><i>Bloomington West Park and Community Center</i></p> <p><i>Boyette Springs Park</i></p> <p><i>Branchton Park</i></p> <p><i>Carrollwood Meadows Park and Community Center</i></p> <p><i>Chandler Park</i></p> <p><i>Country Place Park and Community Center</i></p> <p><i>Country Place Park West</i></p> <p><i>Country Run Park</i></p> <p><i>Covington Oak Park</i></p> <p><i>Cross Creek Park</i></p> <p><i>Davis Park</i></p> <p><i>Don Hardy Park</i></p> <p><i>Earl Simmons Park and Community Center</i></p> <p><i>Egypt Lake Park and Community Center</i></p> <p><i>Gardenville Park and Community Center</i></p> <p><i>Hamilton Park</i></p> <p><i>Jackson Springs Community Center & Skate Park</i></p> <p><i>Johnson Community Center</i></p> <p><i>Kenly Park and Community Center</i></p> <p><i>Keystone Park and Community Center</i></p> <p><i>Keysville Park and Community Center</i></p> <p><i>Kings Forest Park and Community Center</i></p> <p><i>Lakeview Village Park</i></p> <p><i>Lakewood Park</i></p> <p><i>Limona Park</i></p> <p><i>Mango Park and Community Center</i></p> | <p><i>Morgan Woods Community Center</i></p> <p><i>Mort Park and Community Center</i></p> <p><i>Northdale Park and Community Center</i></p> <p><i>Nuccio Park and Community Center</i></p> <p><i>Nye Park and Community Center</i></p> <p><i>Palm River Park and Community Center</i></p> <p><i>Perrone Park and Community Center</i></p> <p><i>Pinecrest Park</i></p> <p><i>Riverview Civic Center and Boat Ramp</i></p> <p><i>Riverview Park and Community Center</i></p> <p><i>Roy Haynes Park Community Center</i></p> <p><i>Ruskin Park and Community Center</i></p> <p><i>Saladino Park</i></p> <p><i>Seffner-Mango Park</i></p> <p><i>Seffner Park and Community Center</i></p> <p><i>Springhead Park and Community Center</i></p> <p><i>Stearns Road Park</i></p> <p><i>Stephen J. Wortham Park</i></p> <p><i>Sterling Heights Park and Community Center</i></p> <p><i>Sun City Heritage Park</i></p> <p><i>Sweetwater Park</i></p> <p><i>Temple Park and Community Center</i></p> <p><i>Thatcher Park and Community Center</i></p> <p><i>Thonotosassa Park and Community Center</i></p> <p><i>Thonotosassa School Park</i></p> <p><i>Timberlan Park</i></p> <p><i>Timberlane Park and Community Center</i></p> <p><i>Town 'n Country Park and Community Center</i></p> <p><i>Villa Rosa Park</i></p> <p><i>Westchase Community Center</i></p> <p><i>Wimauma Park and Community Center</i></p> <p><i>Winston Park and Community Center</i></p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



Northdale Park and Community Center

COMMUNITY PARK LOCATIONS

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records; it is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

LEGEND

- Community Park (65)
- Municipality
 - Plant City
 - Tampa
 - Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

NEIGHBORHOOD PARKS

- Size:** 3 to 10 acres (5 acres preferred)
- Service Area:** 1 to 2 mile radius and may have community value
- Intended Service Group:** Neighborhood residents
- Description:** Neighborhood parks serve as the traditional recreational and social focus of the neighborhood. Neighborhood parks should serve as extensions of the residential fabric, allowing for recreational and social activities that cannot be accommodated in residential yards due to size or density limitations. They should be designed for both active and passive recreation activities tailored to the specific needs of the neighborhood, and should address the needs of all age groups and physical abilities. Park design should create a "sense of place" that enhances neighborhood and community identity.
- Park features that would create a community-wide "destination" should not be included in a neighborhood park. Lighted recreation facilities would generally not be considered for neighborhood parks because they encourage park use by those beyond the intended service area.
- Potential Facilities:** The design of each neighborhood park should include a master planning process with neighborhood involvement. Specific features of each neighborhood park should be based on the needs and desires of the neighborhood residents. Neighborhood parks should be located on land in residential areas with direct access to an existing or proposed collector road. This park category should be used to supplement regional and community parks in specific geographies where there is insufficient regional and community park acreage.
- Potential Amenities:** Pre-school and elementary-aged playgrounds; hard courts (basketball, volleyball, handball and/or tennis); specialty courts (shuffleboard, bocce ball, horse shoes); picnic area; shaded seating area; open grass area for informal play; security lighting; dog park; and jogging/walking trails. Restrooms should be included in neighborhood parks when programming needs dictate the installation of the amenity.
- Examples of Existing Neighborhood Parks:** Paul Sanders Park; Church Park; Jean Street Park; Hampton Park

NEIGHBORHOOD PARKS

Beacon Meadows Park
 Bloomingdale Hills Park
 Buckhorn Park
 Bypass Canal Park
 Cacciatore Park
 Calusa Trace Park
 Causeway Park
 Chillura Courthouse Square
 Church Park
 Deerfield Park
 Fawn Ridge Park

George Russell Park
 Hamner Tower Park
 Hampton Park
 JB Gibson Park and Community Center
 Jean Street Park
 Lucy Dell Community Pond
 Monterey Lakeside Park
 Mosaic Park
 Osprey Ridge Park
 Paul Sanders Park
 Peterson Road Park

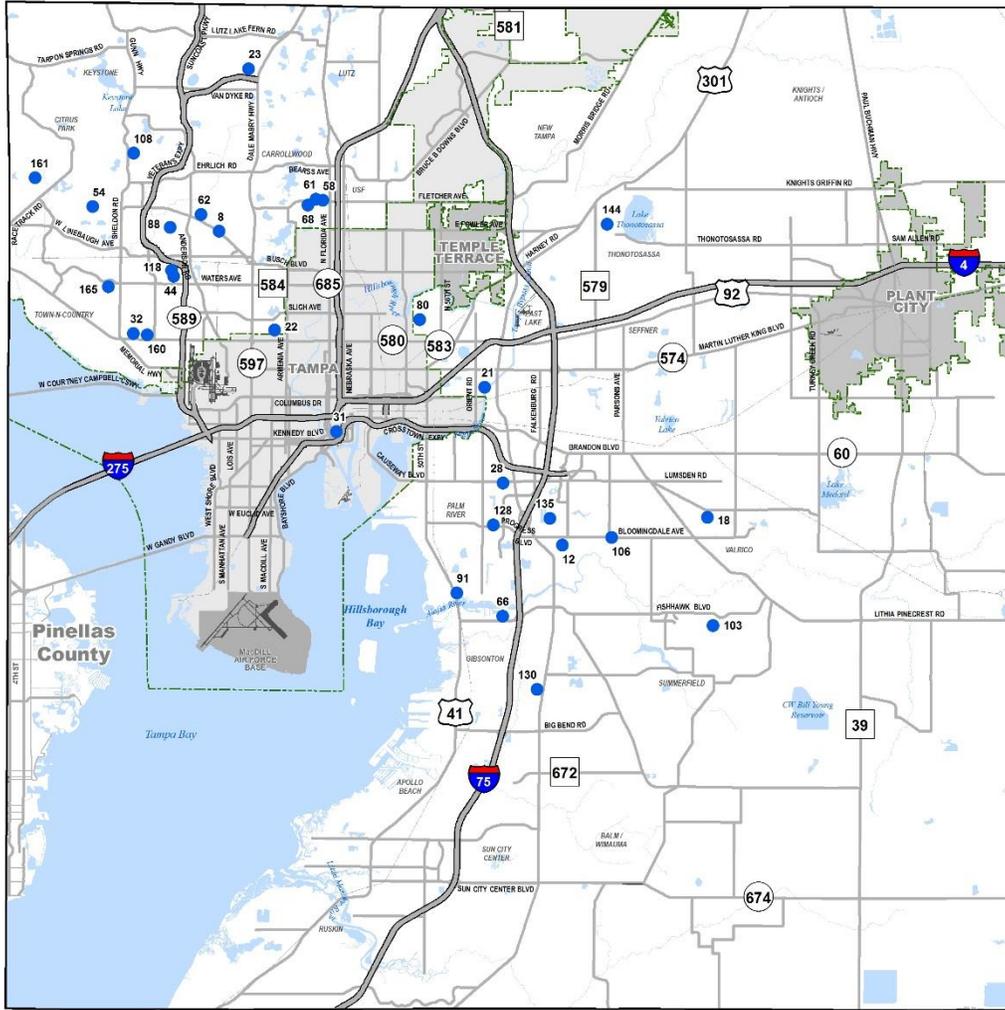
NEIGHBORHOOD PARKS CONTINUED....

Roy Henley Park
 Simmons Bowers Park
 South Pointe Park
 Sterling Ranch Park

Thonotosassa Main Street Park
 Westgate Park
 Westwood Lakes Park
 Woodlake Park

NEIGHBORHOOD PARK LOCATIONS

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property found within Hillsborough County and is compiled from recorded deeds, plats, and other public records; it is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public primary information sources should be consulted for verification of the information contained on this map.

LEGEND

- Neighborhood Park (30)
- Municipality**
- Plant City
- Tampa
- Temple Terrace



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
 printroom@hillsboroughcounty.org

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section.

MINI-PARKS

- Size:** +/- 1 acre
- Service Area:** The immediate neighborhood
- Intended Service Group:** Neighborhood residents within walking distance
- Description:** Mini-parks, due to their size, are of limited recreation value. Due to the limited size, and high maintenance costs for limited recreational value, mini parks are not recommended in the future.
- Potential Amenities:** Picnic shelter, benches, picnic tables, informal grass play area, tot play area, hard courts, etc.
- Examples of Existing Mini-Parks:** Lucy Dell Park; Shadow Run Park; Bullard Park

MINI-PARKS

*Audrey Lane Park
Bullard Park
Carmen Casa del Rio Park
Clayton Lake Park
Country Place Park East*

*Front Street Park
Lucy Dell Park
Ruskin 1 Commongood (Firelane)
Ruskin 2 Commongood (5th Ave)
Shadow Run Park*



SPECIAL USE FACILITIES

- Size:** Depends on facility
- Service Area:** County-wide
- Intended Service Groups:** All County residents, designated community user groups, school groups, and some non-residents
- Description:** Special use facilities meet County-wide recreational needs and are not necessarily located in parks. Multi-purpose uses should be encouraged, provided that additional uses do not conflict with the intended special use.
- Potential Facilities:** Cultural arts facility, historic centers, equestrian facilities, and associated support facilities, such as off-street parking, storage, concession areas, etc... Depending on the use, facilities and programs may be fee based.
- Examples of Special Use Facilities:** Carrollwood Cultural Center; Hillsborough County Fairgrounds; Vista Gardens Park

SPECIAL USE FACILITIES

<p><i>Carolyn Meeker Dog Park</i></p> <p><i>Carrollwood Cultural Center</i></p> <p><i>Cemetery For All People</i></p> <p><i>Construction Unit</i></p> <p><i>Faithway Drive Memorial Site Cemetery</i></p> <p><i>Hackney Riverview Cemetery</i></p> <p><i>Hillsborough County Fairgrounds</i></p> <p><i>Lutz Civic Center</i></p>	<p><i>Lutz School House</i></p> <p><i>Maintenance Unit 1</i></p> <p><i>Maintenance Unit 2</i></p> <p><i>Mann-Wagnon Memorial Park</i></p> <p><i>Northwest County Dog Park</i></p> <p><i>Thonotosassa Cemetery</i></p> <p><i>University Area Park and Community Center</i></p> <p><i>Vista Gardens Park</i></p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------



UACDC

UNDEVELOPED PROPERTIES

UNDEVELOPED PROPERTY

Kestrel Park
North Ruskin Park
Northwest Equestrian Park
Panther Trace Park

Sumner Acres Property
Tanner Road Park
Valencia Lakes
Waterset Property

MINI MASTER PLAN OVERVIEW

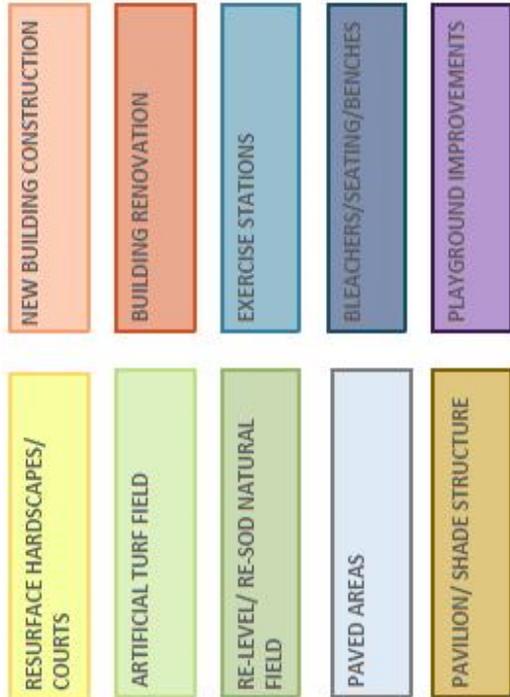
The purpose behind the mini master plans was to gather and illustrate the combination of needs, wants, and best practices of citizens, staff, and elected officials. The plans are abstract in nature and are only meant to offer an idea of what could be. The necessary measures to carry out each or any of these plans would require adequate funding, citizen/commissioner support, and community input. Being that these mini master plans are in their early stages, they are flexible and adaptable to the changing needs and desires of the public/county.

AERIAL SITE MAP



RED BORDER DEFINES THE APPROXIMATE SITE BOUNDARY

DIAGRAMMATIC STRUCTURE



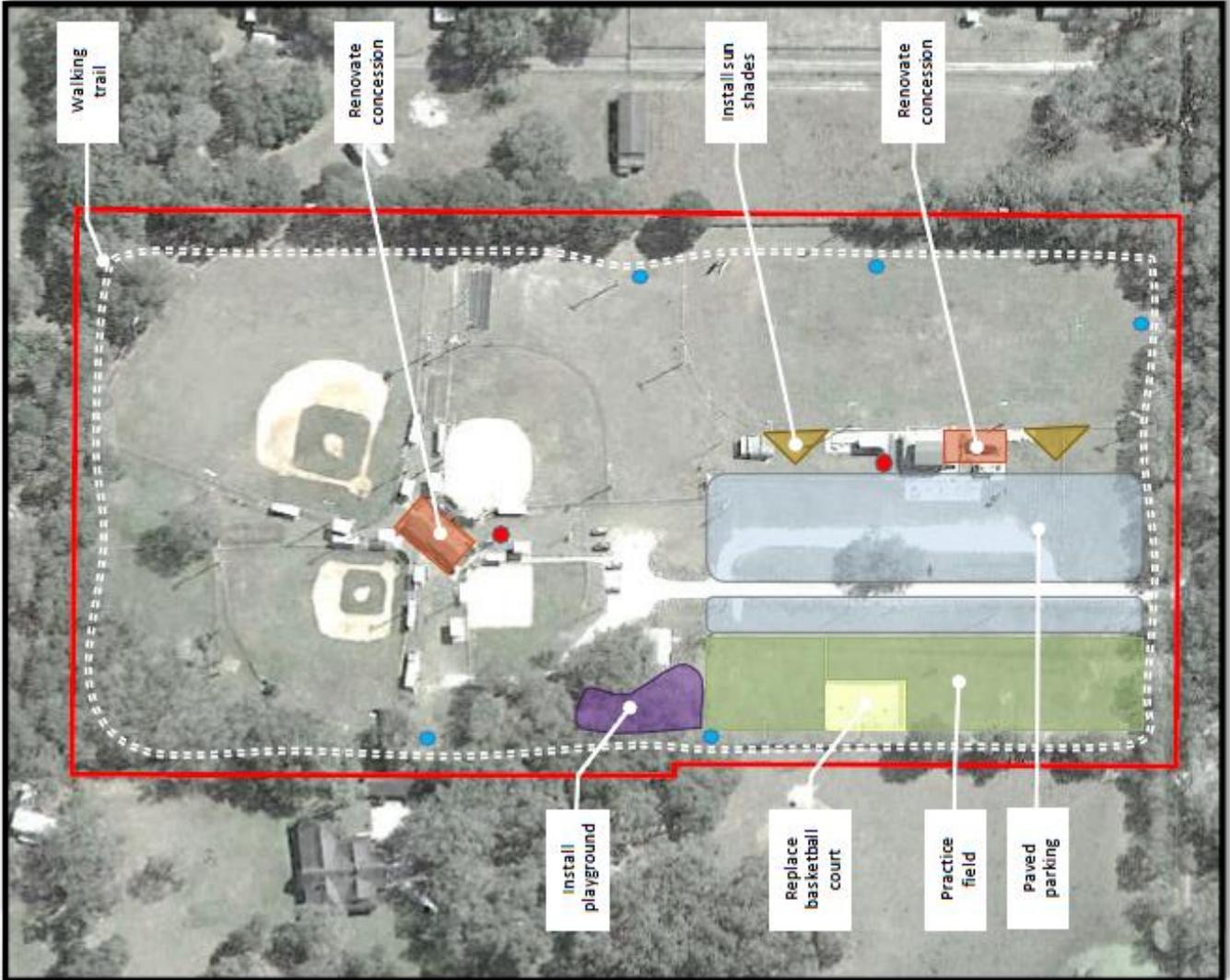
PLAN SYMBOLS



SPORTS COMPLEXES



Ed Radice Sports Complex



SPORTS COMPLEX: ANTIOCH SPORTS COMPLEX

1. Site Location: 8510 Franklin Road, Plant City, Florida

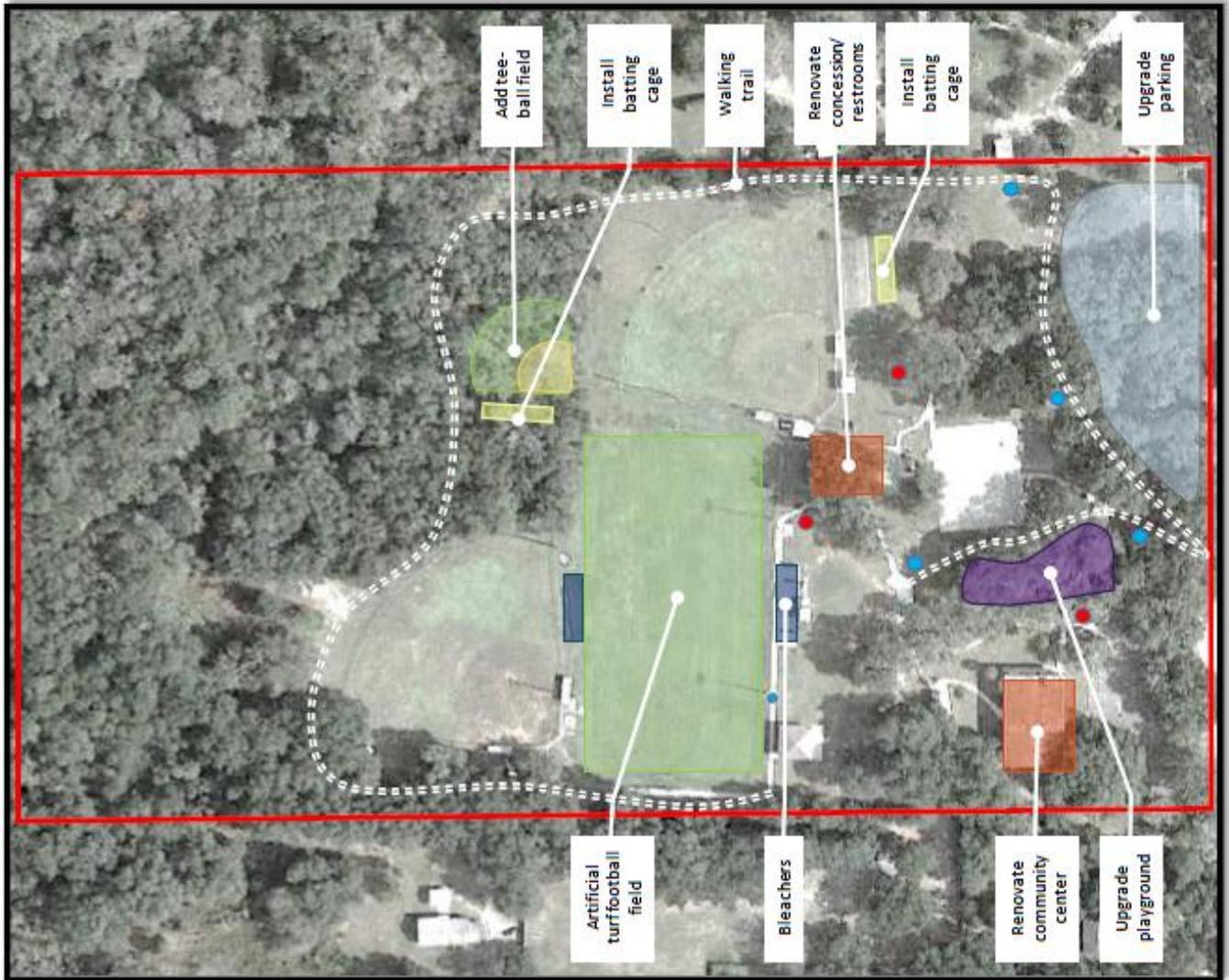
2. Existing Park Facilities

- One playground
- Four baseball fields
- One football field
- One basketball court
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification
- Replace the basketball court
- Upgrade the parking lot
- Construct a practice field
- Construct a walking trail
- Install exercise equipment
- Replace ball field fencing to six foot
- Repair score tables
- Renovate concession stand
- Upgrade and install bull pens
- Install security cameras
- Make fields larger
- Install yellow bumpers on the fences
- Raise dugout fence
- Replace bleacher structures
- Install sun shades
- Remove kickball backstop
- Construct a dumpster enclosure
- Install power outlets on both sides of the field
- Install a small playground with 4' fence
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$ 1,285,000



SPORTS COMPLEX: BEALSVILLE COMMUNITY CENTER AND SPORTS COMPLEX

1. Site Location: 5009 Nesmith Road, Plant City, Florida
2. Existing Park Facilities
 - One playground
 - A community building
 - One playground
 - One softball field
 - One baseball field
 - One football field
 - Two basketball courts
 - Two picnic shelters
3. Desired Park Enhancements
 - Repair score tables
 - Renovate concession stand
 - Renovate park restroom
 - Upgrade playground
 - Add a Tee-ball field
 - Replace fencing
 - Install walking trail
 - Install exercise equipment
 - Add more batting cages
 - Add new bleachers
 - Add a second story on the concession stand for announcement booth
 - Upgrade the service road and parking area
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$ 1,865,200



SPORTS COMPLEX: BLOOMINGDALE SPORTS COMPLEX (East Side)

1. Site Location: 2215 Bloomingdale Av, Valrico, Florida
2. Existing Park Facilities
 - Three softball field
 - Five baseball fields
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install an artificial turf field
 - Replace fencing
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Repair drainage issues
 - Install score tables
 - Install a new metal roof
 - Trim/remove trees
 - Install timers on ballfield lights
 - Install automatic valve on sprinklers
 - Install lights around the concession stand
 - Install sidewalks between the ball fields
 - Construct paved parking areas
 - Miscellaneous amenities: New signage; Water fountain;
 - Benches; Picnic tables; Trim/remove trees; Landscaping

See Bloomingdale Sports Complex (West Side) park plan for further detail

TOTAL ESTIMATED COST: \$1,880,000



SPORTS COMPLEX: BLOOMINGDALE SPORTS COMPLEX (West Side)

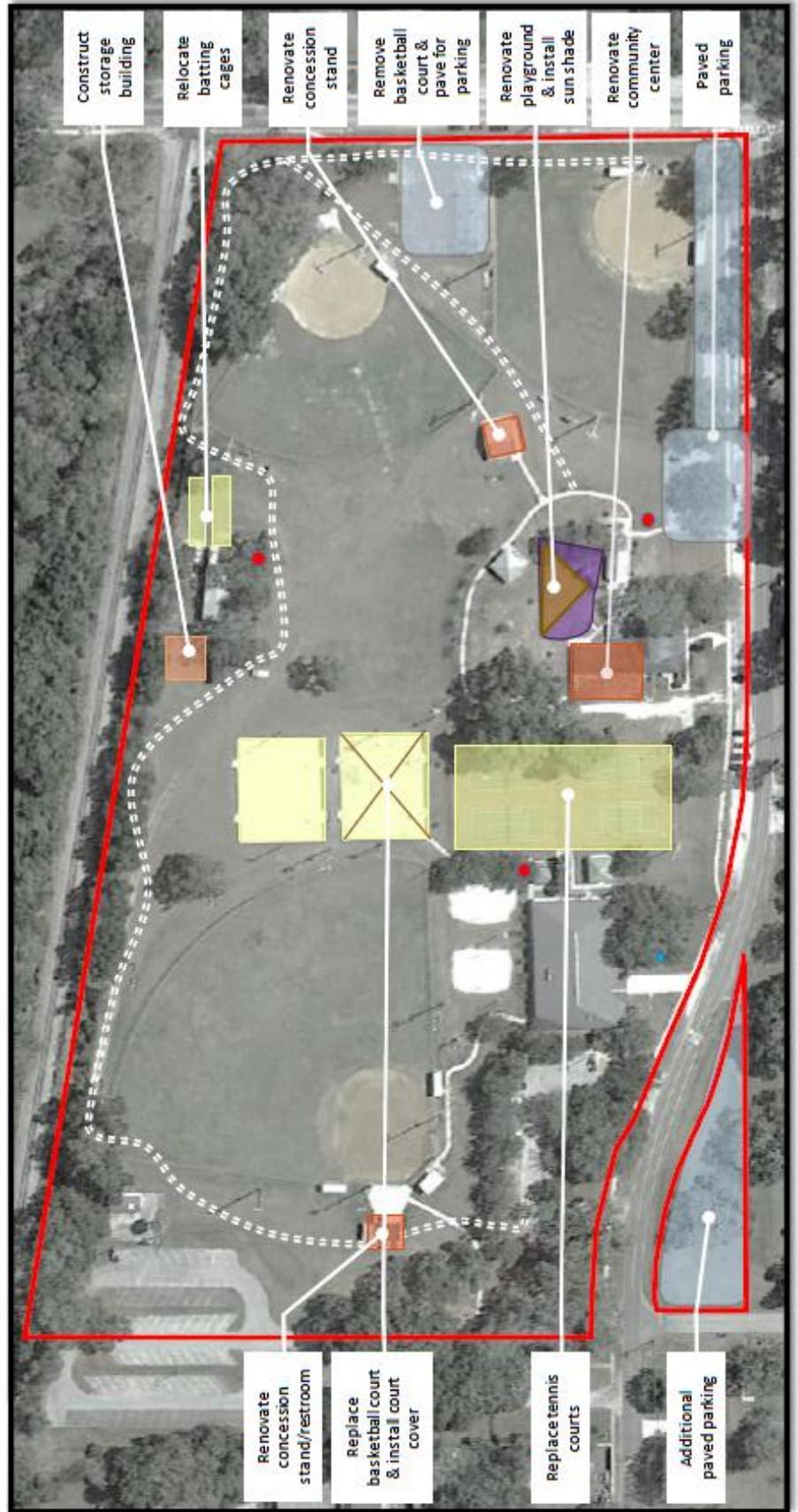
1. Site Location: 2215 Bloomingdale Av, Valrico, Florida
 2. Existing Park Facilities
 - Three softball field
 - Five baseball fields
 - One picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Install an artificial turf field
 - Replace fencing
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Repair drainage issues
 - Install score tables
 - Install a new metal roof
 - Trim/remove trees
 - Install timers on ballfield lights
 - Install automatic valve on sprinklers
 - Install lights around the concession stand
 - Install sidewalks between the ball fields
 - Construct paved parking areas
 - Miscellaneous amenities: New signage; Water fountain
 - Benches; Picnic tables; Trim/remove trees; Landscaping
- **See Bloomingdale Sports Complex (East Side) park plan for further detail**

TOTAL ESTIMATED COST: \$1,880,000

SPORTS COMPLEX: BRANDON COMMUNITY CENTER AND SPORTS COMPLEX

1. Site Location: 510 E. Sadie Street, Brandon, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two softball fields
 - One baseball field
 - One multi-purpose field
 - Four tennis courts
 - Four basketball courts
 - Two volleyball courts
 - Two picnic shelters
 - Park Restroom Building
3. Desired Park Enhancements
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Add more fields/ batting cages, & restrooms
 - Construct a 30' x 30' storage shed
 - Add new bleachers with sun shades
 - Increase the capacity for parking
 - Remove old basketball court for additional parking
 - Replace scoreboards and fencing
 - Renovate concession stand and park restroom
 - Install fencing around the concession stand
 - Install additional lighting at concession stand
 - Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables;
 - Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,860,000

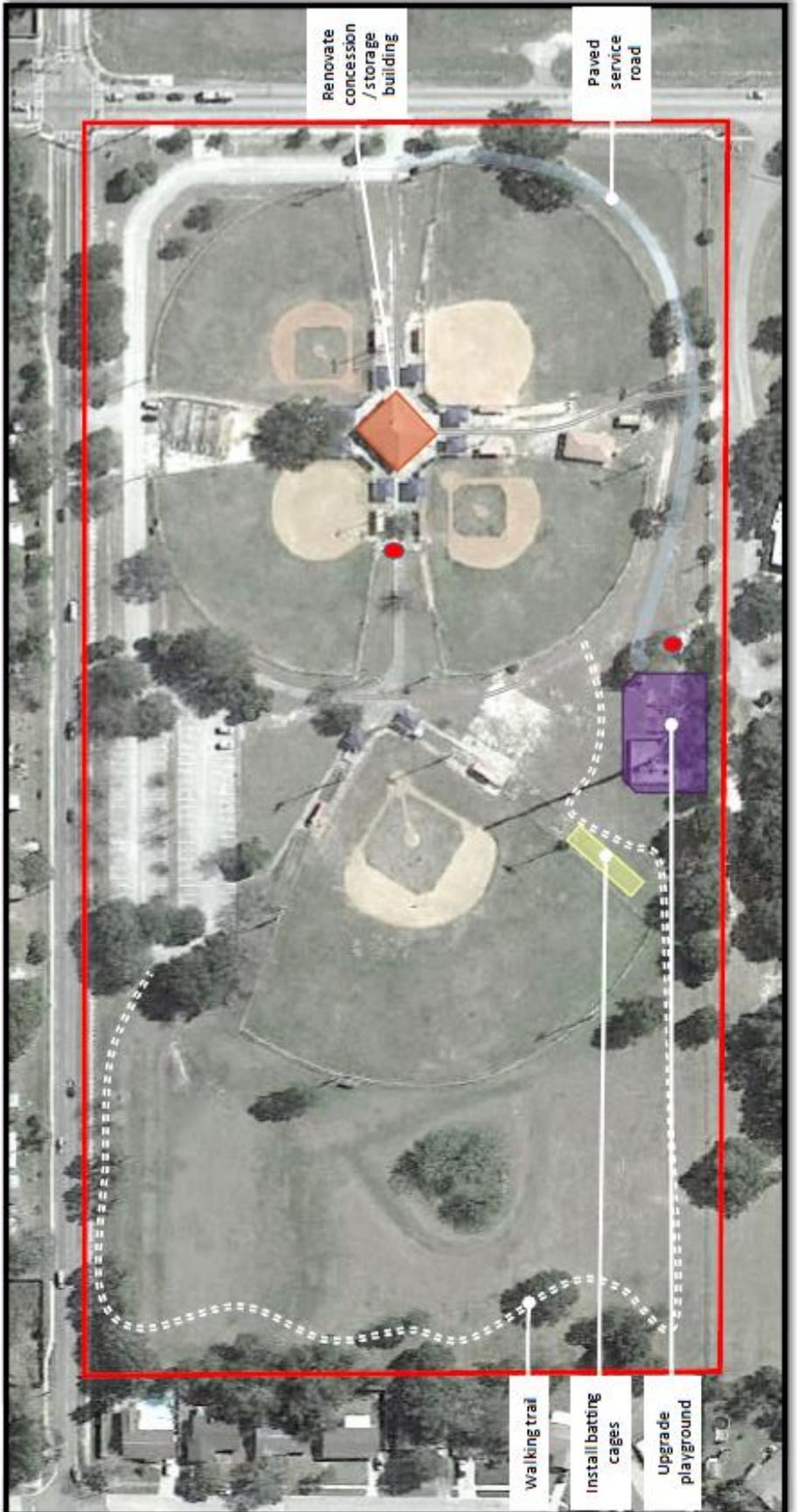


SPORTS COMPLEX : BURNETT SPORTS COMPLEX

1. Site Location: 11609 Clay Pitt Road, Seffner, Florida
2. Existing Park Facilities
 - Four baseball fields
 - One Softball field
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Repair score tables
 - Renovate concession stand
 - Renovate park restroom
 - Replace fencing

- Install sidewalks between the fields
- Add more batting cages
- Add new bleachers
- Add a Tee-ball field
- Add a second story on the concession stand for announcement booth
- Upgrade the service road
- Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables, Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$775,000





SPORTS COMPLEX: CITRUS PARK SPORTS COMPLEX

1. Site Location: 7502 Gunn Highway, Tampa, Florida
2. Existing Park Facilities
 - Five baseball fields
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install an artificial turf field
 - Re-sod ball fields
 - Construct a 30' x 30' storage shed
 - Add more parking
 - Add restrooms
 - Add playground
 - Renovate concession stand
 - Replace fencing
 - Upgrade parking lights (street light poles)
 - Replace the air conditioner in the board room
 - Replace the air conditioner in the concession stand
 - Repair/pave access roads
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$1,500,000

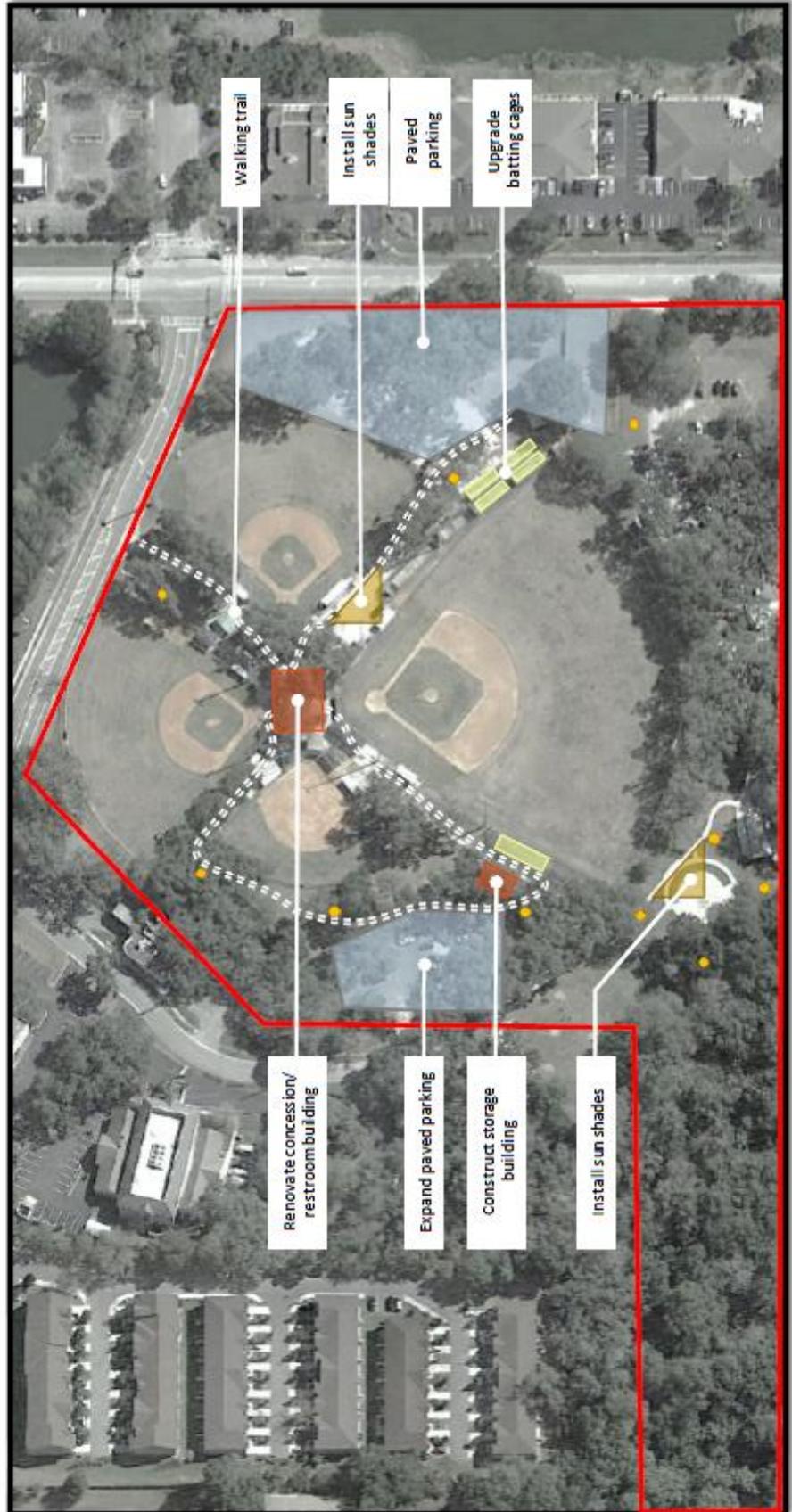


SPORTS COMPLEX : CLAYTON PARK SPORTS COMPLEX

1. Site Location: 800 S. Parsons Avenue, Brandon, Florida
2. Existing Park Facilities
 - Four baseball fields
 - One Softball field
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Repair drainage issues
 - Construct paved parking lots

- Install lights at the back smaller fields
- Install better lighting throughout the park
- Renovate concession stand with a new board room
- Renovate park restroom
- Upgrade batting cages
- Repair dugouts
- Replace fencing
- Pave-over shell in common areas
- Remove tree in front of storage area
- Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables, Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$2,030,000

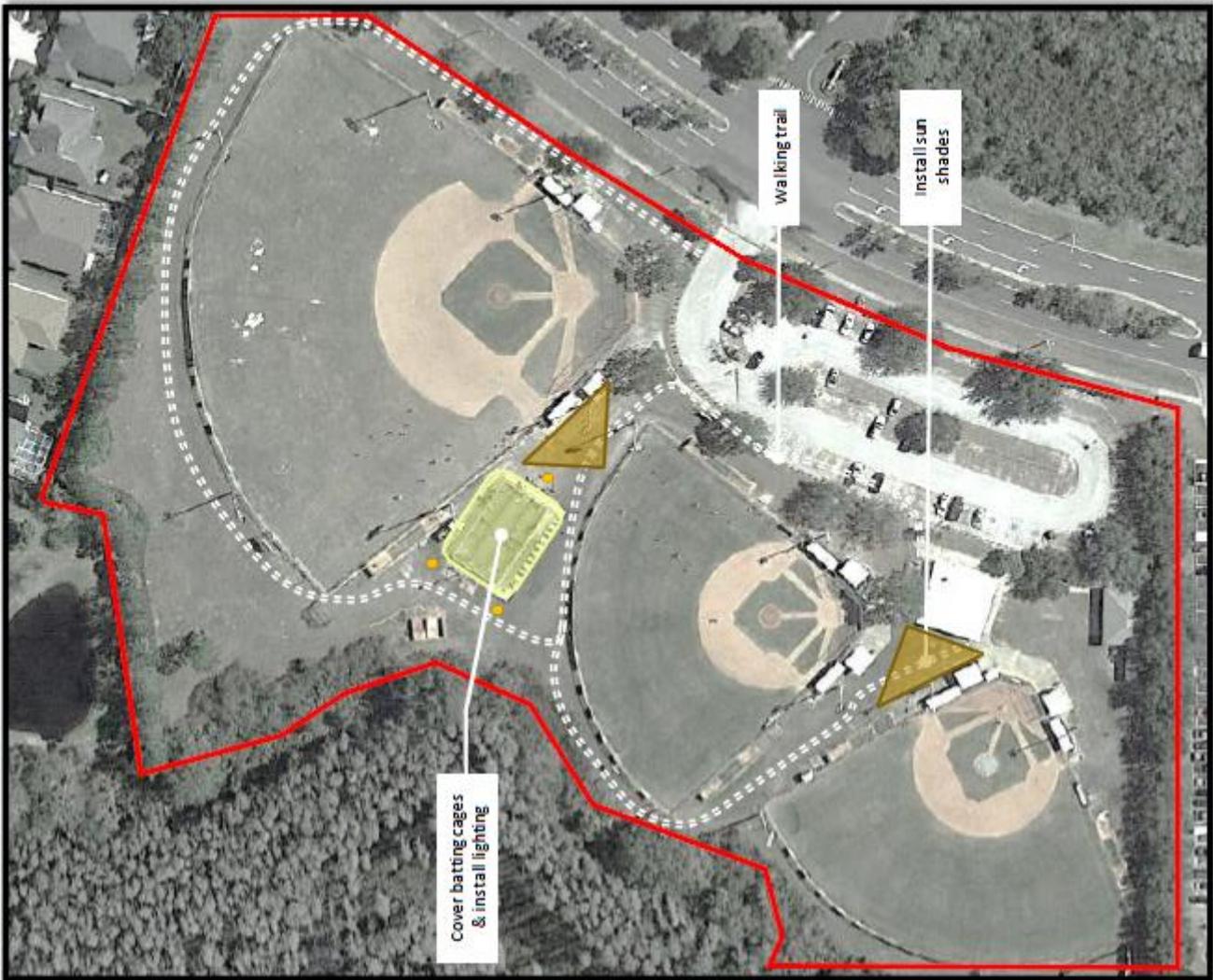




SPORTS COMPLEX: DOVER COMMUNITY CENTER AND SPORTS COMPLEX

1. Site Location: 2820 S. Gallagher Road, Dover, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - Three baseball fields
 - Four multi-purpose fields
 - One basketball court
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Resurface walking trail
 - Install exercise stations around the walking trail
 - Replace basketball court and install a roof cover
 - Re-sod ball fields
 - Construct a 30' x 30' storage shed
 - Repair drainage issues
 - Enlarge the softball field
 - Renovate park restroom
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$1,720,000



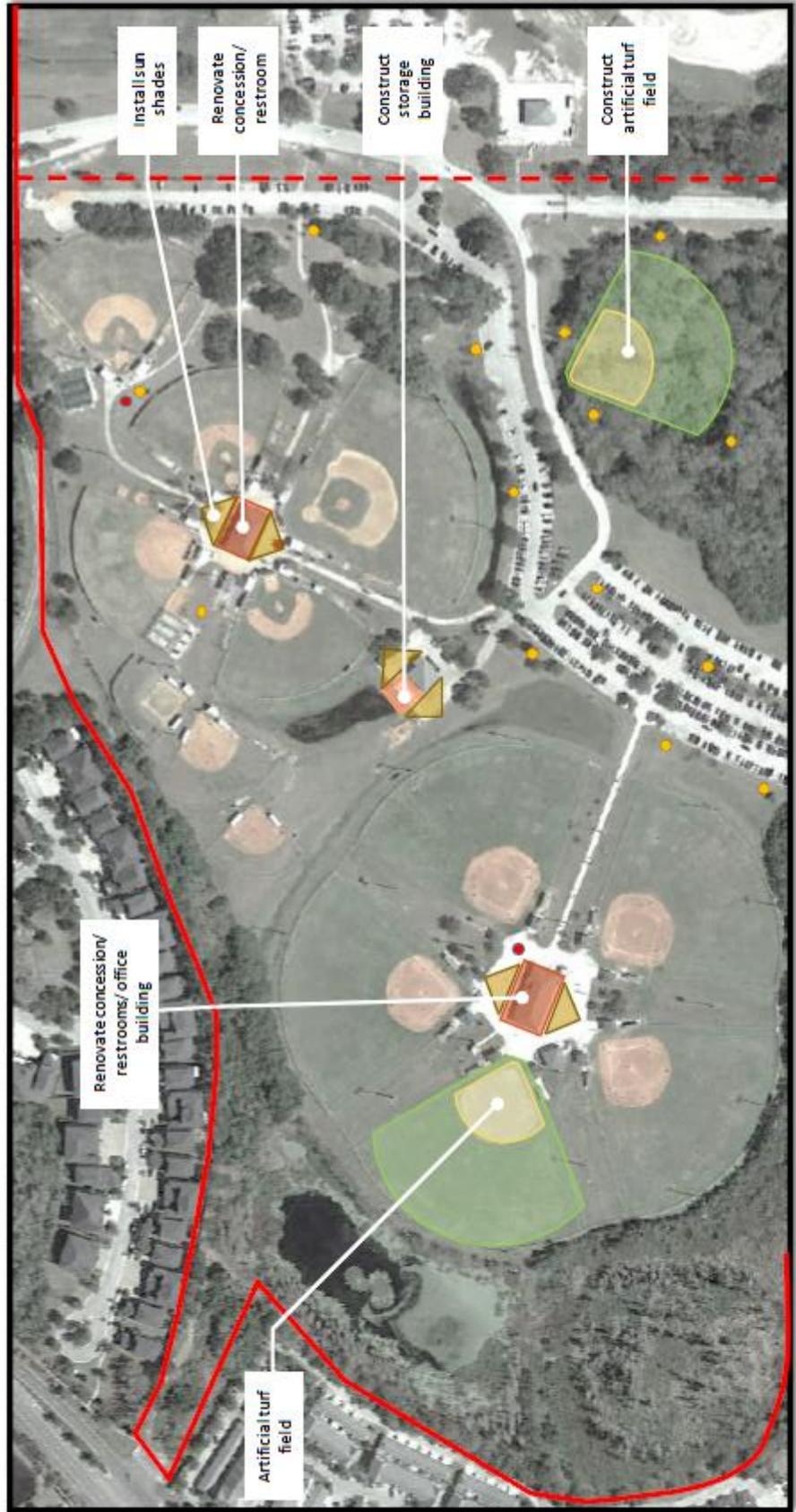
SPORTS COMPLEX: EBER SPORTS COMPLEX

1. Site Location: 18050 Kinnan Street, Florida
2. Existing Park Facilities
 - Three baseball fields
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install sun shades
 - Install lights at the batting cages
 - Construct enclosed batting cages
 - Install foul ball netting
 - Install walking trail
 - Replace the air conditioner in the concession stand
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$380,000

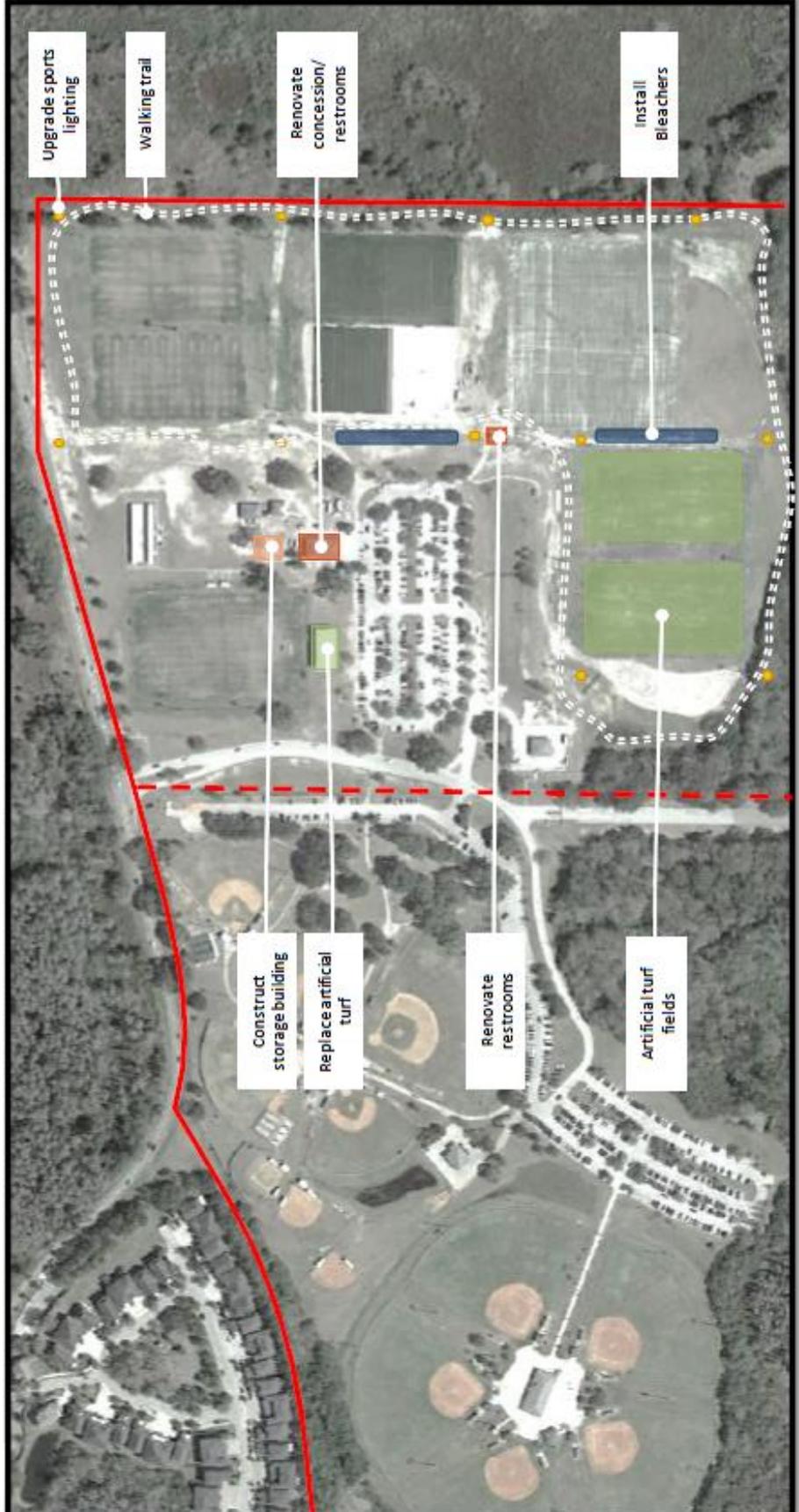


- SPORTS COMPLEX : ED RADICE SPORTS COMPLEX (West Side)**
1. Site Location: 14720 Ed Radice Drive, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - Five softball field
 - Seven baseball fields
 - One multi-purpose field
 - Nine soccer fields
 - One picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Add more fields/artificial turf fields
- Re-sod multi-purpose field
 - Construct a 30' x 30' storage shed
 - Add new bleachers with sun shades
 - Repair drainage issues
 - Upgrade/install lighting in the parking lots & around batting cages
 - Install air conditioning in the concession stand
 - Renovate concession stand and park restroom
 - Replace roll-up doors with swinging doors
 - Install foul ball netting
 - Install motion sensors
 - Renovate the staff office building
 - Install sidewalks between the fields
 - Install exercise stations around the walking trail
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables;
 - Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$4,537,400**





- SPORTS COMPLEX : ED RADICE SPORTS COMPLEX (East Side)**
1. Site Location: 14720 Ed Radice Drive, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - Five softball field
 - Seven baseball fields
 - One multi-purpose field
 - Nine soccer fields
 - One picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Add more fields/artificial turf fields
- Re-sod multi-purpose field
 - Construct a 30' x 30' storage shed
 - Add new bleachers with sun shades
 - Repair drainage issues
 - Upgrade/install lighting in the parking lots & around batting cages
 - Install air conditioning in the concession stand
 - Renovate concession stand and park restroom
 - Replace roll-up doors with swinging doors
 - Install foul ball netting
 - Install motion sensors
 - Renovate the staff office building
 - Install sidewalks between the fields
 - Install exercise stations around the walking trail
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$4,537,400**





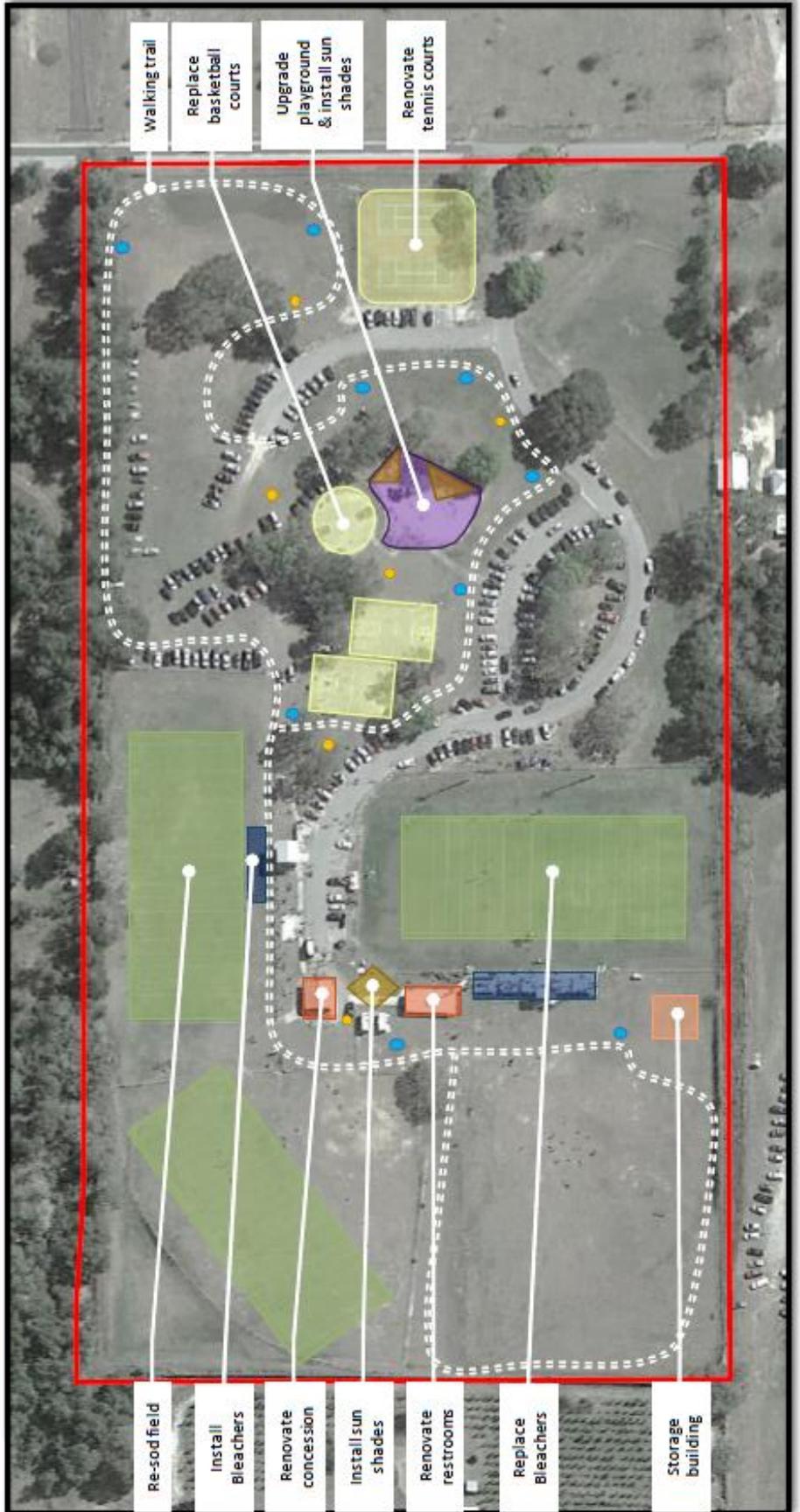
SPORTS COMPLEX : EL BING SPORTS COMPLEX

1. Site Location: 7358 Taylor Road, Seffner, Florida
2. Existing Park Facilities
 - One playground
 - One softball field
 - One football field
 - One multi-purpose field
 - Two tennis courts
 - Three basketball courts
 - One picnic shelter
 - Park Restroom Building

3. Desired Park Enhancements
 - Overall beautification of the park

- Re-sod fields
- Install sidewalks between the fields
- Install exercise stations around the walking trail
- Construct a 30' x 30' storage shed
- Add new bleachers
- Install sun shades
- Upgrade playground
- Upgrade lighting throughout the park
- Renovate concession stand
- Replace basketball courts
- Renovate park restroom
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,250,000



SPORTS COMPLEX : EVANS PARK COMMUNITY CENTER AND SPORTS COMPLEX

1. Site Location: 1104 N. Kingsway Road, Seffner, Florida

2. Existing Park Facilities

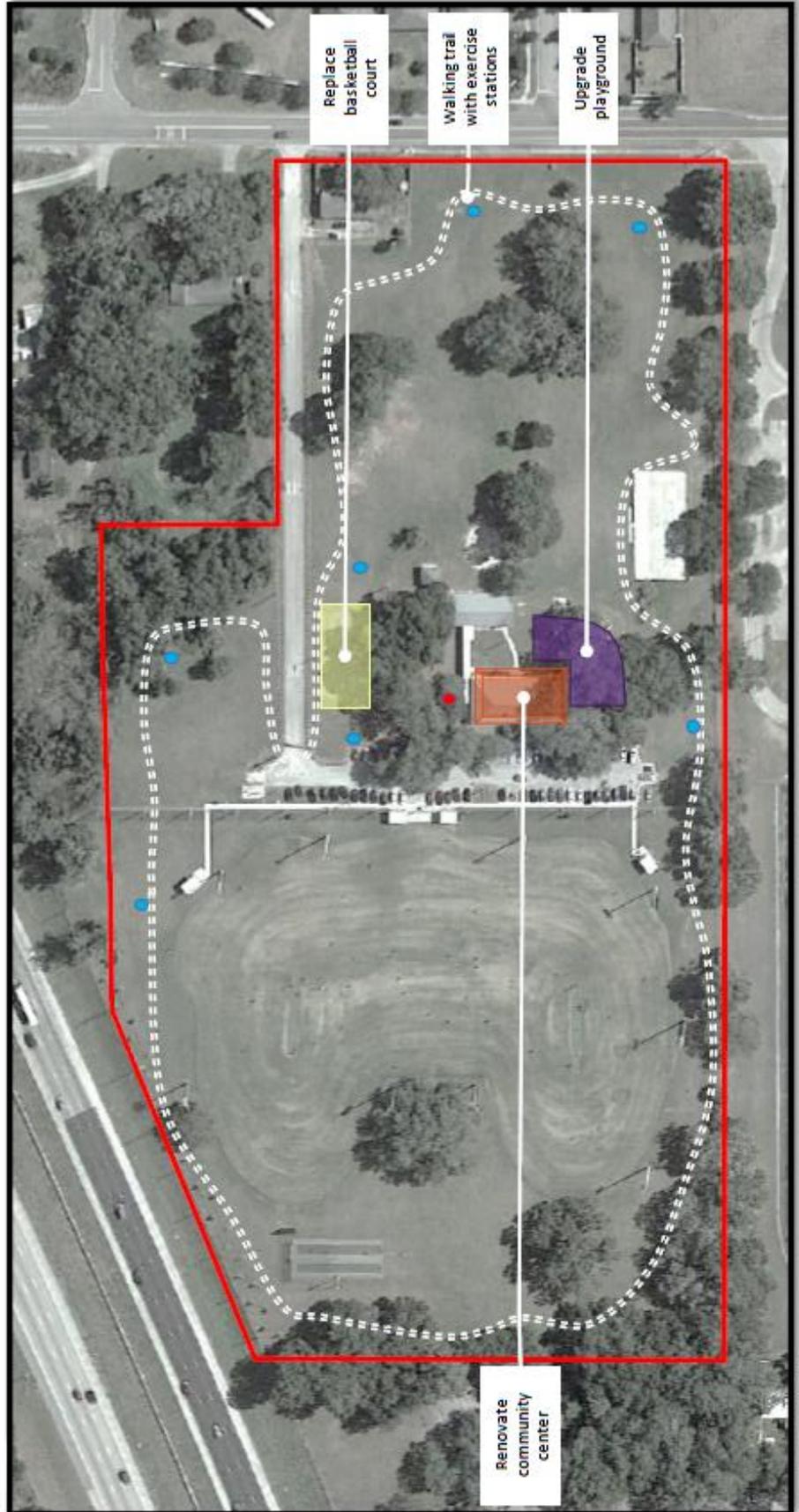
- A community building
- One playground
- 3 Cricket Fields
- One basketball court
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center
- Construct a walking trail

- Install exercise stations around the walking trail
- Upgrade playground
- Replace basketball court
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$580,000



SPORTS COMPLEX : FISHHAWK SPORTS COMPLEX

1. Site Location: 16112 FishHawk Boulevard, Lithia, Florida
 2. Existing Park Facilities
 - Four softball field
 - Four baseball fields
 - Two multi-purpose fields
 - Four soccer fields
 - Five picnic shelter
 - Park restroom building
 - Walking Trail
 3. Desired Park Enhancements
 - Overall beautification
 - Install a youth playground
- Reconstruct the most East baseball field into a tournament field
 - Construct two 30' x 30' storage buildings
 - Add new bleachers
 - Install new sun shades
 - Install exercise stations
 - Install large fencing near retention ponds
 - Repair drainage issues
 - Construct paved parking lots
 - Construct a restroom building on the west end of the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$1,892,000**





SPORTS COMPLEX: HEATHER LAKES SPORTS COMPLEX

1. Site Location: 1850 Windingwood Avenue, Brandon, Florida

2. Existing Park Facilities

- Three soccer fields
- Two tennis courts
- Two basketball courts
- One picnic shelter
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Re-sod the fields from Bahia to Bermuda
- Construct a 30' x 30' storage shed
- Add new bleachers
- Install sun shades
- Repair drainage issues
- Construct a paved parking lot
- Install sidewalks between the fields
- Construct a walking trail
- Install exercise stations
- Upgrade playground
- Renovate concession stand
- Install more restrooms
- Install more lights at the fields and parking lot
- Remove the basketball court
- Add a futsal court
- Miscellaneous amenities: New signage, Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$1,087,000



SPORTS COMPLEX : JC HANLEY SPORTS COMPLEX

1. Site Location: 3104 S. Kings Avenue, Brandon, Florida

2. Existing Park Facilities

- Eight soccer fields
- One football field
- Four tennis courts
- One picnic shelter
- Park restroom Building
- Walking Trail

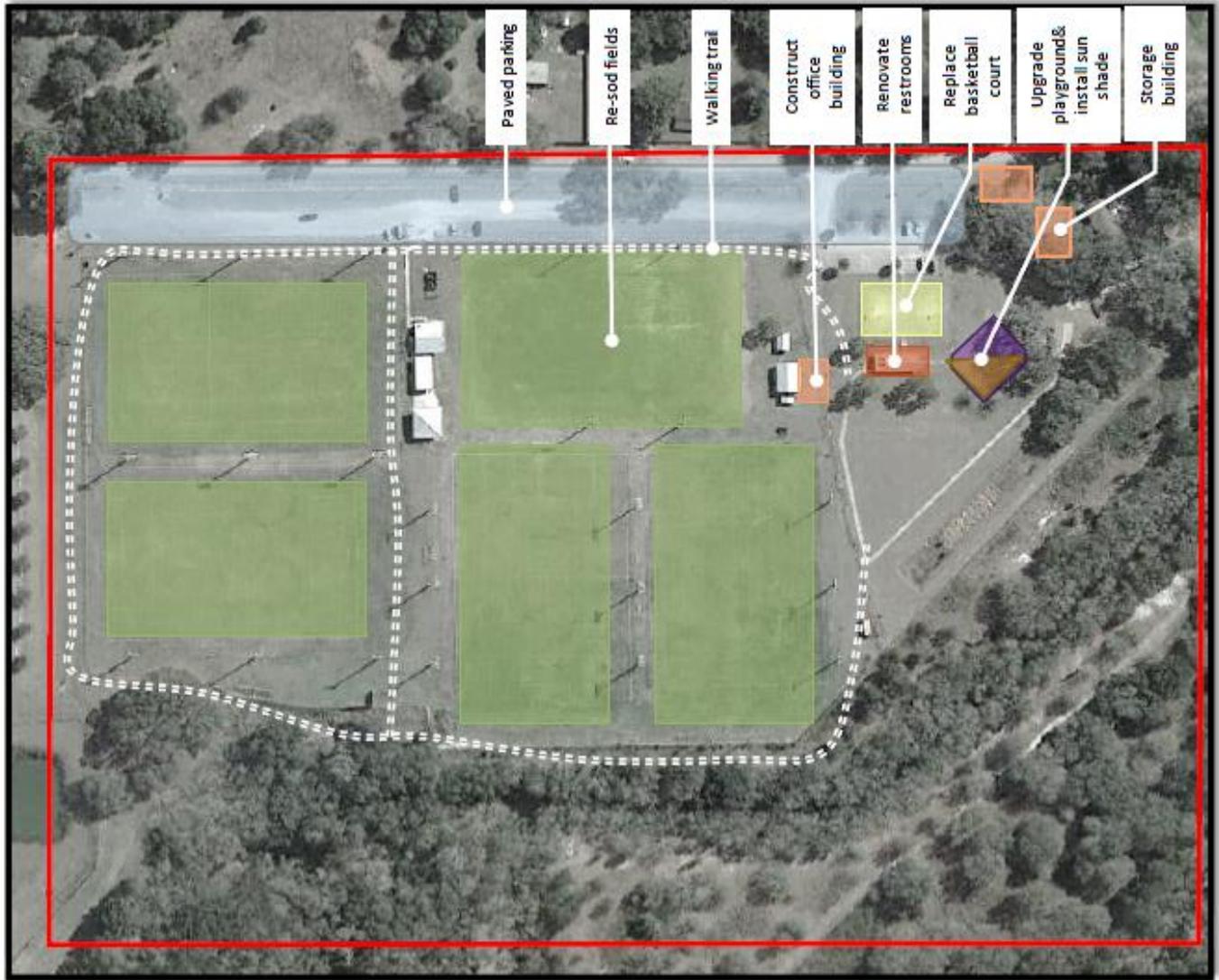
3. Desired Park Enhancements

- Install an artificial turf field
- Re-sod football field
- Construct a 30' x 30' storage shed

- Add new bleachers
- Install sun shades
- Construct a walking trail
- Install exercise stations
- Install netting
- Repair drainage issues
- Construct a paved parking lot
- Construct a new press box for football
- Renovate concession stand
- Renovate park restroom
- Evaluate front open space for more practice area
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,892,000

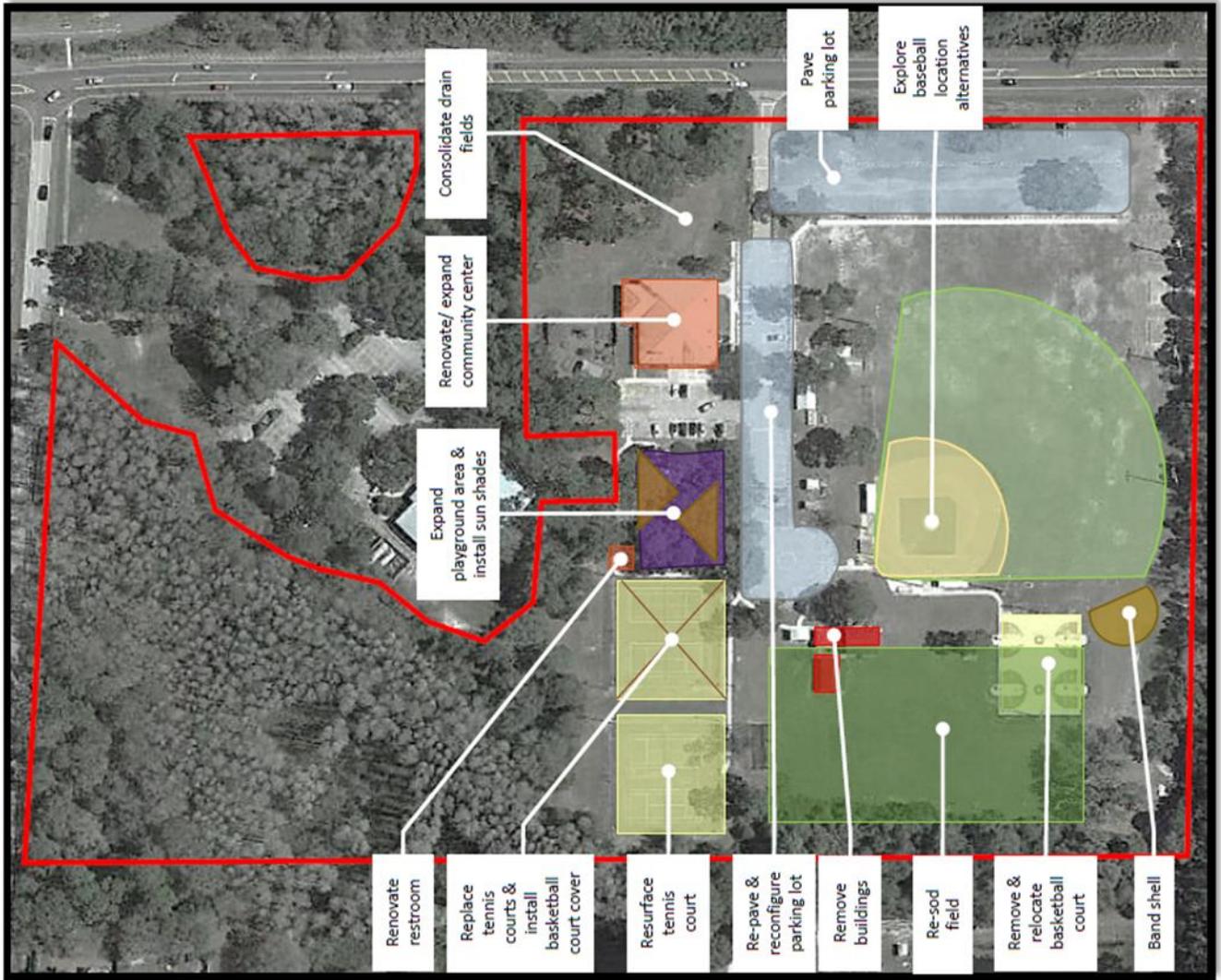




SPORTS COMPLEX: KEITH WALLER SPORTS COMPLEX

1. Site Location: 1318 Sydney Dover Road, Dover, Florida
2. Existing Park Facilities
 - One playground
 - Five soccer fields
 - Two picnic shelters
 - One basketball court
 - Park Restroom Building
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification
 - Re-sod fields
 - Replace basketball court
 - Replace the youth playground
 - Install walking trail
 - Construct a new office building
 - Construct two 30' x 30' storage shed
 - Construct new restrooms
 - Install new sun shades
 - Repair drainage issues
 - Construct paved parking lots
 - Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables; Trim/removes trees; Landscaping

TOTAL ESTIMATED COST: \$1,292,000



SPORTS COMPLEX: KEYSTONE SPORTS COMPLEX AND COMMUNITY CENTER

1. Site Location: 17928 Gunn Highway, Odessa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One baseball field
 - One multi-purpose field
 - Four tennis courts
 - Two basketball courts
 - Two picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Evaluate the overall park design
 - Overall beautification of the park
 - Install new band shell with concession
 - Renovate and expand community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Re-pave/reconfigure parking lot & circulation
 - Consolidate the 3 drain fields
 - Remove existing basketball court. Replace double tennis court with new covered multi-purpose court
 - Resurface tennis court
 - Install sun shades
 - Expand existing playground
 - Explore baseball reconfigurations or removal
 - Provide sidewalk connections & exercise stations
 - Remove misc. surplus buildings
 - Construct more paved parking lots
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$2,500,000

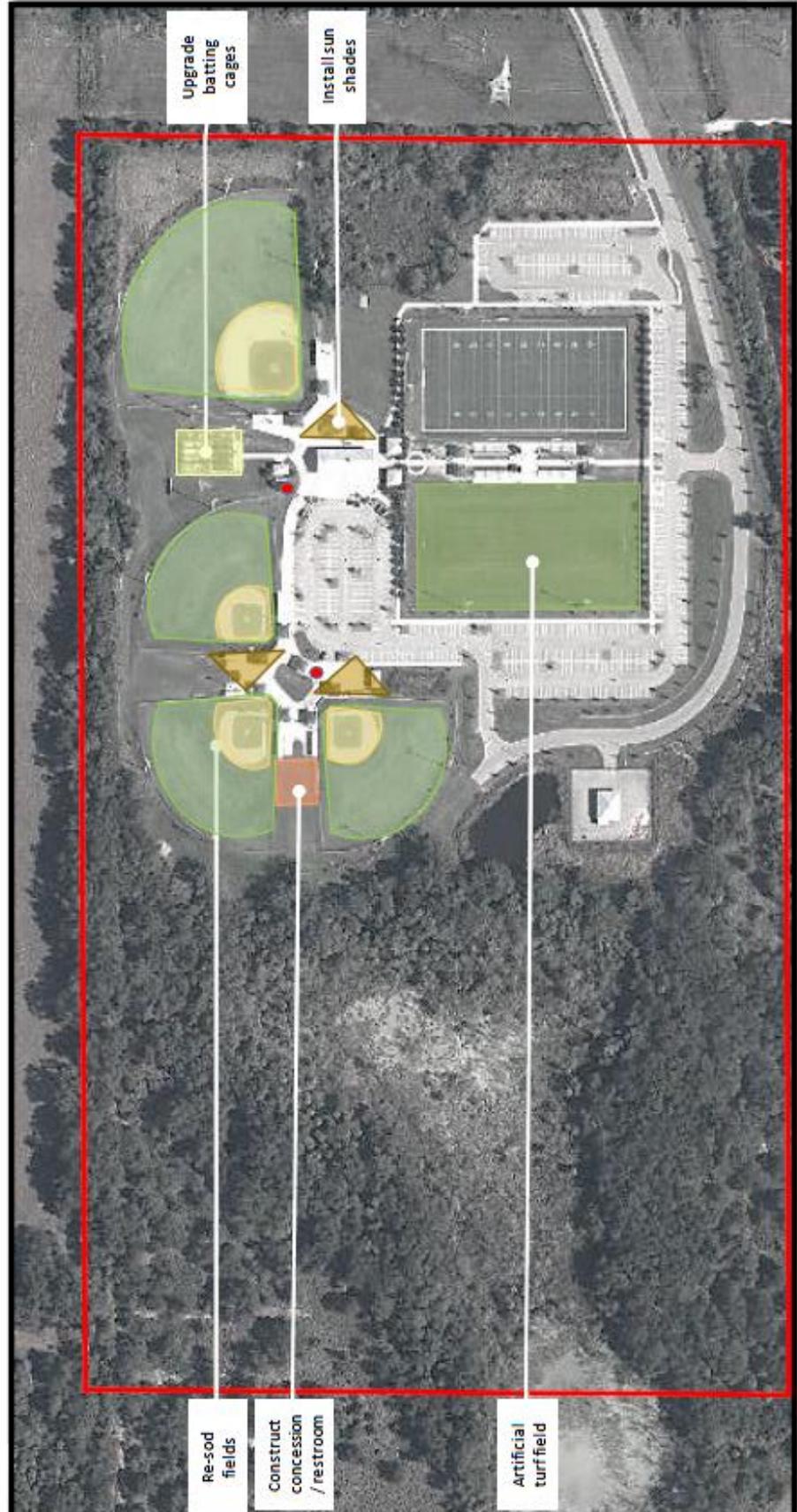


SPORTS COMPLEX : LARRY SANDERS SPORTS COMPLEX

1. Site Location: 5855 S. 78th Street, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Four baseball fields
 - Park Restroom building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install a new artificial turf field
 - Add more fields
 - Re-sod ball fields
 - Construct a 30' x 30' storage shed

- Install sun shades
- Repair drainage issues
- Install more netting
- Install yellow fence bumpers
- Screen fence on turf field
- Construct more concession stands
- Upgrade batting cages
- Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,935,200

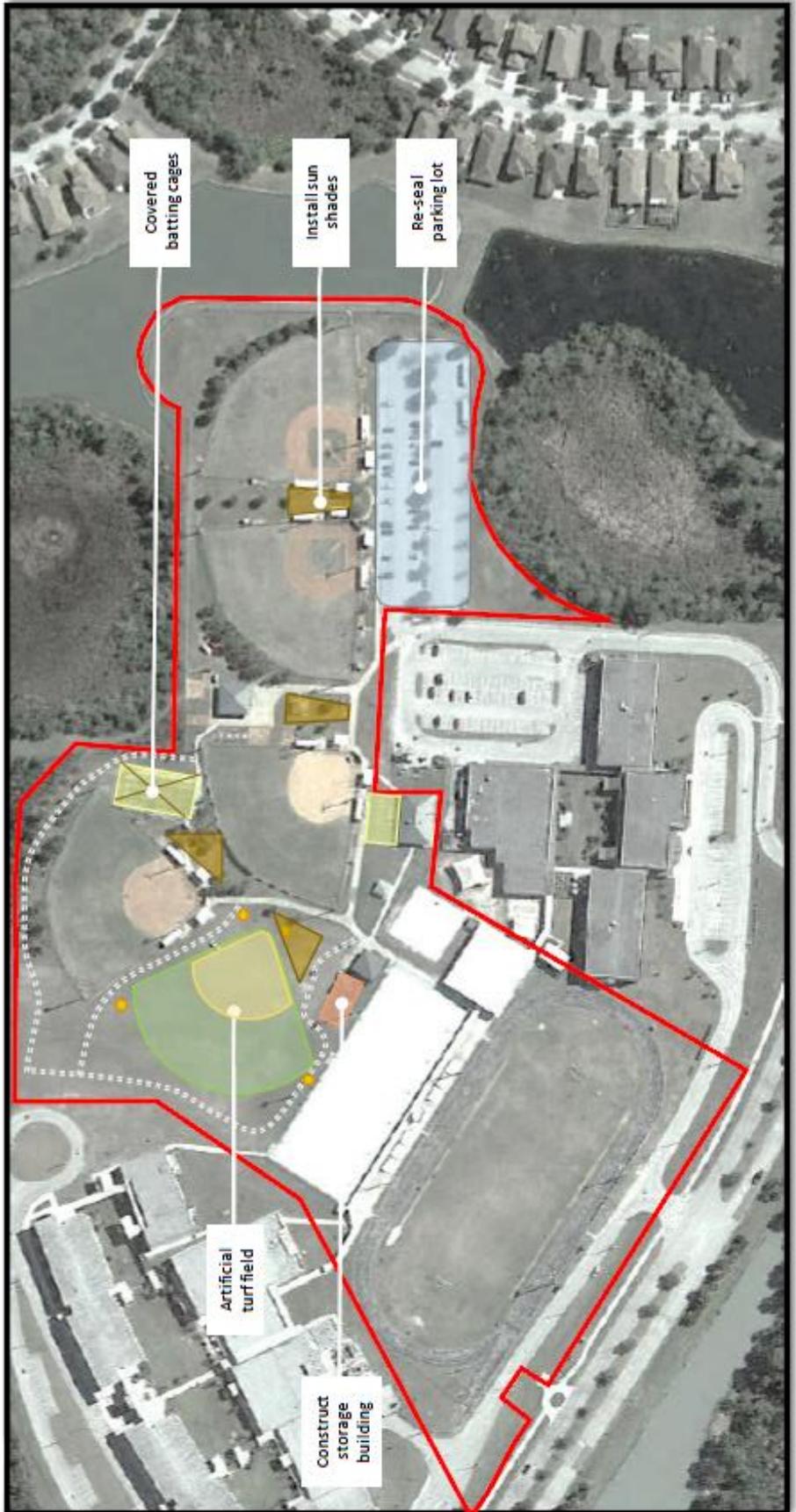


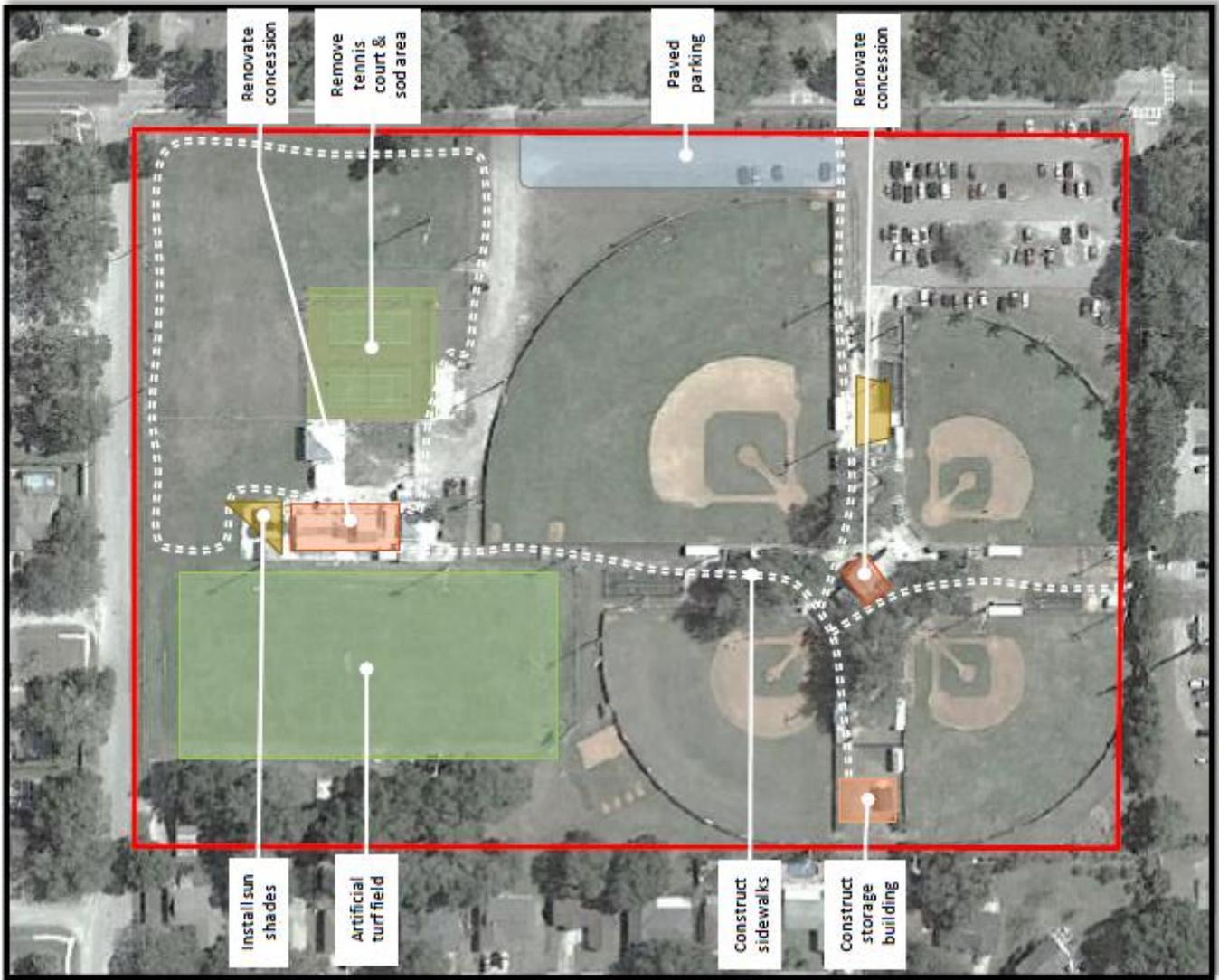
SPORTS COMPLEX : NEW TAMPA SPORTS COMPLEX

1. Site Location: 9020 Imperial Oak Drive, Tampa, Florida
2. Existing Park Facilities
 - Two softball field
 - Two baseball fields
 - One football field
3. Desired Park Enhancements
 - Overall beautification of the park
 - Add artificial turf fields
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Repair drainage issues
 - Repair paved parking lot

- Upgrade batting cages with roof covers
- Upgrade electrical outlets
- Install air conditioning for the storage building
- Install lights at the batting cages
- Install a PA system
- Install a concrete slab for concessions
- Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,975,000





SPORTS COMPLEX: NORTH BRANDON SPORTS COMPLEX

1. Site Location: 2929 S. Kingsway, Seffner, Florida

2. Existing Park Facilities

- Four baseball fields
- One football field
- Two tennis courts
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Install an artificial turf football field
- Construct a 30' x 30' storage shed
- Add new bleachers
- Install sun shades
- Install air conditioning in the storage building
- Install sidewalks between the baseball fields
- Repair drainage issues
- Construct a paved parking lot
- Install shade trees
- Install speed bumps in parking lot
- Install sewer instead of septic
- Install a concrete pad in the dumpster area
- Repair score tables
- Reconstruct stairs and railings at scorer booths
- Renovate concession stand
- Renovate park restroom
- Remove tennis courts
- Replace fencing
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

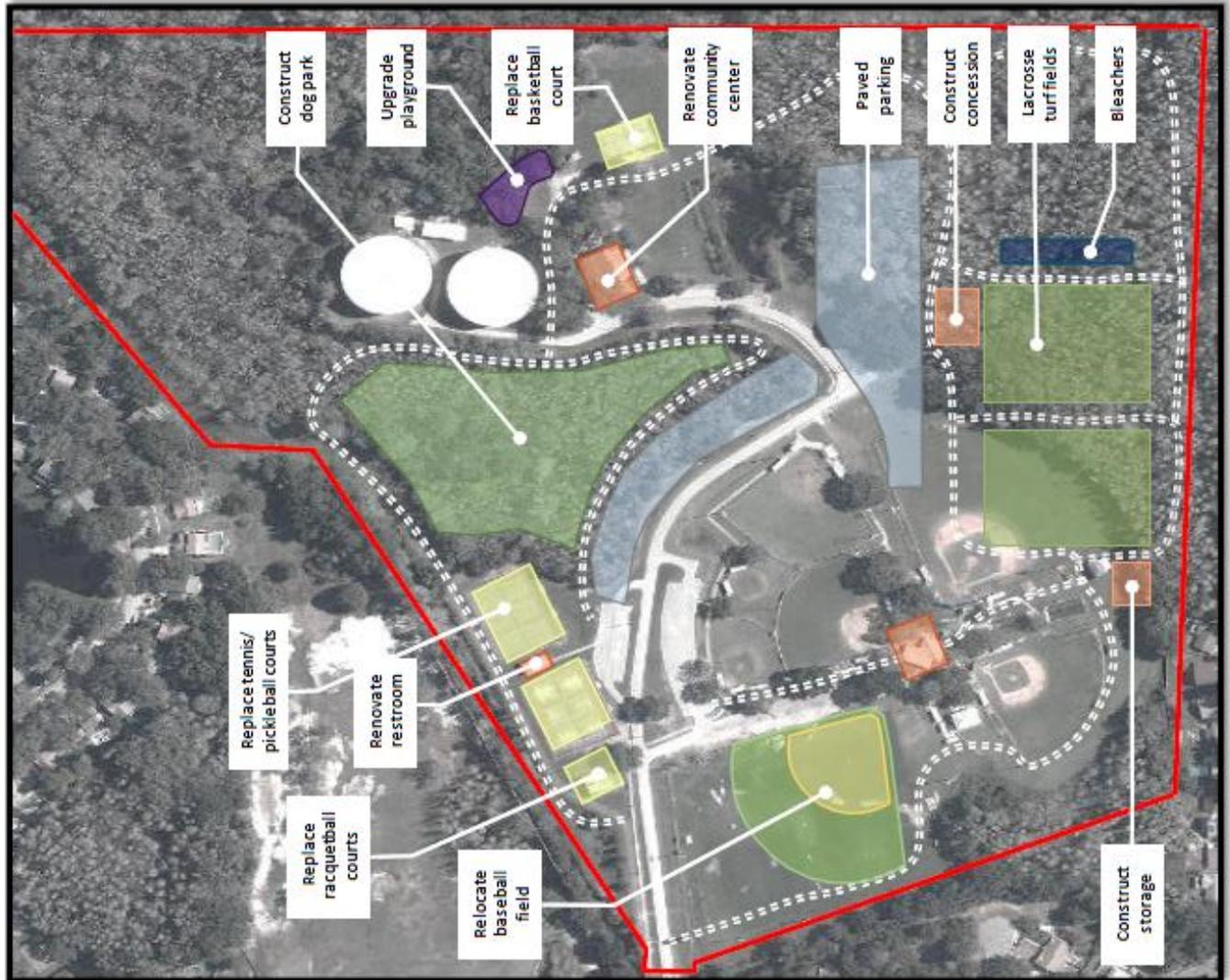
TOTAL ESTIMATED COST: \$2,162,200



SPORTS COMPLEX: NORTHDALÉ SPORTS COMPLEX

1. Site Location: 5354 Northdale Blvd., Tampa, Florida
2. Existing Park Facilities
 - One football field
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod ball fields
 - Renovate concession stand and restrooms
 - Construct a 30' x 30' storage shed
 - Add new bleachers
 - Install sun shades
 - Upgrade lighting throughout the park
 - Construct a paved parking lot
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$735,000



SPORTS COMPLEX: NORTHLAKES COMMUNITY CENTER AND SPORTS COMPLEX

1. Site Location: 2640 N. Lakeview Drive, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - Five baseball fields
 - Two lacrosse fields
 - Six tennis courts
 - One basketball courts
 - One picnic shelter
 - Park restroom building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Add more lacrosse fields
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Repair drainage issues
 - Install sidewalks between the fields
 - Construct a paved parking lot
 - Add a new concession stand
 - Renovate park restroom
 - Replace fencing
 - Replace the tennis courts
 - Construct pickleball courts
 - Replace the basketball court
 - Repair the handball courts
 - Install a walking trail
 - Install exercise stations
 - Install a dog park
 - Upgrade playground
 - Install a lighted flag pole
 - Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables, Trim/remove trees, Security cameras, Landscaping

TOTAL ESTIMATED COST: \$4,737,400



SPORTS COMPLEX : ORANGE GROVE SPORTS COMPLEX

1. Site Location: 9630 Orange Grove Drive, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - One softball field
 - Six baseball fields
 - Two tennis courts
 - One basketball court
 - Two picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod fields
 - Install exercise stations around the walking trail
 - Install sidewalks between the fields
 - Construct a 30' x 30' storage shed
 - Construct a paved parking lot
 - Replace fencing
 - Install more bollards
 - Replace the basketball and tennis courts
 - Add new bleachers
 - Install sun shades
 - Upgrade lighting throughout the park
 - Renovate the concession stand & park restroom
 - Upgrade playground
 - Renovate the Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$2,005,000**





SPORTS COMPLEX: OSCAR COOLER SPORTS COMPLEX (West Side)

1. Site Location: 766 W. Lutz Lake Fern RD, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - Three softball field
 - Seven baseball fields
 - Four soccer fields
 - Two football field
 - Two tennis courts
 - One basketball court
 - Seven picnic shelters
 - Park Restroom Building
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Add artificial turf fields
 - Re-sod fields
 - Construct a 30' x 30' storage shed
 - Add new bleachers
 - Install sun shades
 - Repair drainage issues
 - Install more lighting in the parking lot
 - Install new lights at the old football field
 - Install new netting
 - Install soft toss stations
 - Upgrade playground
 - Install new goal posts on the back field
 - Install speed humps for traffic control
 - Install more parking
 - Install sidewalks between fields
 - Extend a baseball field to 300'
 - Remove the old football building
 - Renovate concession stand
 - Replace fencing
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$3,380,200



SPORTS COMPLEX: OSCAR COOLER SPORTS COMPLEX (East Side)

1. Site Location: 766 W. Lutz Lake Fern RD, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - Three softball field
 - Seven baseball fields
 - Four soccer fields
 - Two football field
 - Two tennis courts
 - One basketball court
 - Seven picnic shelters
 - Park Restroom Building
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Add artificial turf fields
 - Re-sod fields
 - Construct a 30' x 30' storage shed
 - Add new bleachers
 - Install sun shades
 - Repair drainage issues
 - Install more lighting in the parking lot
 - Install new lights at the old football field
 - Install new netting
 - Install soft toss stations
 - Upgrade playground
 - Install new goal posts on the back field
 - Install speed humps for traffic control
 - Install more parking
 - Install sidewalks between fields
 - Extend a baseball field to 300'
 - Remove the old football building
 - Renovate concession stand
 - Replace fencing
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$3,380,200



SPORTS COMPLEX: PINECREST SPORTS COMPLEX

1. Site Location: 9312 S. Hwy 39, Lithia, Florida
2. Existing Park Facilities
 - Six baseball fields
 - One Concession / press box
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod fields
 - Replace the concession / press box building
 - Replace the restroom building
 - Construct a new restroom in the back of the park
 - Construct a board room building
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Construct paved parking lots
 - Repair drainage issues
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$1,690,000



SPORTS COMPLEX: PROGRESS VILLAGE COMMUNITY CENTER AND SPORTS COMPLEX

1. Site Location: 8701 Progress Blvd, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Three baseball field
 - One football field
 - Four picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Replace the basketball courts
 - Replace the tennis courts
 - Install sun shades
 - Repair drainage issues
 - Upgrade playground
 - Resurface the parking lot
 - Install new netting
 - Renovate the concession stand
 - Renovate the park restrooms
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$1,615,000



SPORTS COMPLEX : PROVIDENCE EAST SPORTS COMPLEX

1. Site Location: 5720 Providence Road, Riverview, Florida
2. Existing Park Facilities
 - A skate Park
 - One playground
 - One football field
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a 30' x 30' storage shed
 - Construct an office for the youth sports league
 - Construct a paved parking lot
 - Construct a walking trail

TOTAL ESTIMATED PROJECT COST: \$935,000

- Replace fencing
- Upgrade playground
- Miscellaneous amenities: New signage, Water fountain, Benches, Picnic tables; Trim/remove trees; Landscaping





SPORTS COMPLEX : PROVIDENCE WEST SPORTS COMPLEX

1. Site Location: 5417 Providence Road, Riverview, Florida
2. Existing Park Facilities
 - A community building
 - Two soccer fields
 - One football field
 - Two basketball courts
 - Two picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board

- Install a bike rack and fix it station
- Install an artificial turf field
- Re-sod fields
- Install sun shades
- Construct a paved parking lot
- Replace basketball courts
- Replace fencing
- Construct a walking trail
- Install exercise stations
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,825,200





SPORTS COMPLEX: RODNEY COLSON SPORTS COMPLEX

1. Site Location: 770 Gerard Ave. Seffner, Florida
2. Existing Park Facilities
 - One playground
 - One cricket field
 - Two basketball courts
 - Two picnic shelters
 - Park Restroom Building
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install exercise stations around the walking trail
 - Construct a 30' x 30' storage shed
 - Replace the basketball courts
 - Install lighting throughout the park
 - Renovate the picnic shelter
 - Renovate park restroom
 - Construct a paved parking lot
 - Renovate playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$895,000



SPORTS COMPLEX: RUBIN PADGETT SPORTS COMPLEX

1. Site Location: 724 S. 58th Street, Tampa, Florida
2. Existing Park Facilities
 - Three baseball fields
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod fields
 - Install sidewalks between the fields
 - Construct a 30' x 30' storage shed
 - Install sun shades
 - Construct a concession stand
 - Renovate park restroom
 - Install sidewalks between the fields
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$760,000



SPORTS COMPLEX: SHIMBERG SPORTS COMPLEX

1. Site Location: 7301 Baseball Avenue, Tampa, Florida

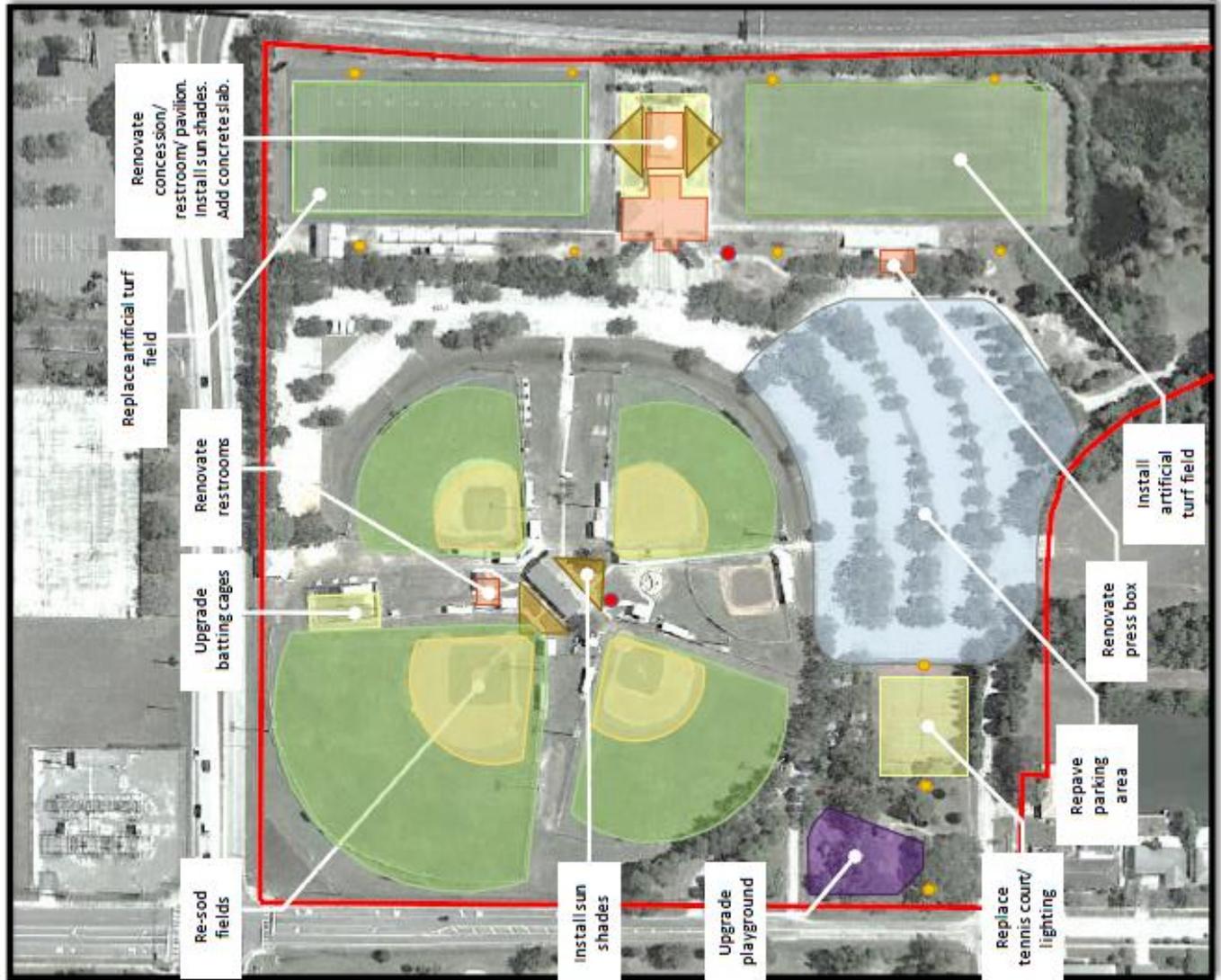
2. Existing Park Facilities

- Six baseball fields
- Five soccer fields
- Three picnic shelter
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Add more fields
- Install an artificial turf field
- Re-sod the fields
- Construct a 30' x 30' storage shed
- Add new bleachers
- Install sun shades
- Repair drainage issues
- Construct a walking trail
- Install exercise stations
- Construct a paved parking lot
- Install sidewalks between the fields
- Renovate concession stand
- Renovate park restroom
- Replace fencing
- Install new field lighting
- Construct a roofed, turf practice area
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$3,302,200



SPORTS COMPLEX: SKYWAY SPORTS COMPLEX

1. Site Location: 3901 George Road, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - Five baseball fields
 - Two football field
 - Two tennis courts
 - Two picnic shelters
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Replace the existing artificial turf field
 - Install a new artificial turf field
 - Re-sod ball fields
 - Add new bleachers
 - Install sun shades
 - Repair drainage issues
 - Construct a paved parking lot
 - Repair the football press box
 - Renovate the concession stand
 - Renovate the park restroom
 - Install more restrooms
 - Upgrade the batting cages
 - Upgrade playground
 - Replace fencing
 - Enlarge shelters
 - Install sidewalks between the fields
 - Install a concrete slab between concession and back building
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$2,996,200



SPORTS COMPLEX: SUMMERFIELD SPORTS COMPLEX

1. Site Location: 11942 Big Bend Road, Riverview, Florida
2. Existing Park Facilities
 - Five soccer fields
3. Desired Park Enhancements
 - Overall beautification
 - Construct a 30' x 30' storage shed
 - Construct a board room building
 - Construct a picnic shelter
 - Install sidewalks
 - Connect irrigation to reclaimed water source
 - Repair drainage issues
 - Install a playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$660,000



SPORTS COMPLEX: TURKEY CREEK SPORTS COMPLEX

1. Site Location: 5800 Connell Road, Plant City, Florida
2. Existing Park Facilities
 - Two multi-purpose field
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install an artificial turf field
 - Install sun shades
 - Construct a paved parking lot
 - Renovate the park restroom
 - Renovate the concession stand
 - Construct a walking trail
 - Install exercise stations
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$1,385,200

SPORTS COMPLEX : VALRICO SPORTS COMPLEX

1. Site Location: 707 S. Millier Road, Valrico, Florida

2. Existing Park Facilities

- A community building
- One playground
- One football field
- One multi-purpose field
- Two basketball courts
- One volleyball court
- One picnic shelter
- Walking Trail

3. Desired Park Enhancements

- Overall beautification of the park

- Renovate the community center
- Replace the community center sign with an LED board
- Install an artificial turf field
- Regrade and re-sod fields
- Construct a 30' x 30' storage shed
- Replace basketball court and install a roof cover
- Repair drainage issues
- Construct a paved parking lot
- Install exercise stations around the walking trail
- Upgrade lighting throughout the complex
- Install a new scoreboard
- Replace fencing
- Close in area under press box
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Bike rack/fix-it station; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$1,840,200





SPORTS COMPLEX: VANCE VOGEL SPORTS COMPLEX

1. Site Location: 13012 Bullfrog Creek Road, Gibsonton, Florida.
2. Existing Park Facilities
 - A community building
 - One playground
 - Seven baseball fields
 - Three soccer fields
 - One football field
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Add more fields
 - Install an artificial turf field
 - Re-sod football field
 - Construct a 30' x 30' storage shed
 - Add new bleachers
 - Install sun shades
 - Repair drainage issues
 - Construct additional paved parking
 - Close-in the bottom of the press box
 - Install new netting
 - Install sidewalks between the fields
 - Construct a walking trail
 - Install exercise stations
 - Renovate concession stands
 - Renovate park restrooms
 - Replace fencing
 - Install better lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$2,660,200



- SPORTS COMPLEX: WEST PARK SPORTS COMPLEX AND DOG PARK (North Side)**
1. Site Location: 6402 Occident Street, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - Four baseball fields
 - Two picnic shelters
 - Park Restroom Building
 - Dog park
 - Walking Trail
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Install sun shades
 - Renovate concession stand
 - Upgrade batting cages
 - Replace fencing
 - Construct more park restrooms
 - Redesign the ball fields next to the high school
 - Construct additional parking
 - Install exercise stations
 - Refurbish the playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$1,475,000



SPORTS COMPLEX: WEST PARK SPORTS COMPLEX AND DOG PARK (South Side)

1. Site Location: 6402 Occident Street, Tampa, Florida

2. Existing Park Facilities

- One playground
- Four baseball fields
- Two picnic shelters
- Park Restroom Building
- Dog park
- Walking Trail

3. Desired Park Enhancements

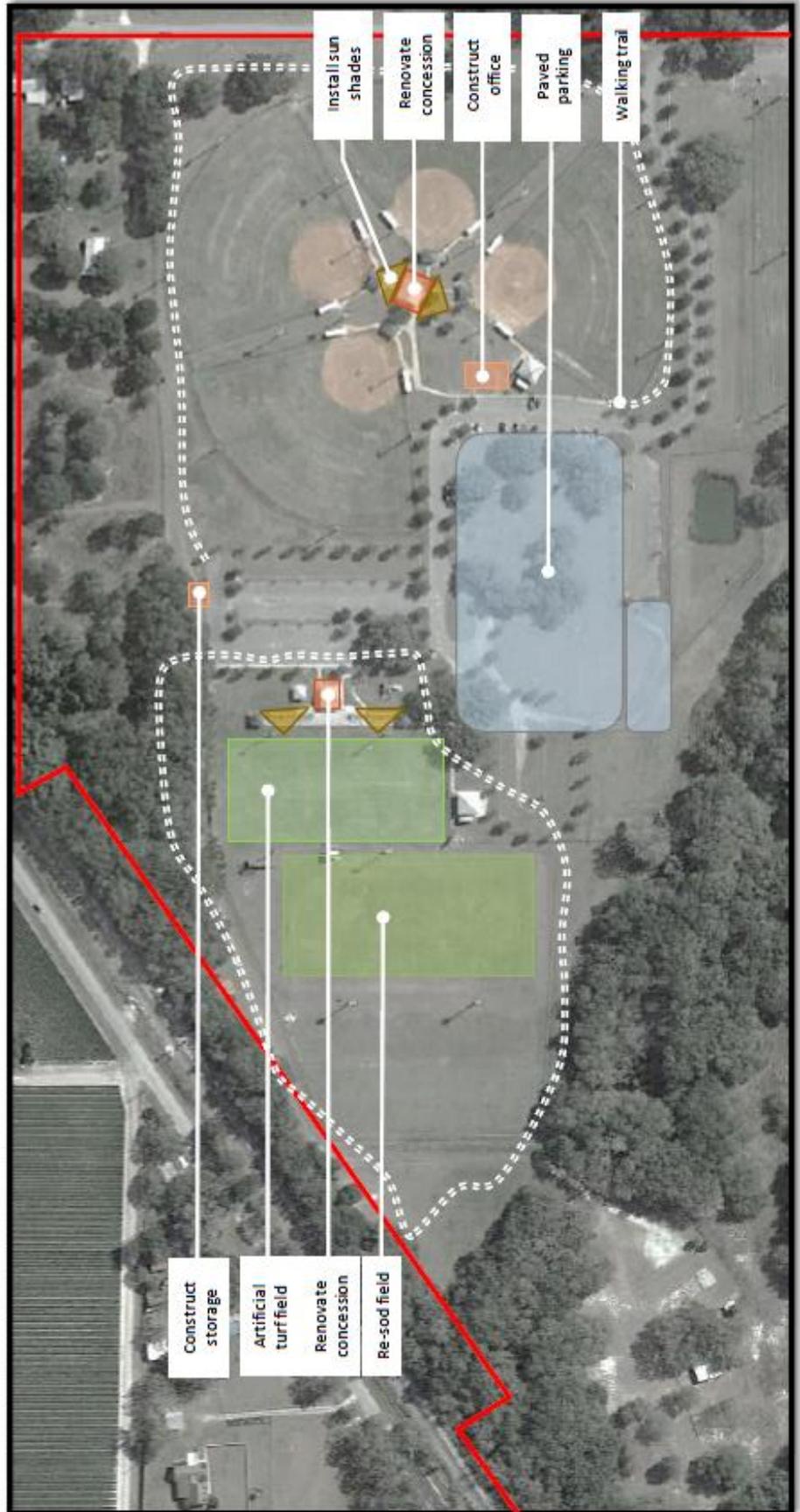
- Overall beautification of the park
- Install sun shades
- Renovate concession stand
- Upgrade batting cages
- Replace fencing
- Construct more park restrooms
- Redesign the ball fields next to the high school
- Construct additional parking
- Install exercise stations
- Refurbish the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$1,475,000



SPORTS COMPLEX : WILLIAM OWEN PASS SPORTS COMPLEX

1. Site Location: 1350 Sydney Dover Road, Dover, Florida
 2. Existing Park Facilities
 - A community building
 - One playground
 - One football field
 - One multi-purpose field
 - Two basketball courts
 - One volleyball court
 - One picnic shelter
 - Walking Trail
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod fields
 - Install sidewalks between the fields
 - Install exercise stations around the walking trail
 - Construct a 30' x 30' storage shed
 - Construct an office building for staff
 - Construct a paved parking lot
 - Add new bleachers
 - Install sun shades
 - Install scoreboards
 - Upgrade lighting throughout the park
 - Renovate concession stand
 - Renovate park restroom
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ 1,975,200**

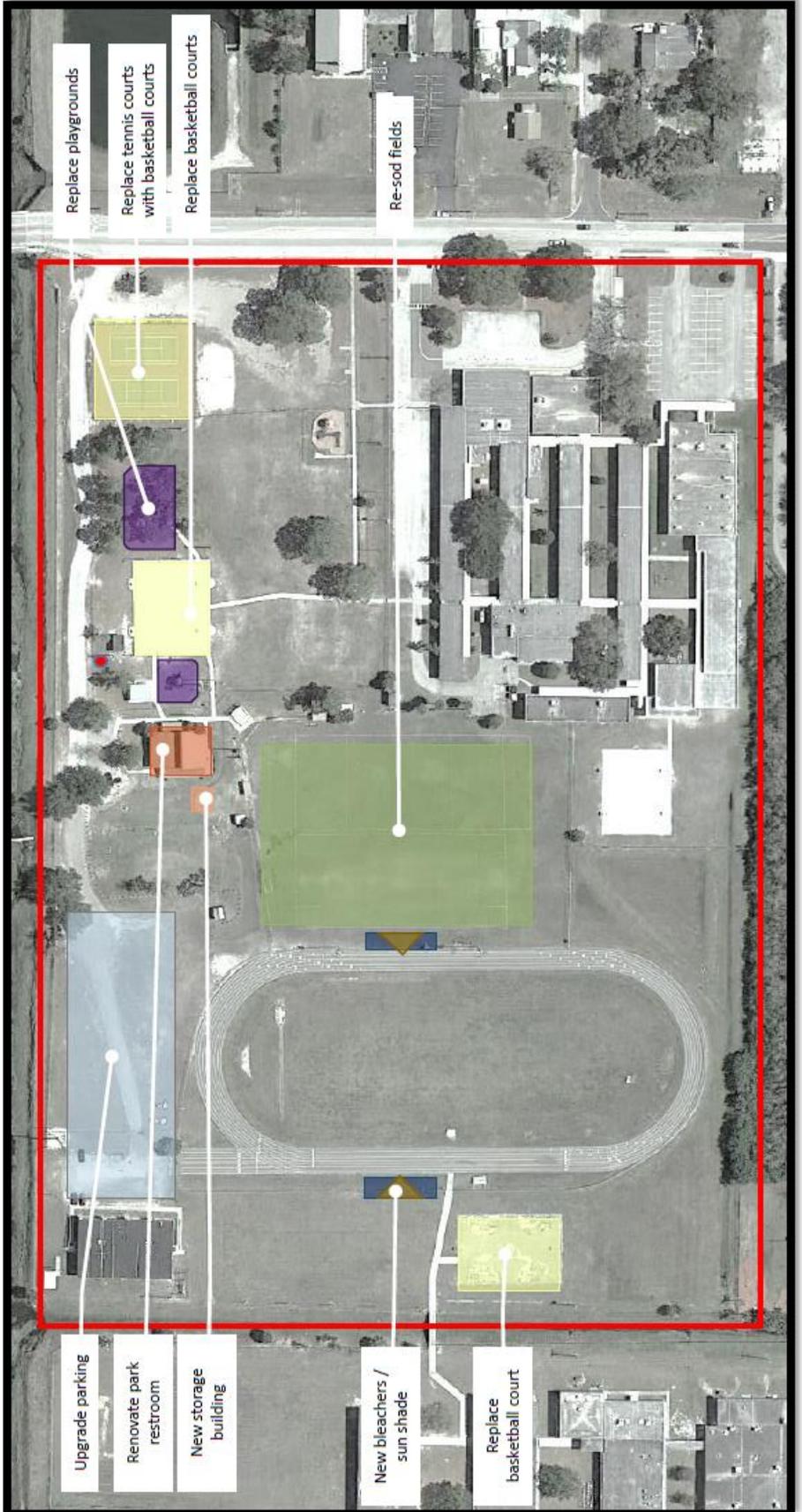


COMMUNITY PARKS



COMMUNITY PARK: ALEXANDER PARK

1. Site Location: 5602 N. Lois Avenue, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - One multi-purpose field
 - Two tennis courts
 - Two basketball courts
 - One picnic shelter
 - Park restroom building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod fields
 - Construct a 30' x 30' storage shed
 - Add new bleachers
 - Install sun shades
 - Repair drainage issues
 - Upgrade parking lot
 - Renovate park restroom
 - Replace basketball courts
 - Renovate playground
 - Change tennis courts to basketball courts
 - Replace fencing
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras, Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: ALL PEOPLE'S LIFE CENTER

1. Site Location: 6105 E. Sligh Avenue, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - A gymnasium
 - One playground
 - One multi-purpose field
 - Three basketball courts
 - One picnic shelter
 - Park restroom building
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Clear-out trees and brush around the walking trail
 - Construct a tennis court
 - Construct a bocce ball court
 - Relocate exercise stations
 - Construct a 30' x 30' storage shed
 - Renovate playground
 - Construct outside restrooms
 - Construct an additional paved parking lot
 - Upgrade lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: ALL PERSONS ROTARY PARK

1. Site Location: 800 S. Parsons Avenue, Brandon, Florida
2. Existing Park Facilities
 - One playground
 - Three picnic shelters
 - Park Restroom building
 - Splash pad
3. Desired Park Enhancements
 - Overall beautification of the park

- Install sun shades
- Install lighting
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security camera, Landscaping

See Clayton Sport Complex park plan for more detail

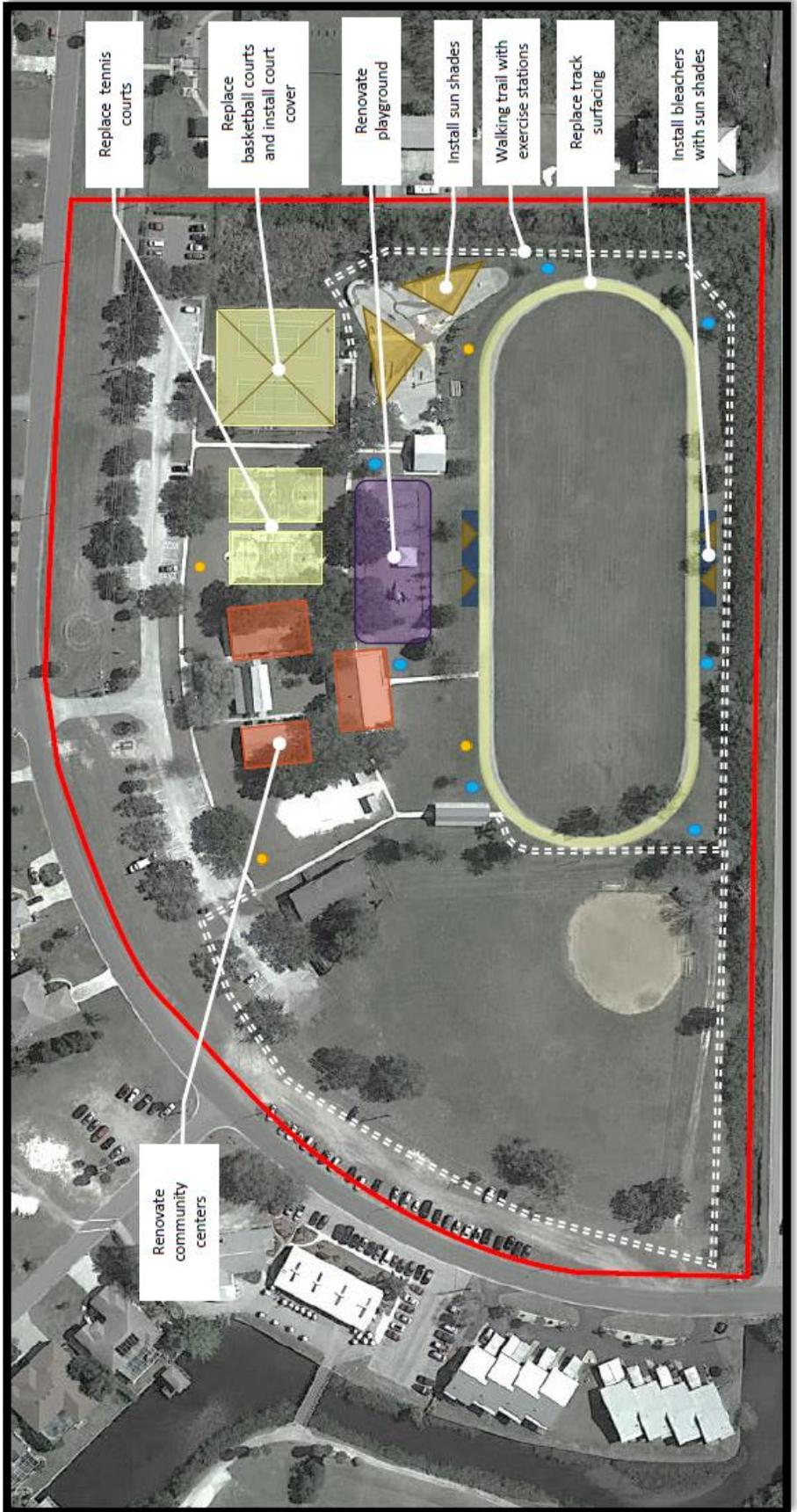
TOTAL ESTIMATED PROJECT COST: \$ TBD



COMMUNITY PARK: Apollo Beach Park and Community Center

1. Site Location: 664 Golf and Sea Boulevard, Apollo Beach, Florida
2. Existing Park Facilities
 - A community building
 - A skate park-lighted/bleachers
 - One playground
 - One softball field
 - One multi-purpose field
 - Two tennis courts
 - Two basketball courts
 - One volleyball court
 - One picnic shelter
 - Dog park
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install additional sidewalks with a bike rack and fix-it station
 - Renovate playground
 - Upgrade lighting throughout the park
 - Replace basketball court and install a roof cover
 - Replace the tennis courts
 - Replace surfacing and install exercise stations around the track
 - Add new bleachers with sun shades
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: BALM PARK AND COMMUNITY CENTER

1. Site Location: 14747 Balm Wimauma Road, Wimauma, Florida

2. Existing Park Facilities

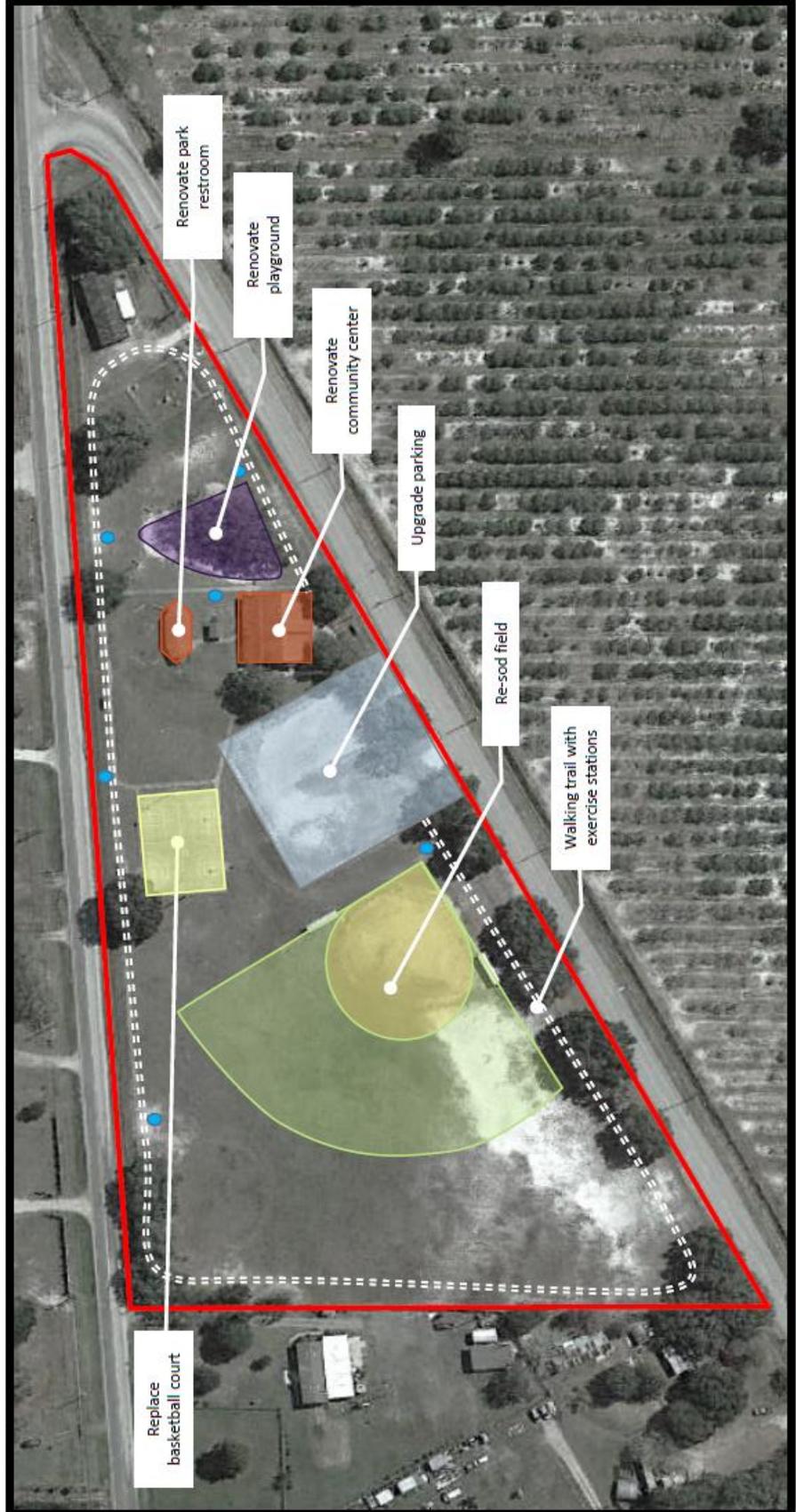
- A community building
- One playground
- One softball field
- One multi-purpose field
- Two basketball courts
- Two picnic shelter
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center

- Install a bike rack and fix it station
- Construct a walking trail
- Install exercise stations
- Renovate playground
- Re-sod field
- Replace the basketball court
- Replace fencing
- Upgrade parking area
- Renovate park restroom
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK : BLOOMINGDALE EAST PARK- 6 ACRES

1. Site Location: 1221 Natures Way Blvd, Vairico, FL

2. Existing Park Facilities

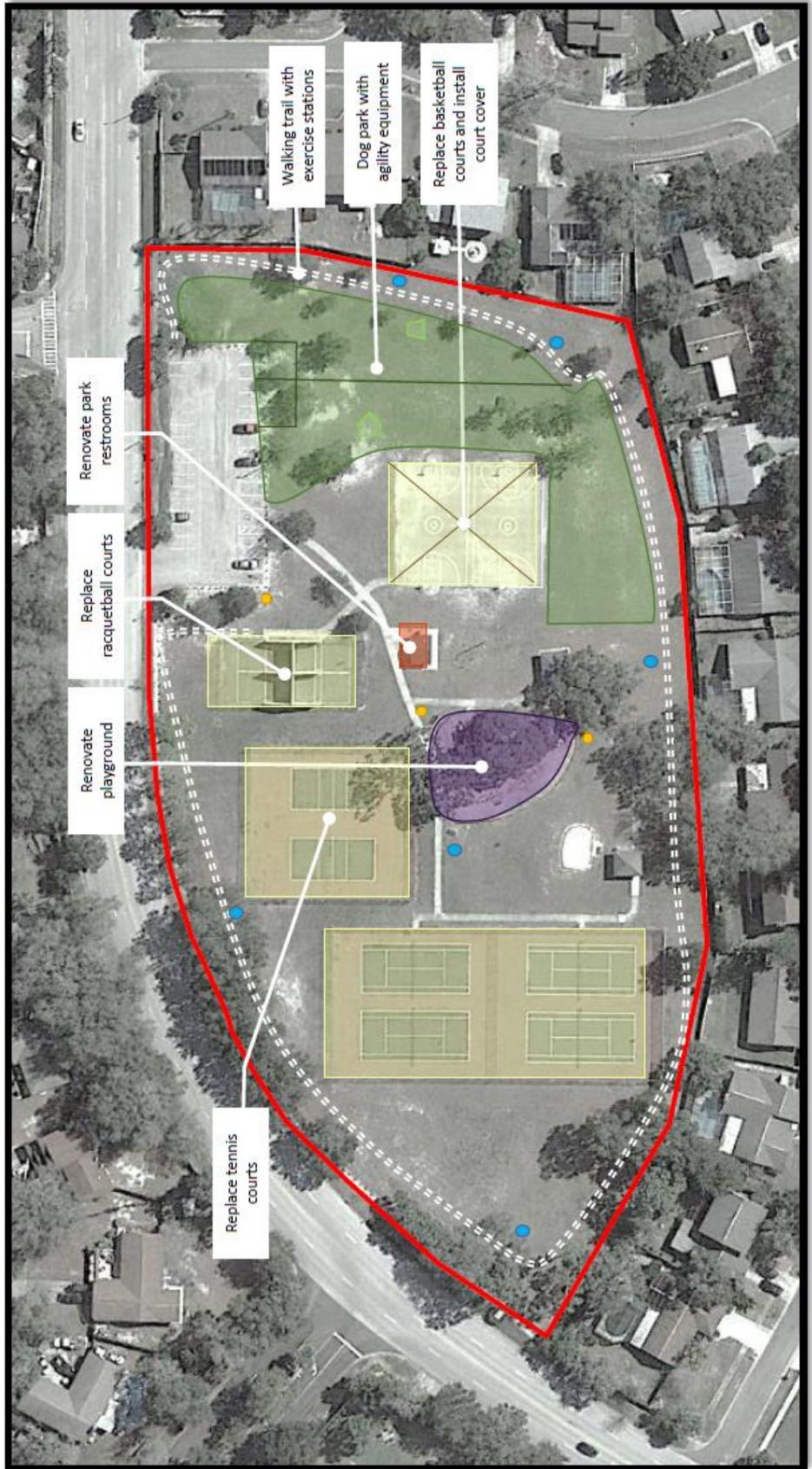
- One playground
- Six tennis courts
- Two basketball courts
- One volleyball court
- One picnic shelter
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Construct a walking trail

- Install exercise stations
- Install court cover
- Renovate park restroom
- Replace the tennis courts
- Replace the basketball courts
- Replace hand ball courts
- Upgrade lighting throughout the park
- Install a dog park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: : BLOOMINGDALE WEST PARK AND COMMUNITY CENTER

1. Site Location: 3940 Canoga Park Drive, Brandon, FL
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - Four tennis courts
 - Two basketball courts
 - Two volleyball court
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Construct a walking trail
 - Install exercise stations
 - Replace the tennis courts
 - Replace the basketball courts
 - Replace hand ball courts
 - Upgrade playground
 - Upgrade lighting throughout the park
 - Construct an additional paved parking lot
 - Install a dog park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

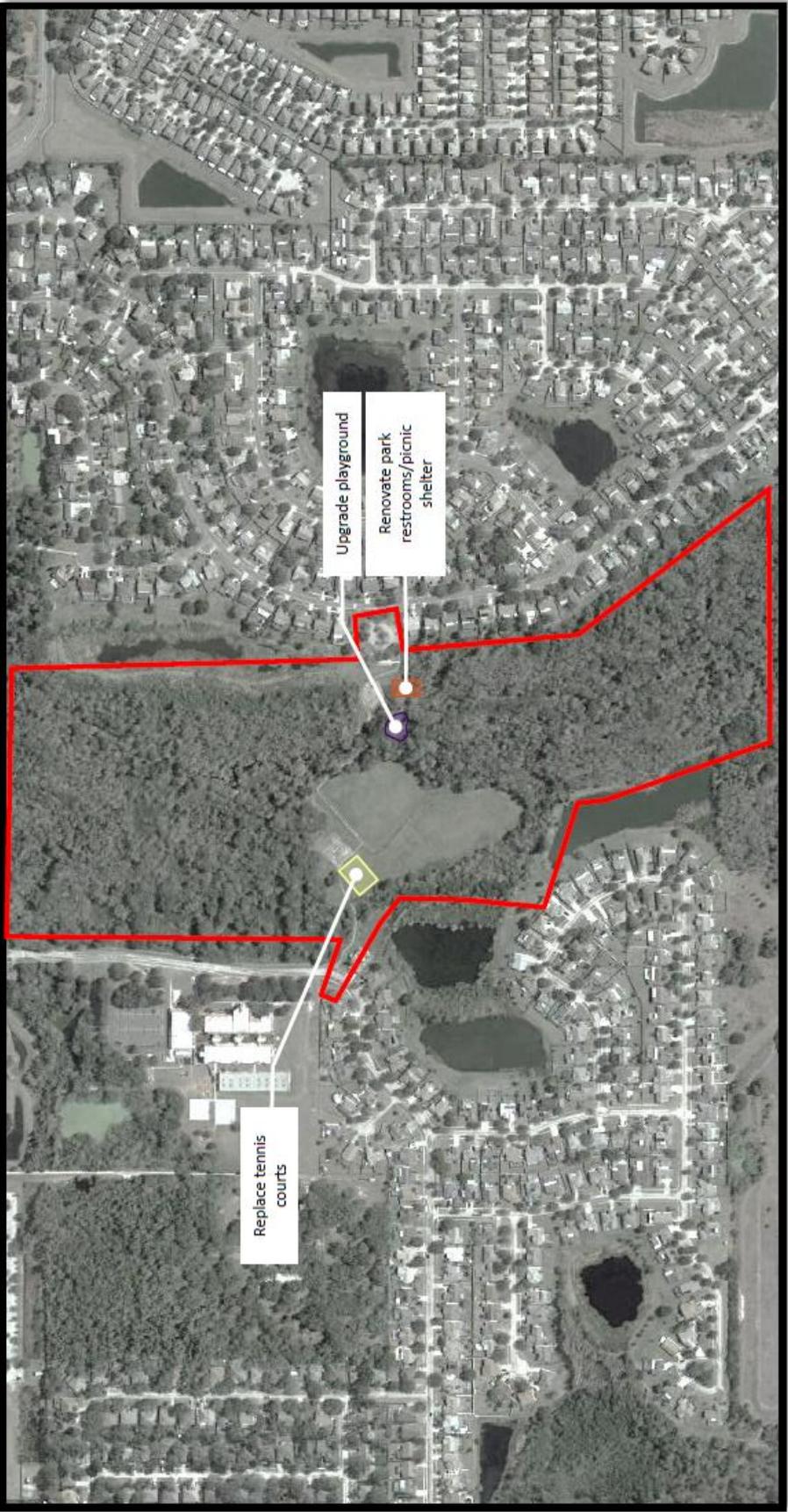




COMMUNITY PARK: : BOYETTE SPRINGS PARK

1. Site Location: 10419 Deepbrook Drive, Riverview, FL
2. Existing Park Facilities
 - One playground
 - One softball field
 - One football field
 - Two basketball courts
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Replace the basketball courts
 - Upgrade playground
 - Replace fencing
 - Renovate park restrooms
 - Renovate picnic shelter
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: BRANCHTON PARK

Site Location: 15701 Morris Bridge Road, Tampa, Florida

1. Existing Park Facilities

- One playground
- One basketball court
- One picnic shelter

3. Desired Park Enhancements

- Overall beautification of the park
- Install exercise stations around the walking trail

- Replace the basketball court
- Install sun shades
- Construct a park restroom
- Upgrade lighting throughout the park
- Upgrade playground
- Replace basketball court
- Construct an additional paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: CAROLYN MEEKER DOG PARK

1. Site Location: 102 SW 1st Avenue, Lutz, Florida
2. Existing Park Facilities
 - Park restroom building
 - Dog park
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct paved parking lots
 - Renovate park restroom
 - Improve drainage
 - Install agility equipment
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: CARROLLWOOD MEADOWS PARK AND COMMUNITY CENTER

1. Site Location: 13918 Farmington Boulevard, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - Two playgrounds
 - One multi-purpose field
 - Two tennis courts
 - One basketball court
 - One picnic shelter
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Renovate the picnic shelter
 - Install additional picnic shelters
 - Construct a walking trail with exercise stations
 - Replace the tennis courts
 - Replace the basketball court
 - Replace fencing
 - Upgrade lighting throughout the park
 - Install a dog park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: CHANDLER PARK

1. Site Location: 5445 Pentail Circle, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - Two tennis courts
 - One basketball court
 - One picnic shelter
 - Park restroom building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a walking trail

- Replace the tennis court
- Replace the basketball court
- Replace the picnic shelter
- Replace the park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: COUNTRY PLACE PARK AND COMMUNITY CENTER

1. Site Location: 15728 Country Lake Drive, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - One multi-purpose field
 - Two tennis courts
 - One basketball court
 - One picnic shelter
 - Park restroom building
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Install exercise stations around the walking trail
 - Replace the tennis courts
 - Replace the basketball court
 - Upgrade playground
 - Construct additional parking
 - Install a dog park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





- COMMUNITY PARK: COUNTRY PLACE PARK WEST**
1. Site Location: 15874 Country Lake Drive, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - One softball field
 - One basketball court
 - One picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a walking trail
 - Install exercise stations
- Replace the basketball court
 - Renovate the picnic shelter
 - Renovate park restroom
 - Replace fencing
 - Upgrade lighting throughout the park
 - Upgrade the paved parking lot
 - Replace the playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ TBD**





COMMUNITY PARK: COUNTRY RUN PARK

1. Site Location: 3126 Lambright Street, Tampa, Florida

2. Existing Park Facilities

- One playground
- One multi-purpose field
- Two basketball courts
- One picnic shelter
- Park restroom building

3. Desired Park Enhancements

- Overall beautification of the park
- Install exercise stations around the walking trail
- Replace the basketball courts
- Renovate park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

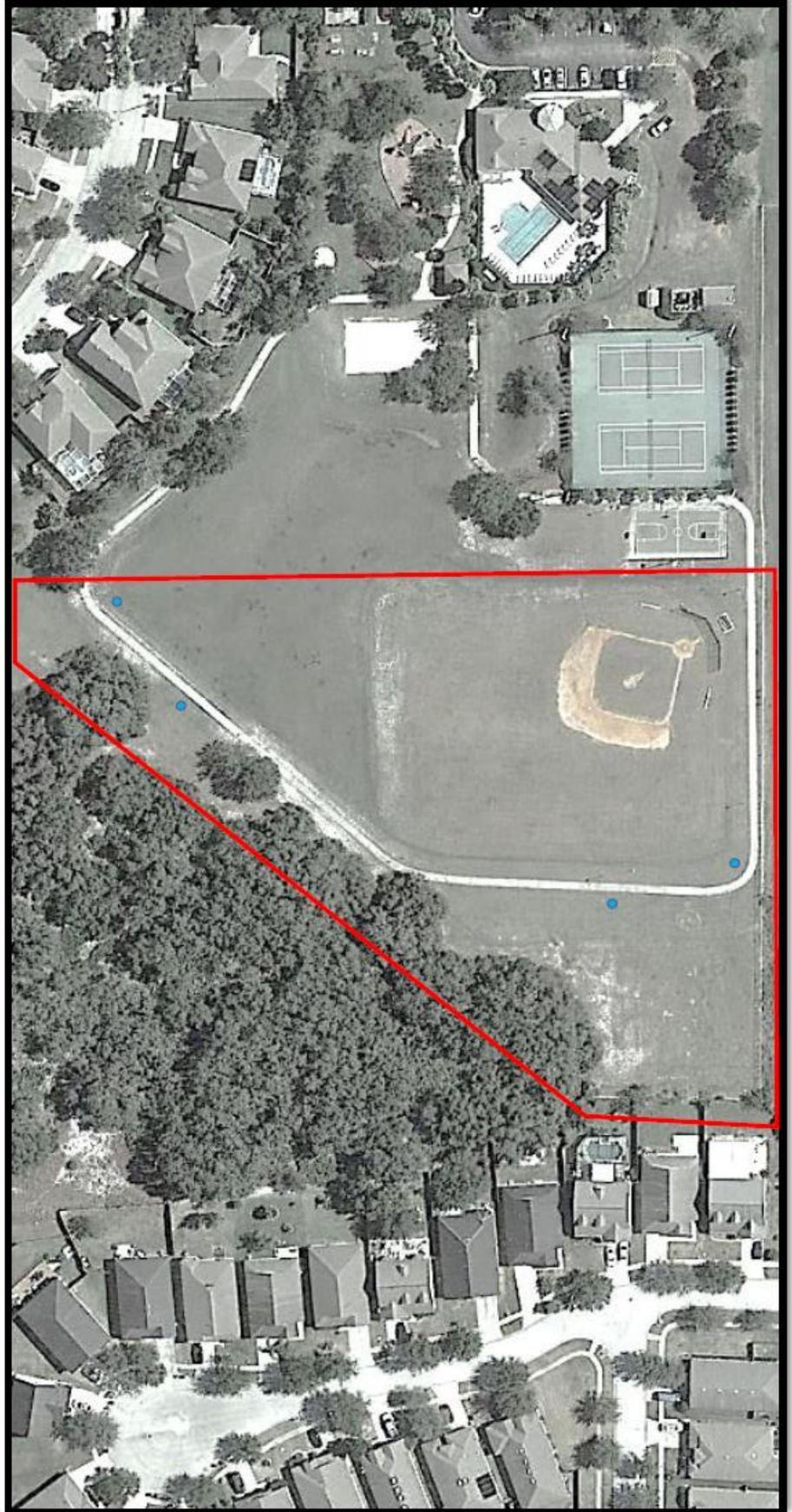
TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: COVINGTON OAK PARK

1. Site Location: 6806 Covington Garden Drive, Apollo Beach, Florida
2. Existing Park Facilities
 - One playground
 - One softball field
 - Two tennis courts
 - One volleyball court
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install exercise stations around the walking trail
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: CROSS CREEK PARK

1. Site Location: 19025 Basset Creek Drive, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - Four baseball fields
 - One multi-purpose field
 - Two basketball courts
 - Two picnic shelters
3. Desired Park Enhancements
 - Overall beautification of the park
 - Redesign the whole park
 - Renovate picnic shelters
 - Replace basketball court
 - Install sun shades
 - Repair drainage issues
 - Reconstruct the ball fields
 - Construct a paved parking lot
 - Upgrade playground
 - Construct a restroom/storage facility
 - Construct a walking trail and install exercise stations
 - Install additional picnic shelters
 - Replace fencing
 - Upgrade lighting throughout the park
 - Install sidewalks between the fields
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables;
 - Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: DAVIS PARK AND COMMUNITY CENTER

1. Site Location: 612 N. Parsons Avenue, Brandon, Florida

2. Existing Park Facilities

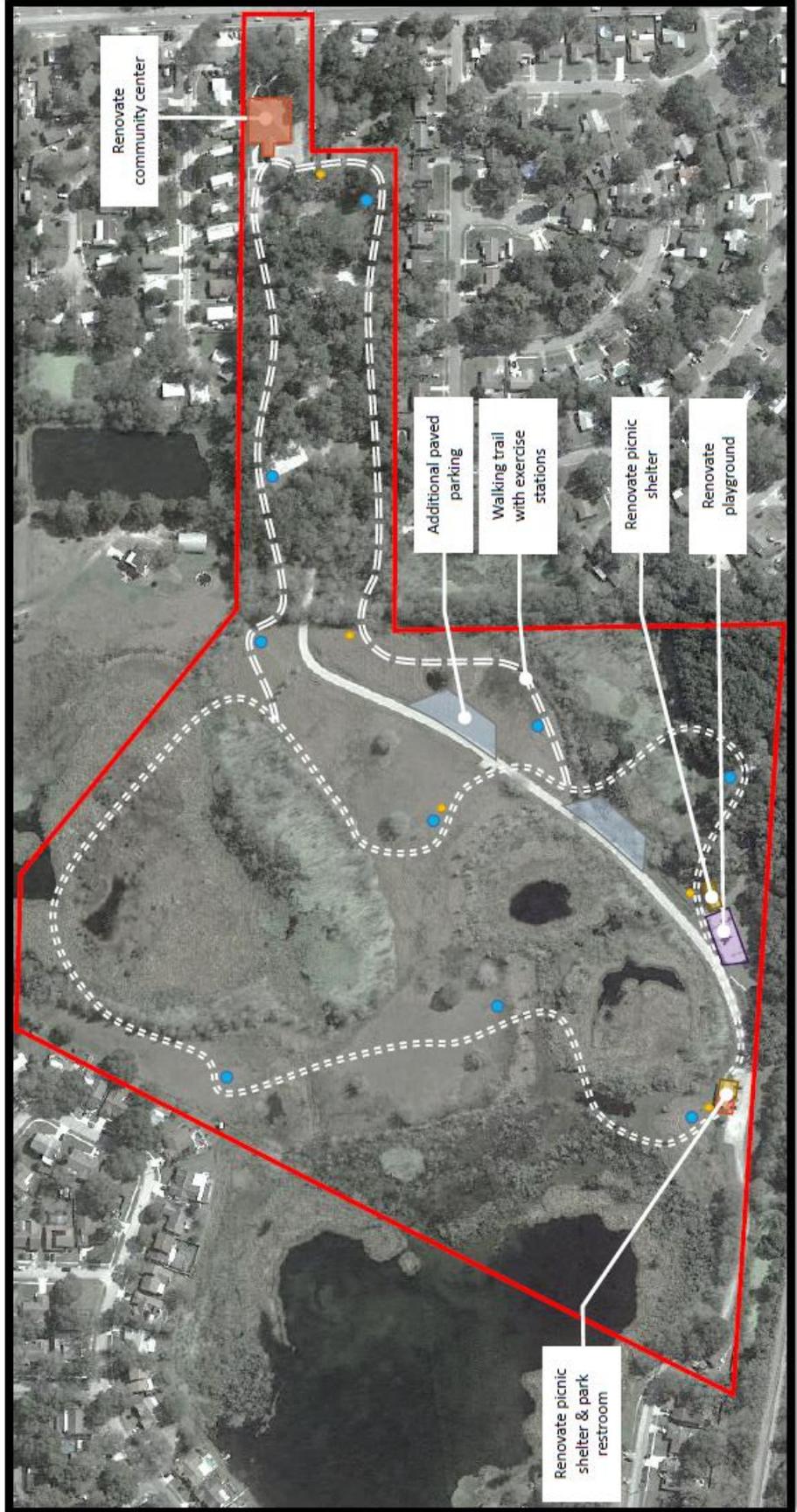
- One playground
- Two basketball courts
- Five picnic shelters
- Park restroom building

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center
- Replace the community center sign with an LED board
- Install a bike rack and fix it station

- Construct a walking trail
- Install exercise stations
- Replace park picnic shelters
- Renovate park restroom
- Renovate playground
- Replace fencing
- Upgrade lighting throughout the park
- Install a sidewalk along the roadway
- Construct additional paved parking lots
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: DON HARDY PARK

1. Site Location: 7374 Monterey Boulevard, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - Two basketball courts
 - One picnic shelter
 - Park restroom building
 - Dog park
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Upgrade dog park equipment

- Install exercise stations
- Replace the large picnic shelter
- Renovate playground
- Replace the basketball court
- Renovate the park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: EARL SIMMONS PARK AND COMMUNITY CENTER

1. Site Location: 5936 Connell Road, Plant City, Florida

2. Existing Park Facilities

- A community building
- One playground
- One softball field
- One football field
- Two basketball courts
- One picnic shelter
- Park restroom building

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center

- Replace the community center sign with an LED board
- Install a bike rack and fix it station
- Construct a walking trail with exercise stations
- Renovate playground
- Re-sod field
- Construct a paved parking lot
- Replace the basketball courts
- Replace the picnic shelter
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

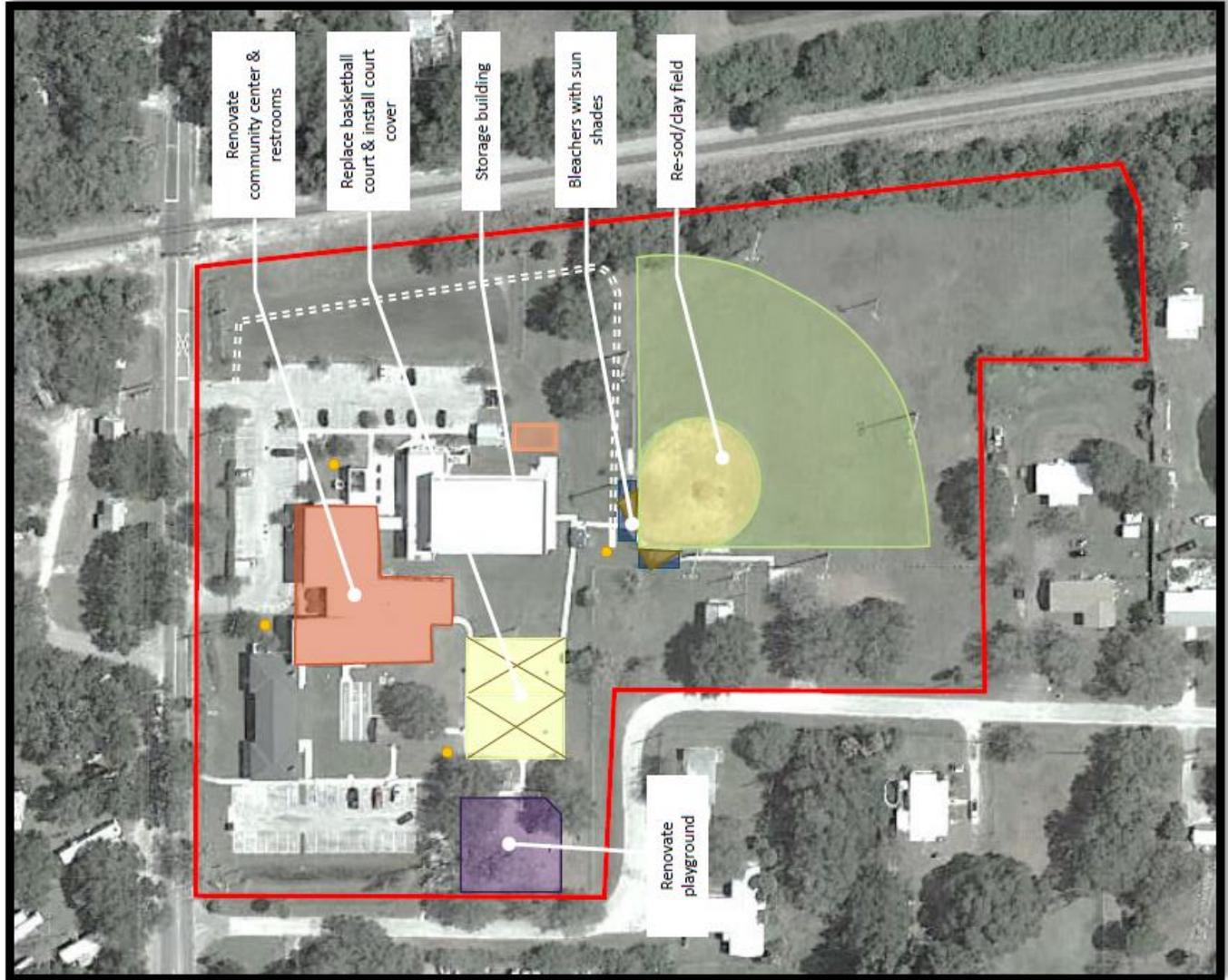




COMMUNITY PARK: EGYPT LAKE PARK AND COMMUNITY CENTER

1. Site Location: 3126 Lambright Street, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two tennis courts
 - Two basketball courts
 - One picnic shelter
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Construct an addition onto the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Renovate playground
 - Replace basketball courts and install a roof cover
 - Replace the tennis courts
 - Install walking trail
 - Install a large shelter
 - Re-sod the open space
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: GARDENVILLE PARK AND COMMUNITY CENTER

1. Site Location: 5855 S. 78th Street, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - Gymnasium
 - One playground
 - One baseball field
 - One basketball court
 - One picnic shelter
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center & restrooms
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Re-sod fields
 - Construct a walking trail with exercise stations
 - Construct a 30' x 30' storage shed
 - Replace basketball court and install a roof cover
 - Add new bleachers and install sun shades
 - Renovate playground
 - Replace fencing
 - Upgrade lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: HAMILTON PARK

1. Site Location: 9213 W. Hamilton Avenue, Tampa, Florida

2. Existing Park Facilities

- One playground
- One cricket field
- One basketball court
- One picnic shelter

3. Desired Park Enhancements

- Overall beautification of the park
- Install a walking trail

- Install exercise equipment
- Build a 30' x 30' storage shed
- Construct restrooms
- Construct a concession stand
- Replace cricket pitches
- Replace basketball court
- Resurface the parking lot
- Renovate playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

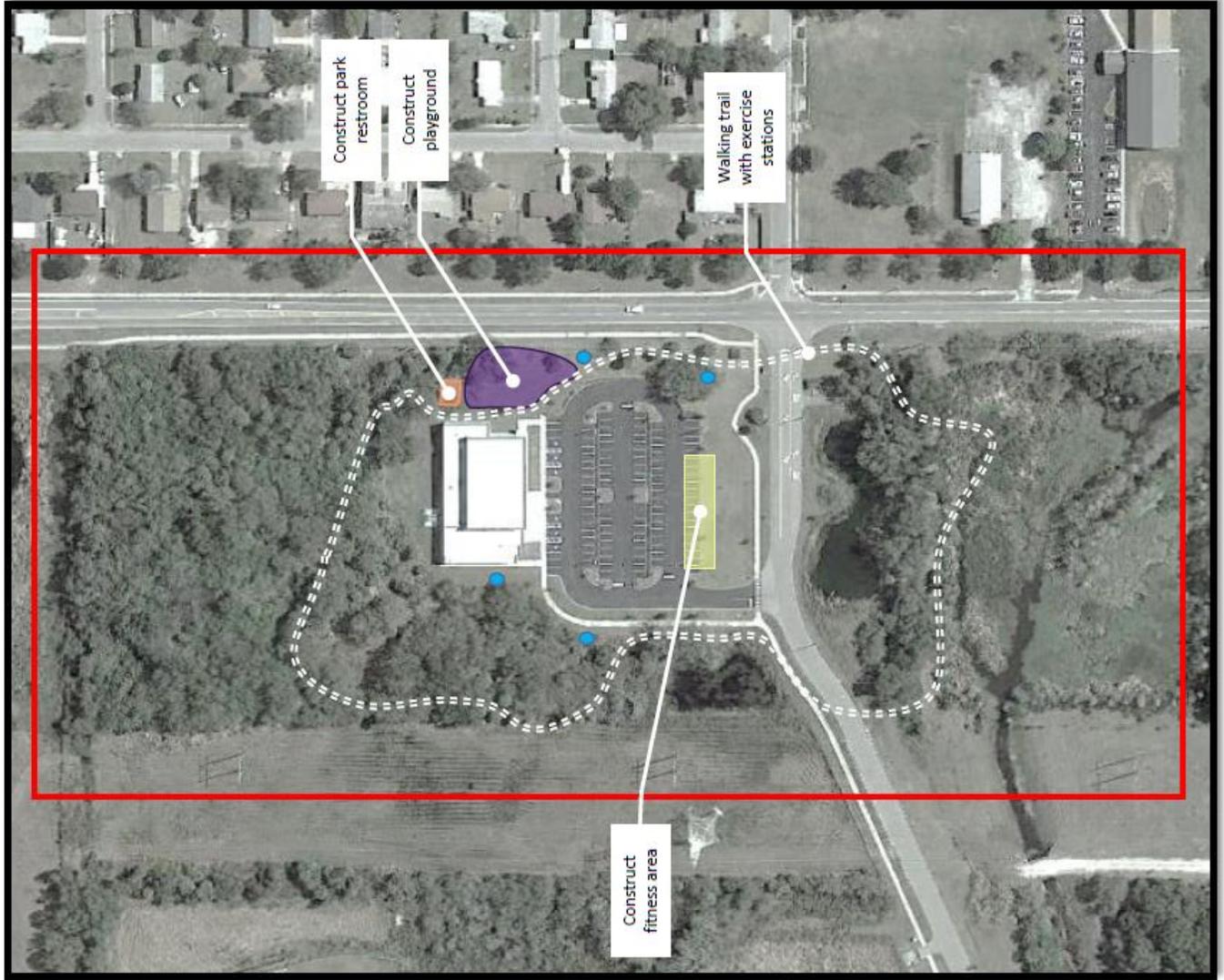




COMMUNITY PARK: JACKSON SPRINGS PARK AND COMMUNITY CENTER

1. Site Location: 8620 Jackson Springs Road, Tampa, Florida
 2. Existing Park Facilities
 - A community building
 - Gymnasium
 - One playground
 - One baseball field
 - One basketball court
 - One picnic shelter
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Re-sod fields
 - Construct a walking trail
 - Install exercise stations
 - Construct a 30' x 30' storage shed
 - Replace basketball court and install a roof cover
 - Add new bleachers
 - Install sun shades
 - Renovate park restroom
 - Replace fencing
 - Upgrade lighting throughout the park
 - Construct a paved parking lot
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ TBD**





COMMUNITY PARK: JOHNSON COMMUNITY CENTER

1. Site Location: 5855 S. 78th Street, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - Gymnasium
3. Desired Park Enhancements
 - Overall beautification of the park
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Construct a new playground
 - Construct a walking trail
 - Install park restroom building
 - Install exercise stations
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

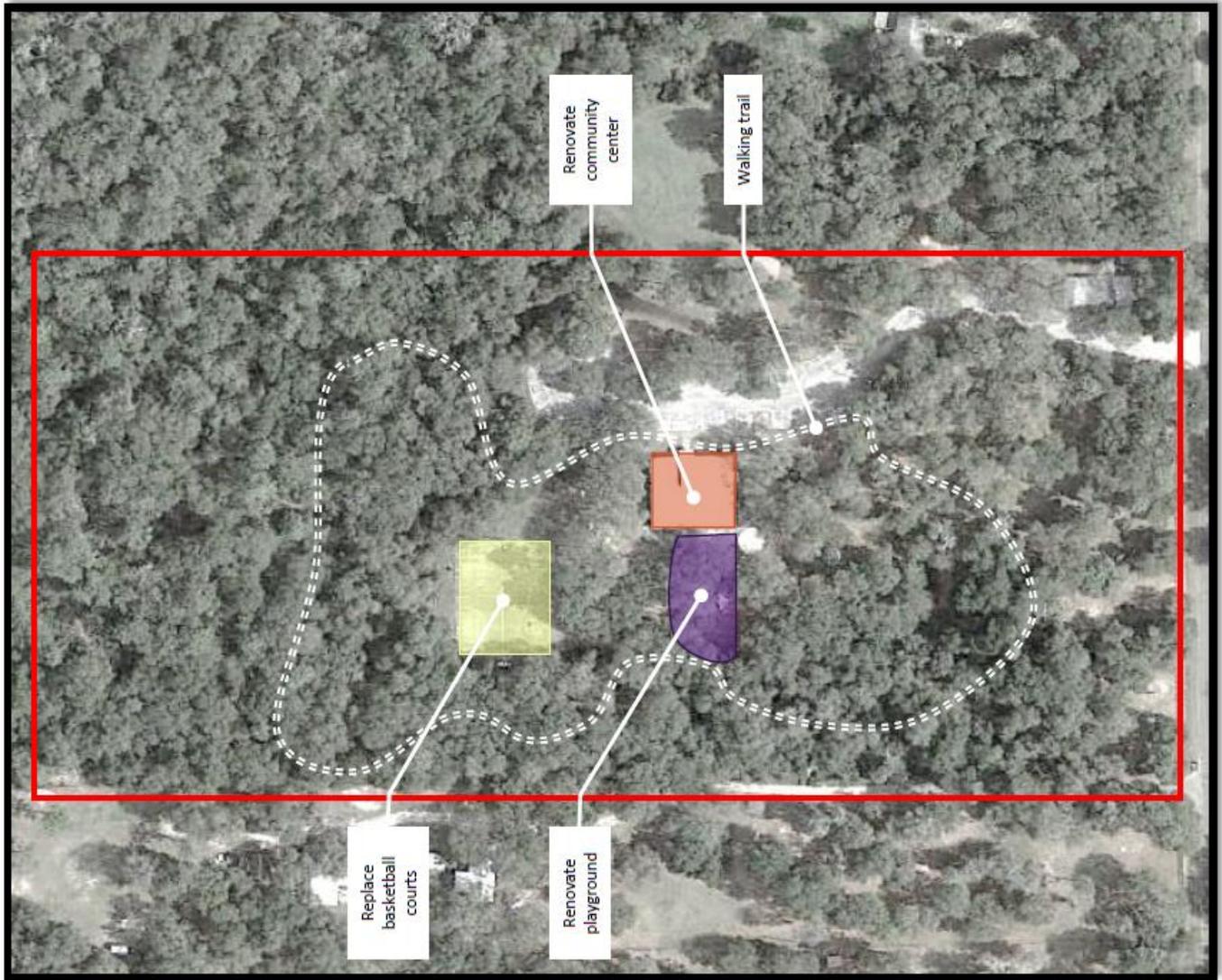
TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: KENLY PARK AND COMMUNITY CENTER

1. Site Location: 3101 N. 66th Street, Tampa, Florida
 2. Existing Park Facilities
 - A community building
 - One playground
 - One multi-purpose field
 - Two basketball courts
 - Two picnic shelters
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
- Re-sod the field
 - Expand paved parking lot
 - Construct a concession stand with restrooms and storage
 - Construct a walking trail
 - Install exercise stations
 - Renovate playground
 - Install bleachers
 - Upgrade lighting throughout the park
 - Replace fencing
 - Repair drainage issues
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ TBD**





COMMUNITY PARK: KEYSVILLE PARK AND COMMUNITY

Center Site Location: 9390 Edison Road, Lithia, Florida

1. Existing Park Facilities
 - A community building
 - One playground
 - Two basketball courts
 - Two picnic shelters

3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the basketball courts
 - Construct a walking trail
 - Replace the playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: KINGS FOREST PARK AND COMMUNITY CENTER

1. Site Location: 8008 E. Chelsea Street, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - One volleyball court
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Replace the basketball courts
 - Re-sod/clay field
 - Renovate playground
 - Replace fencing
 - Construct a walking trail
 - Install exercise stations
 - Upgrade lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$TBD



COMMUNITY PARK: LAKEVIEW VILLAGE PARK

1. Site Location: 1530 Lakeview Village Drive, Brandon, Florida

2. Existing Park Facilities

- One playground
- One basketball court
- One picnic shelter
- Park restroom building
- Walking trail

3. Desired Park Enhancements

- Overall beautification of the park

- Upgrade the walking trail
- Install exercise stations
- Replace the basketball court
- Renovate playground
- Install sun shades
- Renovate park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: LAKEWOOD PARK

1. Site Location: 1620 Lakewood Drive, Brandon, Florida

2. Existing Park Facilities

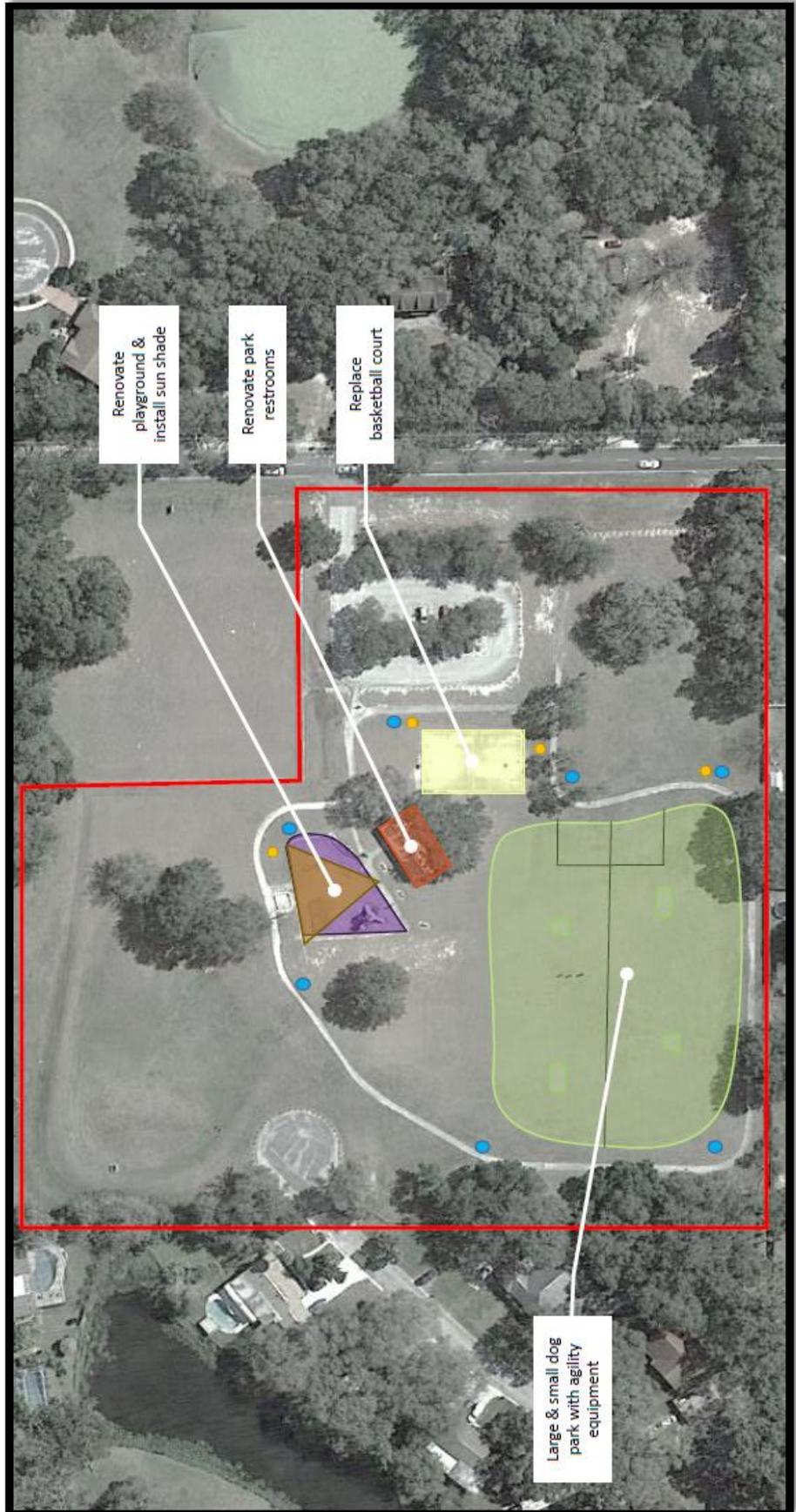
- One playground
- One picnic shelter
- Park restroom building
- Walking trail

3. Desired Park Enhancements

- Overall beautification of the park
- Install exercise stations

- Replace the basketball court
- Install sun shades
- Renovate park restroom
- Renovate the picnic shelter
- Replace fencing
- Renovate playground
- Upgrade lighting throughout the park
- Install a dog park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: LIMONA PARK

- 1. Site Location:** 1315 Lakewood Drive, Brandon, Florida
- 2. Existing Park Facilities**

 - One picnic shelter
 - Disc golf course
- 3. Desired Park Enhancements**

 - Overall beautification of the park
 - Replace the picnic shelter
 - Construct a park restroom

- Upgrade lighting throughout the park
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

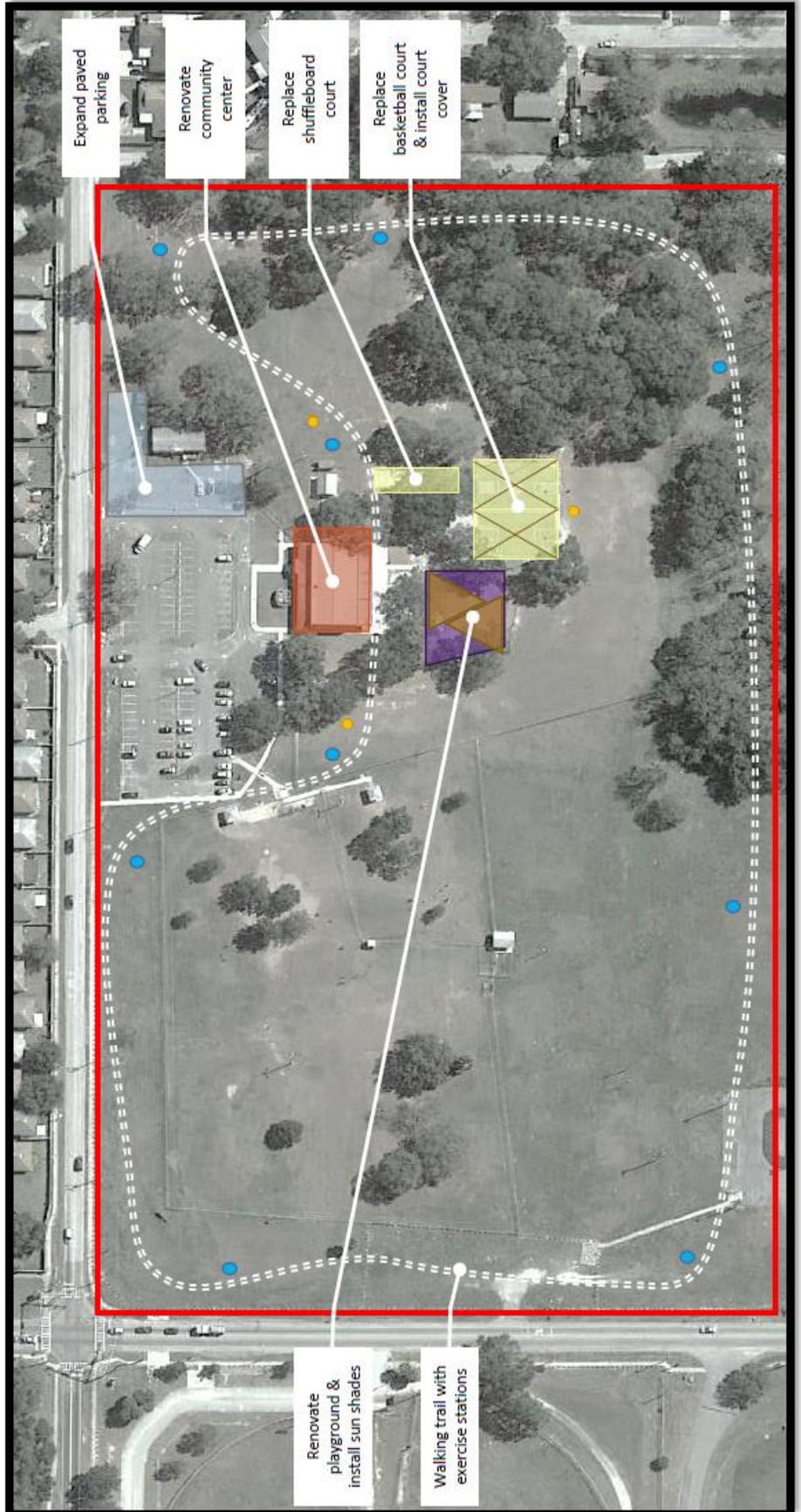




COMMUNITY PARK: MANGO PARK AND COMMUNITY CENTER

1. Site Location: 11717 Clay Pitt Road, Seffner, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two basketball courts
 - Park restroom building
 - Dog park
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Construct a walking trail
 - Install exercise stations
 - Replace basketball court and install a roof cover
 - Replace the shuffleboard courts
 - Renovate playground & install sun shades
 - Upgrade dog park equipment
 - Replace fencing
 - Upgrade lighting throughout the park
 - Construct an additional paved parking lot
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: MORGAN WOODS COMMUNITY CENTER

CENTER

1. Site Location: 7510 Soccer Avenue, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Park restroom building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Construct a walking trail
 - Install exercise stations
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: MORT PARK AND COMMUNITY CENTER

1. Site Location: 1815 E. 148th Avenue, Tampa, Florida

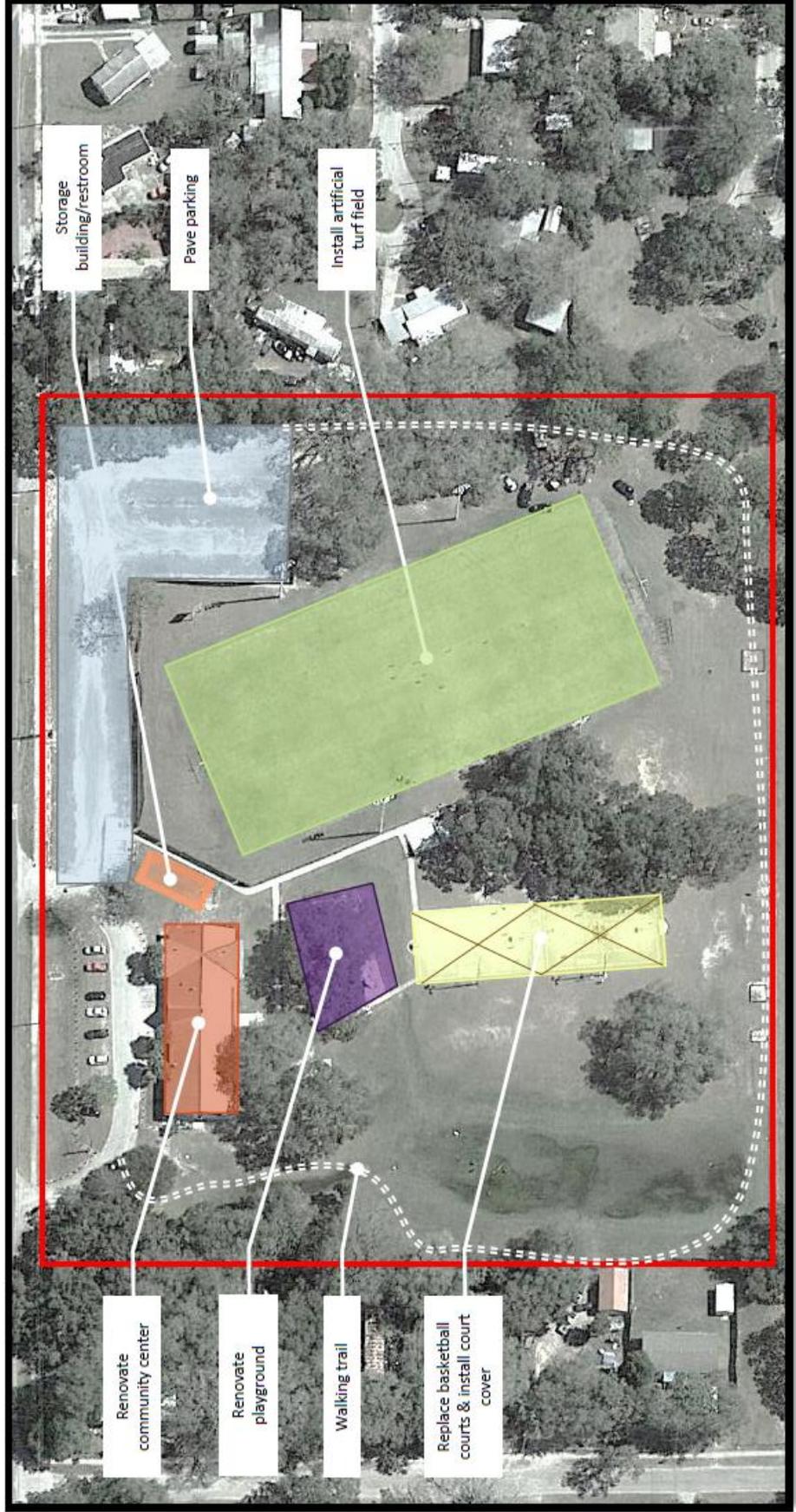
2. Existing Park Facilities

- A community building
- One playground
- One softball field
- One football field
- Two basketball courts
- One picnic shelter

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center
- Renovate playground
- Install an artificial turf field
- Replace basketball courts and install a roof cover
- Build a 30' x 30' storage shed
- Repair drainage issues
- Construct a paved parking lot
- Construct a park restroom
- Install a walking trail
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

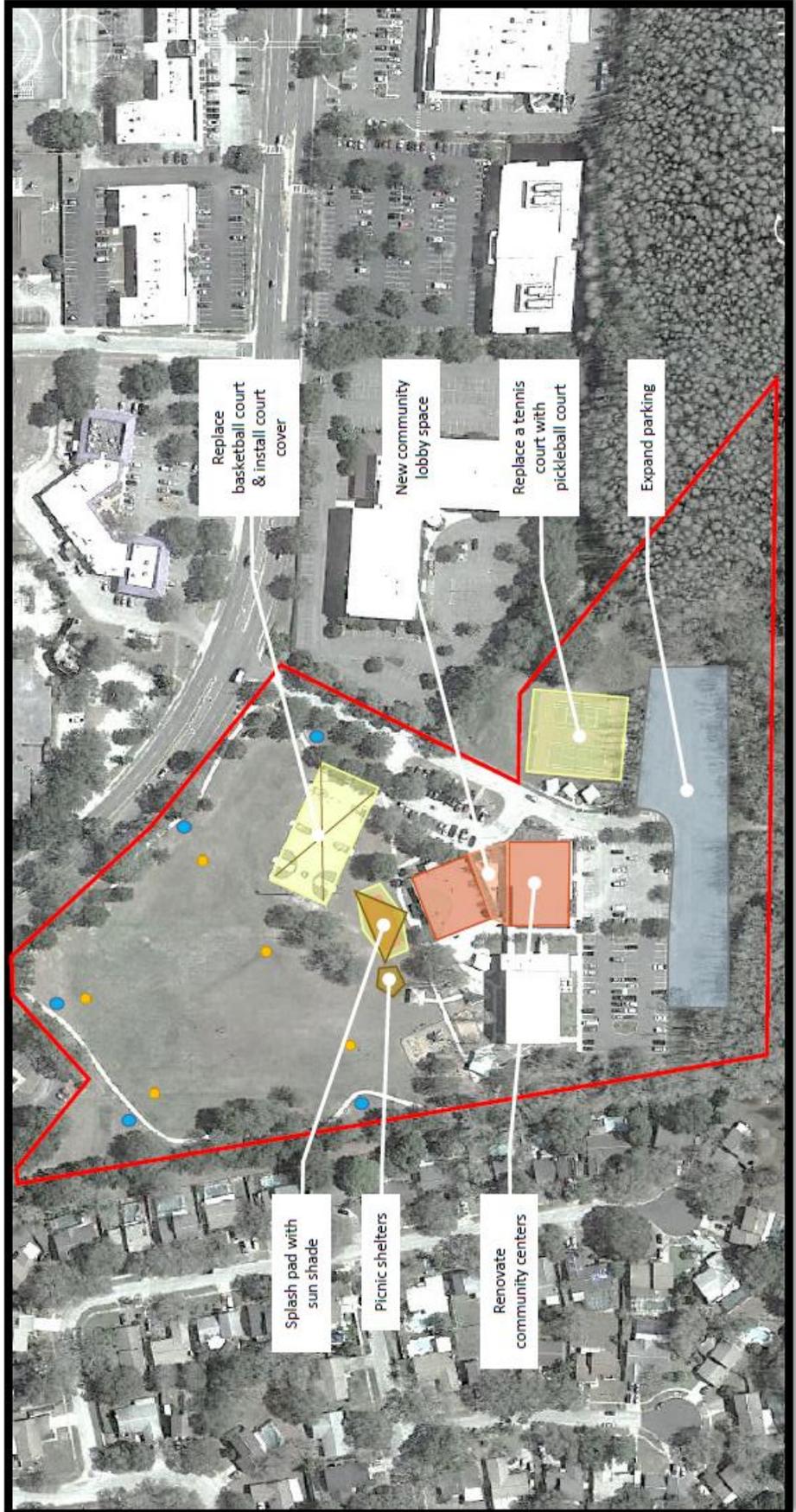
TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: NORTHDALE PARK AND COMMUNITY CENTER

1. Site Location: 15550 Spring Pine Drive, Tampa, Florida
 2. Existing Park Facilities
 - A community building
 - A gymnasium
 - One playground
 - Two tennis courts
 - Four basketball courts
 - Three picnic shelters
 - Walking trail
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Install a bike rack and fix it station
 - Install a splash pad and sun shades
 - Install a bicycle rack
 - Install exercise equipment along the walking trail
 - Replace the tennis courts / pickle ball
 - Replace basketball courts and install a roof cover
 - Install lighting in the open field
 - Install new shelters
 - Consolidate the buildings for one main lobby
 - Construct additional parking
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ TBD**





COMMUNITY PARK: NUCCIO PARK AND COMMUNITY CENTER

1. Site Location: 4805 E. Sligh Avenue, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two tennis courts
 - Two basketball courts
 - One picnic shelter
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Construct an addition onto the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Construct a walking trail
 - Install exercise stations
 - Install additional picnic shelters
 - Replace basketball courts and install a roof cover
 - Replace the tennis court
 - Upgrade lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables;
 - Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: NYE PARK AND COMMUNITY CENTER

1. Site Location: 630 Sunset Lane, Lutz, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two softball fields
 - One basketball court
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Re-sod ball fields
 - Repair drainage issues
 - Install batting cages
 - Replace the tennis courts
 - Replace basketball courts
 - Renovate playground
 - Replace picnic shelters
 - Renovate park restroom
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: PALM RIVER PARK AND COMMUNITY CENTER

1. Site Location: 725 S. 58th Street, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One softball field
 - Two basketball courts
 - One picnic shelter
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Install a splash pad
 - Renovate playground
 - Replace basketball court and install a roof cover
 - Re-sod field
 - Upgrade lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD

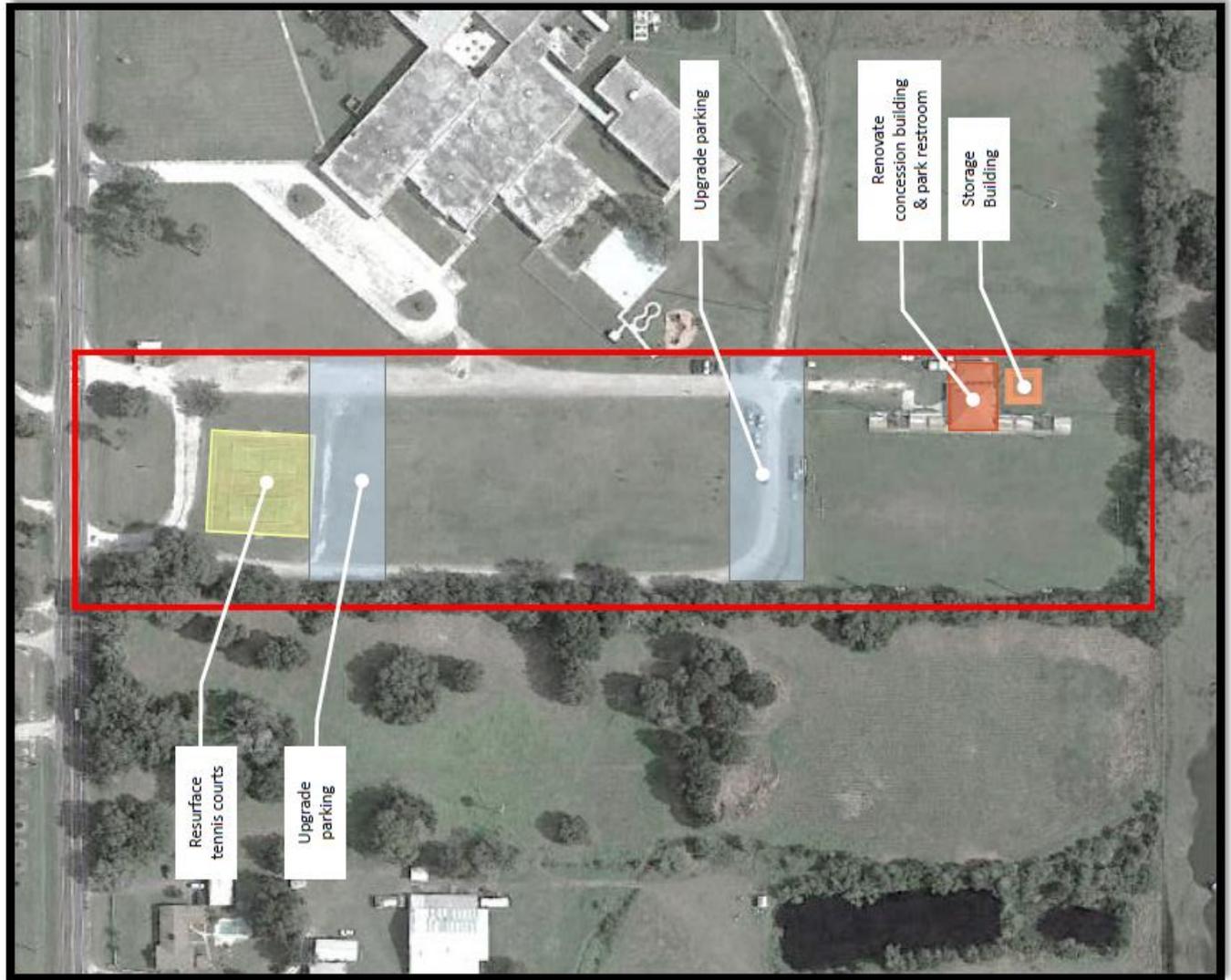


COMMUNITY PARK: PERRONE PARK AND COMMUNITY CENTER

1. Site Location: 5120 Kelly Road, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One multi-purpose field
 - Two basketball courts
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Construct a walking trail
 - Install exercise stations
 - Replace basketball courts
 - Renovate playground
 - Re-sod multipurpose field
 - Install soccer/football goals
 - Resurface the parking lot
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





- COMMUNITY PARK: PINECREST PARK**
1. Site Location: 7880 Lithia Pinecrest Road, Lithia, Florida
 2. Existing Park Facilities
 - One football field
 - One lacrosse field
 - Two tennis courts
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Replace the tennis courts
 - Renovate concession stand
 - Renovate restroom
 - Construct a 30' x 30' storage shed
 - Resurface the parking lot
 - Replace fencing
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping
- TOTAL ESTIMATED COST: \$ TBD**



COMMUNITY PARK: RIVERVIEW CIVIC CENTER AND BOAT RAMP

1. Site Location: 11020 Park Drive, Riverview, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two picnic shelter
 - Park Restroom Building
 - Boat Ramp
 - Fishing dock/pier
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Construct a walking trail
 - Install exercise stations
 - Upgrade parking lot
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$



COMMUNITY PARK: RIVERVIEW PARK AND COMMUNITY CENTER

1. Site Location: 7807 Capitano Street, Riverview, Florida

2. Existing Park Facilities

- Two community buildings
- One playground
- One football field
- Two tennis courts
- One basketball court

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center
- Replace the community center sign with an LED board

- Install a bike rack and fix it station
- Re-sod fields
- Construct a walking trail
- Install exercise stations
- Construct a 30' x 30' storage shed
- Replace the tennis courts
- Replace the basketball court
- Install exercise stations
- Renovate playground
- Renovate park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

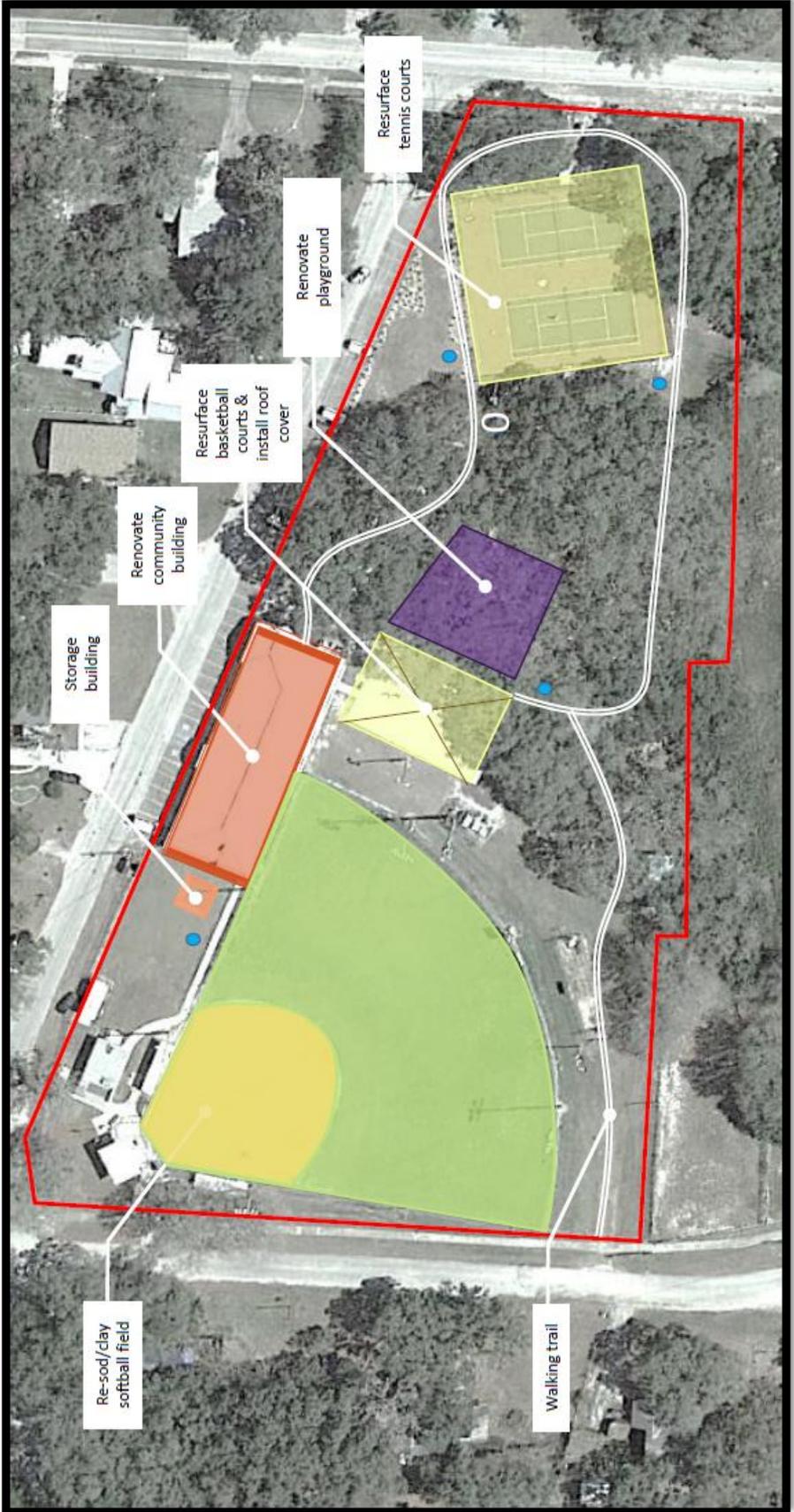




COMMUNITY PARK: ROY HAYNES PARK AND COMMUNITY CENTER

1. Site Location: 1902 S. Village Avenue, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - Two tennis courts
 - One basketball court
 - One picnic shelter
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Construct a 30' x 30' storage shed
 - Replace the tennis courts
 - Replace basketball court and install a roof cover
 - Re-sod softball field
 - Install a walking trail with exercise stations
 - Replace fencing
 - Construct an additional paved parking lot
 - Replace the playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables;
 - Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: RUSKIN PARK AND COMMUNITY CENTER

1. Site Location: 901 6th Street SE, Ruskin, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - One football field
 - Two tennis court
 - Three basketball courts
 - One picnic shelter
 - Park restroom building
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Re-sod fields
 - Construct two multi-purpose fields on the west end
 - Install exercise stations around the walking trail
 - Replace basketball courts and install a roof cover
 - Add new bleachers
 - Install sun shades
 - Replace fencing
 - Upgrade lighting throughout the park
 - Install sidewalks between the fields
 - Install a splash pad
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: SALADINO PARK

1. Site Location: 1705 Bryan Road, Brandon, Florida
2. Existing Park Facilities
 - One playground
 - One softball field
 - Two basketball courts
 - One picnic shelter
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a splash pad
 - Install a dog park
 - Construct a walking trail with exercise stations
 - Replace basketball courts and install a roof cover
 - Add new bleachers
 - Install sun shades
 - Install additional picnic shelters
 - Renovate park restroom
 - Replace fencing
 - Upgrade lighting throughout the park
 - Resurface the current parking lot
 - Construct an additional paved parking lot
 - Construct an obstacle course
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

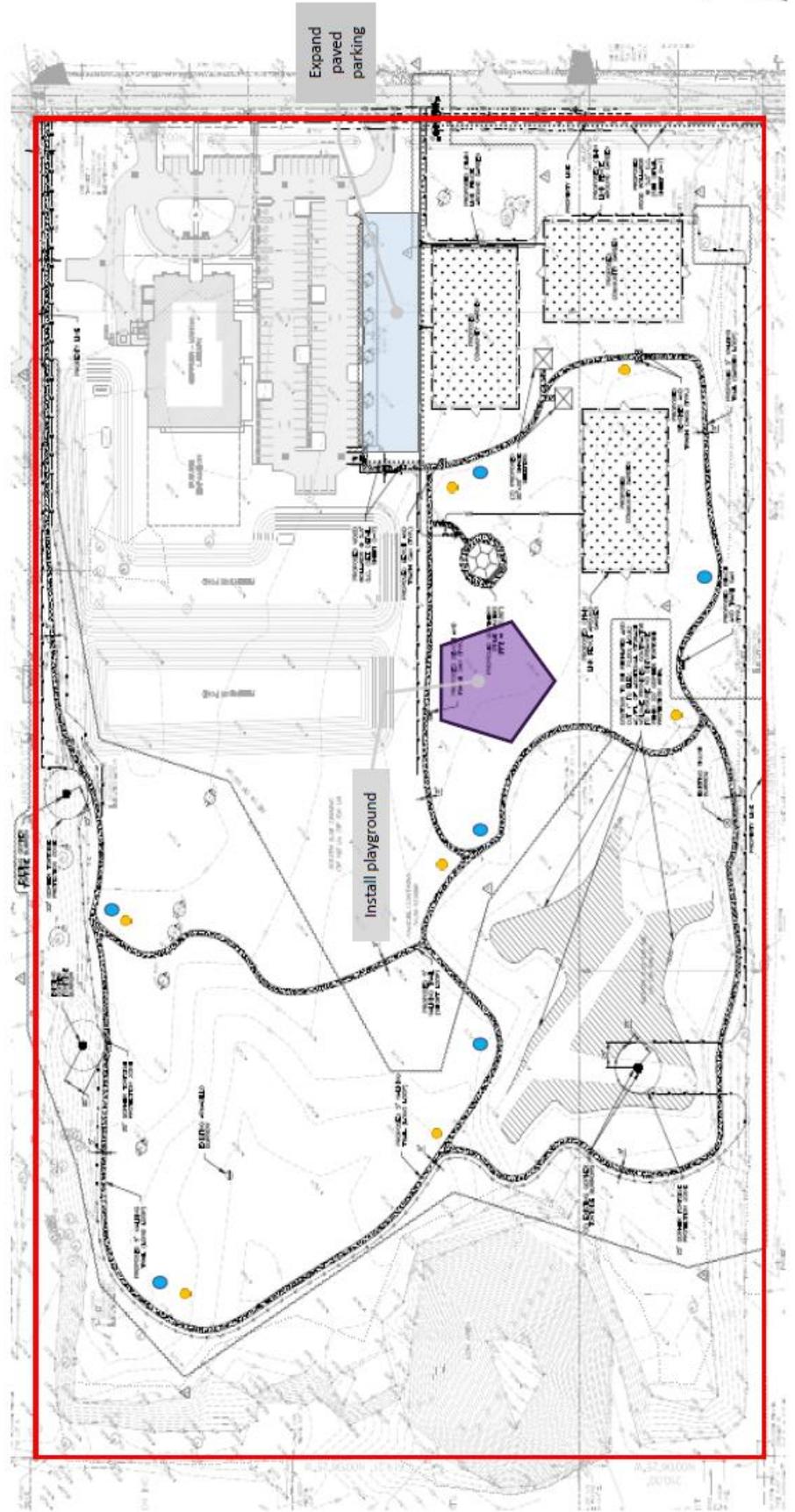
TOTAL ESTIMATED COST: \$ TBD

COMMUNITY PARK: SEFFNER-MANGO PARK

1. Site Location: 410 N. Kingsway Road, Seffner, Florida
2. Existing Park Facilities
 - Three community gardens
 - One gazebo
 - Two shelters
 - Walking trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Install a bike rack and fix it station
 - Install exercise stations around the walking trail

- Upgrade lighting throughout the park
- Install a playground
- Expand paved parking area
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD



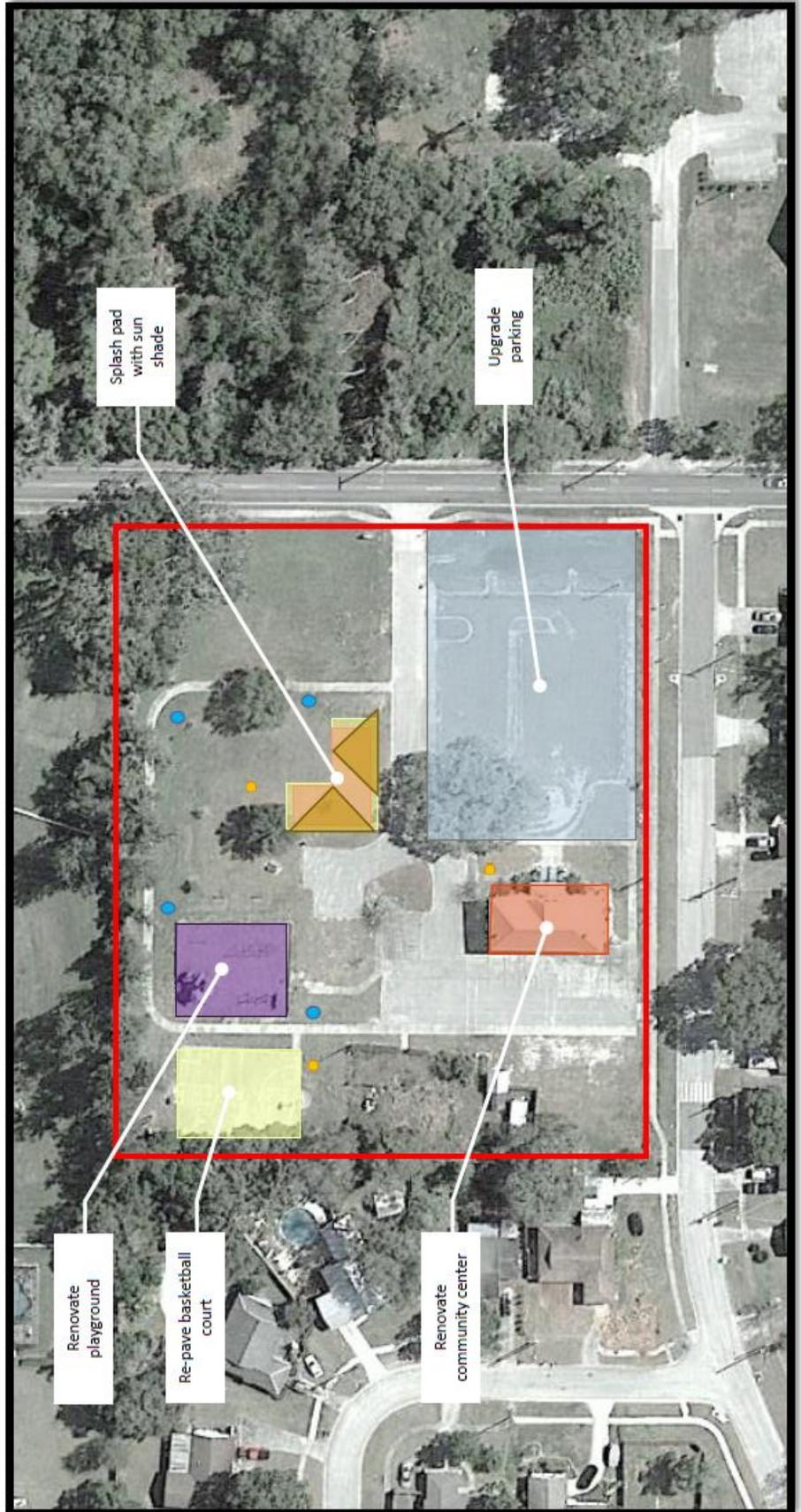


COMMUNITY PARK: SEFFNER PARK AND COMMUNITY CENTER

1. Site Location: 1209 S. Kingsway Road, Seffner, Florida
2. Existing Park Facilities
 - One community building
 - One playground
 - One basketball court
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station

- Install exercise stations around the walking trail
- Replace the basketball courts
- Replace fencing
- Install splash pad with sun shades
- Upgrade lighting throughout the park
- Upgrade parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

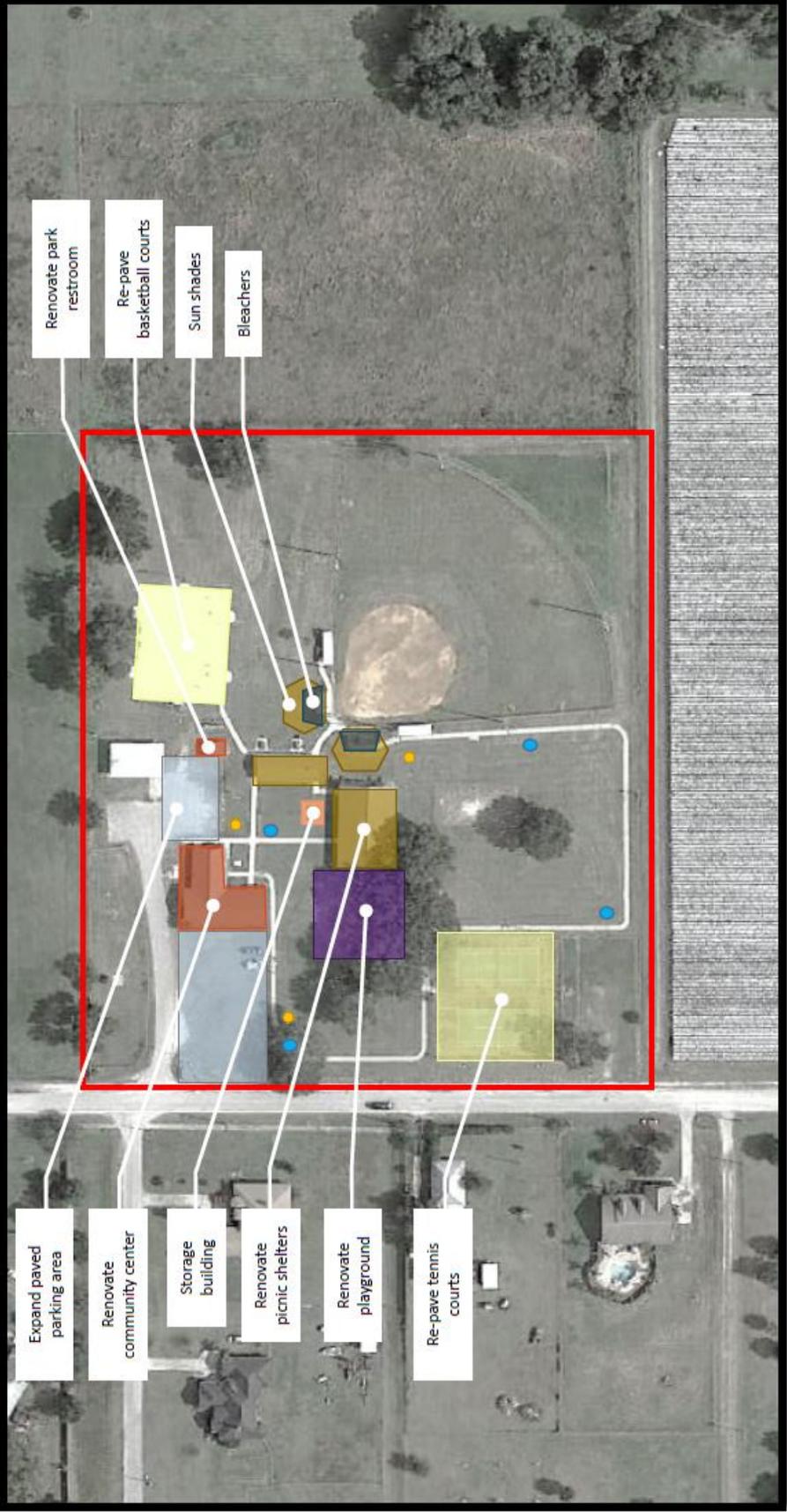
TOTAL ESTIMATED PROJECT COST: \$ TBD





- COMMUNITY PARK: SPRINGHEAD PARK AND COMMUNITY CENTER**
1. Site Location: 3410 Nesmith Road, Plant City, Florida
 2. Existing Park Facilities
 - One community building
 - One playground
 - One softball field
 - Two tennis courts
 - One basketball court
 - Two picnic shelters
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Install exercise stations around the walking trail
 - Construct a 30' x 30' storage shed
 - Replace the tennis and basketball courts
 - Install bleachers
 - Install sun shades
 - Renovate the picnic shelter
 - Renovate park restroom
 - Replace fencing
 - Upgrade lighting throughout the park
 - Construct an additional paved parking lot
 - Replace the playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





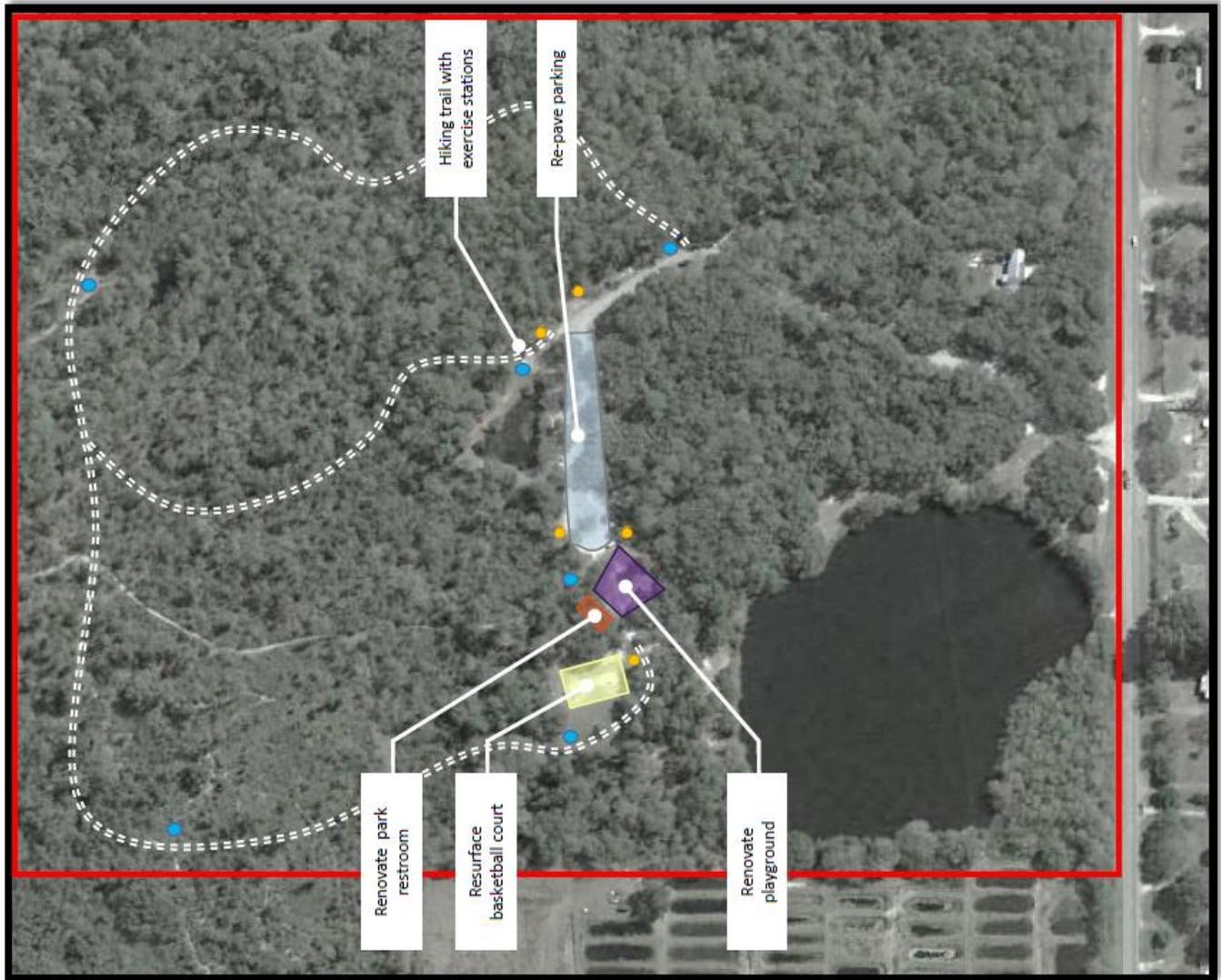
COMMUNITY PARK: STEARNS ROAD PARK

1. Site Location: 3709 Stearns Park Road, Valrico, Florida
2. Existing Park Facilities
 - One playground
 - Two basketball courts
 - Two picnic shelters
 - Park Restroom Building
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a walking trail
 - Install exercise stations around the walking trail

- Replace the tennis court
- Replace the basketball court
- Install sun shades
- Renovate park restroom
- Replace fencing
- Replace playground
- Upgrade lighting throughout the park
- Construct an additional paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: STEPHEN J. WORTHAM PARK

1. Site Location: 12108 Rhodine Road, Riverview, Florida

2. Existing Park Facilities

- One playground
- Two basketball courts
- One picnic shelter
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Upgrade the hiking trail
- Install exercise stations
- Replace the basketball courts
- Renovate park restroom
- Upgrade lighting throughout the park
- Resurface the paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: STERLING HEIGHTS PARK AND COMMUNITY CENTER

1. Site Location: 11706 Williams Road, Thonotosassa, Florida

2. Existing Park Facilities

- A community building
- One playground
- One softball field
- One basketball court
- Two picnic shelters
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center

- Replace the community center sign with an LED board
- Install a bike rack and fix it station
- Construct a walking trail
- Install exercise stations
- Replace basketball court and install a roof cover
- Replace the shuffleboard court
- Install sun shades
- Renovate park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Construct an additional paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: SUN CITY HERITAGE PARK

1. Site Location: 3030 S. US Hwy 41, Ruskin, Florida
2. Existing Park Facilities
 - Picnic tables
3. Desired Park Enhancements
 - Overall beautification of the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

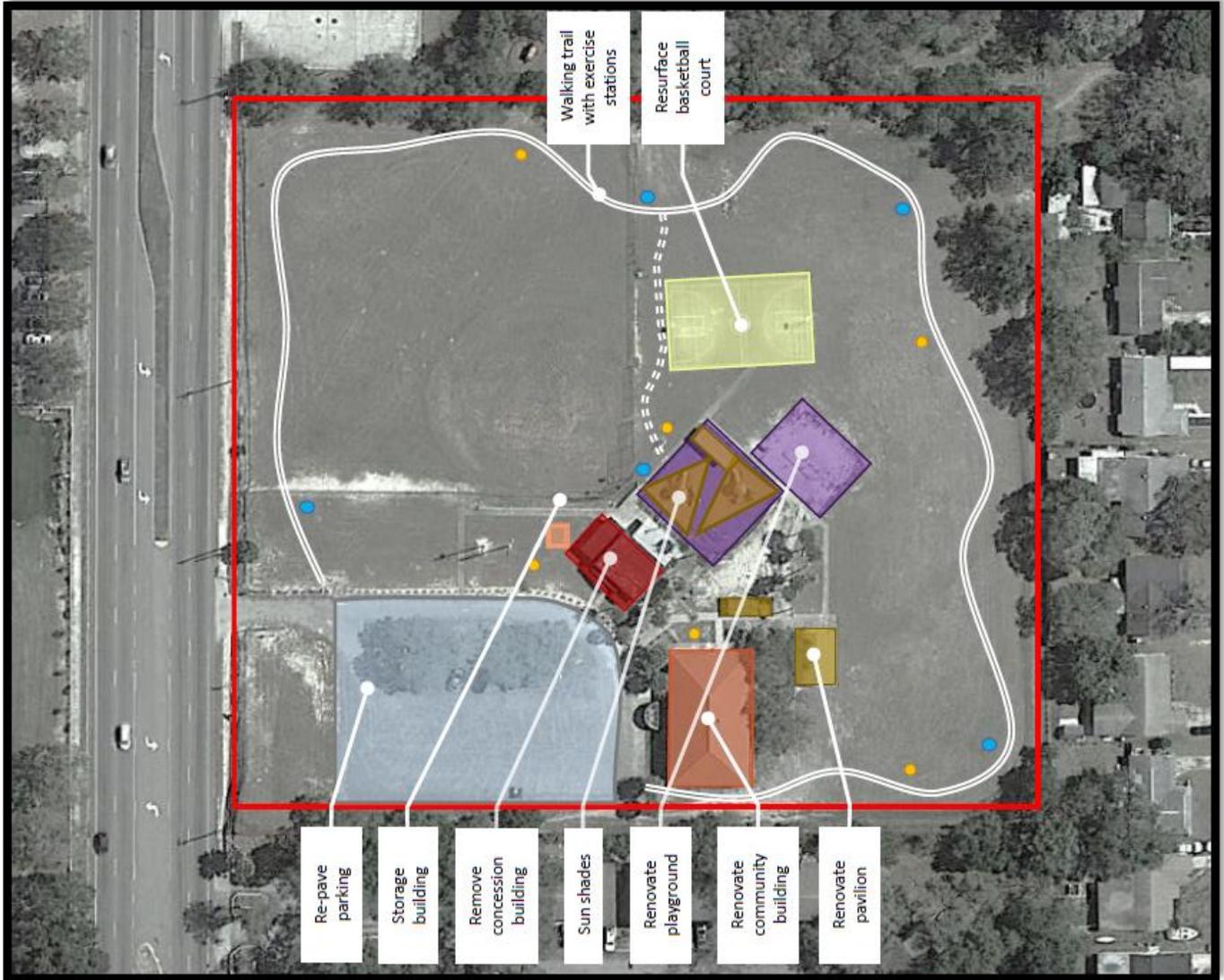


COMMUNITY PARK: SWEETWATER PARK

1. Site Location: 4606 Bray Road, Tampa, Florida
 2. Existing Park Facilities
 - One playground
 - One basketball court
 - One picnic shelter
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Construct a walking trail
 - Install exercise stations
- Replace the basketball court
 - Renovate the picnic shelter
 - Upgrade lighting throughout the park
 - Repave the parking lot
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





- COMMUNITY PARK: TEMPLE PARK AND COMMUNITY CENTER**
1. Site Location: 7701 Temple Terrace Highway, Temple Terrace, Florida
 2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - One basketball court
 - One picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Construct a walking trail with exercise stations
 - Construct a 30' x 30' storage shed
 - Replace the basketball court
 - Renovate the park restroom
 - Replace the picnic shelters & fencing
 - Upgrade lighting throughout the park
 - Repave the parking lot
 - Remove the old building
 - Replace the playground and install sun shades
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping
- TOTAL ESTIMATED COST: \$ TBD**



COMMUNITY PARK: THATCHER PARK AND COMMUNITY CENTER

1. Site Location: 111 Alafia Church Road, Lithia, Florida

2. Existing Park Facilities

- A community building
- One playground
- One softball field
- One basketball court
- Two picnic shelters
- Park Restroom Building

3. Desired Park Enhancements

- Overall beautification of the park
- Renovate the community center
- Replace the community center sign with an LED board
- Install a bike rack and fix it station
- Construct a walking trail
- Install exercise stations
- Renovate playground
- Replace the basketball court
- Renovate the park restroom
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD



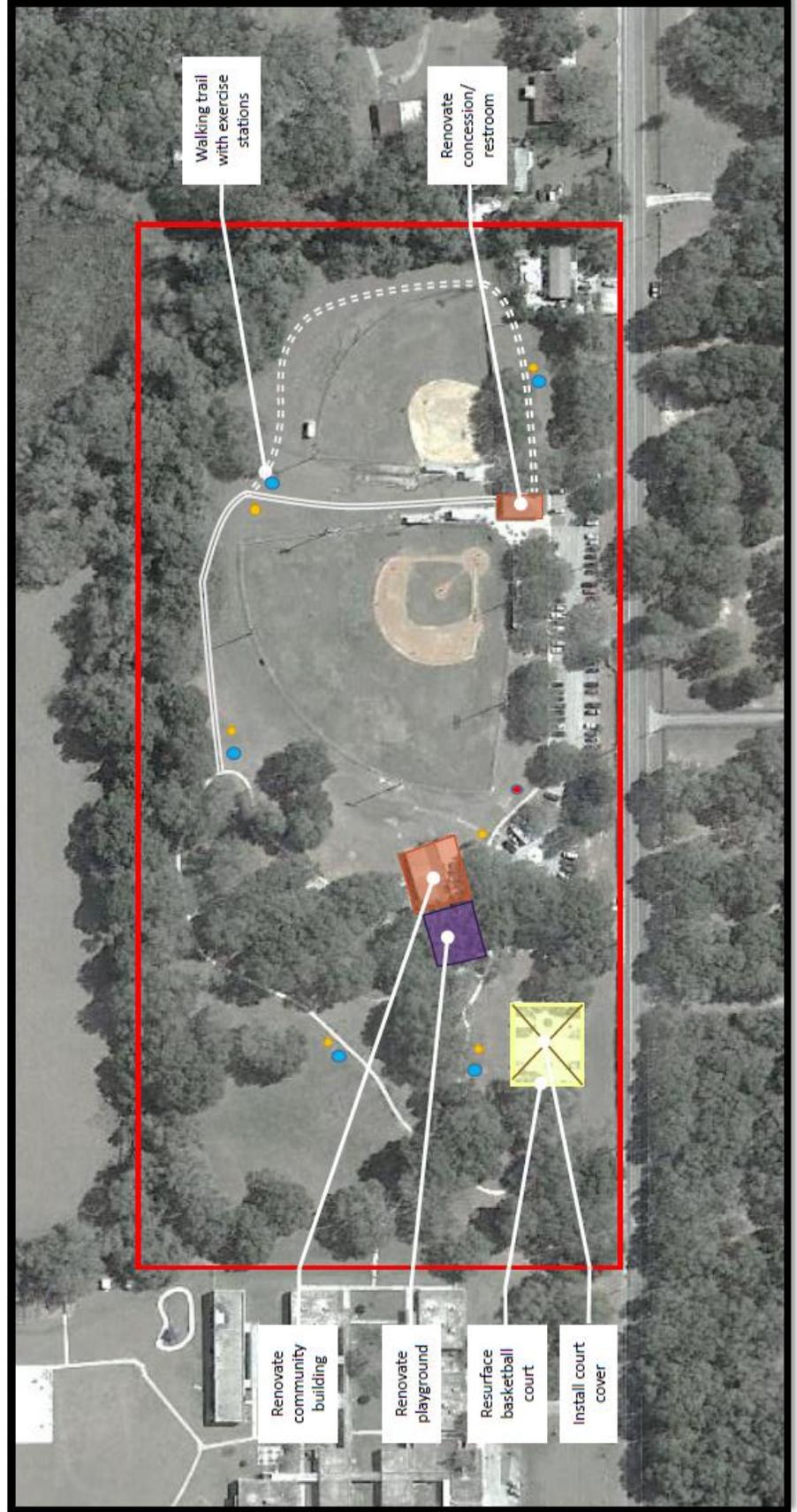


COMMUNITY PARK: THONOTOSASSA PARK AND COMMUNITY CENTER

1. Site Location: 10132 Skewlee Road, Thonotosassa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - Two baseball fields
 - Two basketball courts
 - One picnic shelter
 - Park Restroom Building
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center

- Replace the community center sign with an LED board
- Install a bike rack and fix it station
- Replace basketball court and install a roof cover
- Install exercise stations around the walking trail
- Install sidewalks between the fields
- Renovate concession stand
- Renovate park restroom
- Repair drainage issues
- Replace fencing
- Install new netting
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: THONOTOSASSA SCHOOL PARK

1. Site Location: 10050 Skewlee Road, Thonotosassa, Florida

2. Existing Park Facilities

- One playground
- One soccer field
- One basketball court
- One picnic shelter
- Park restroom building

3. Desired Park Enhancements

- Overall beautification of the park
- Re-sod field
- Build a 30' x 30' storage shed
- Renovate park restroom
- Construct a walking trail
- Install exercise stations
- Replace basketball court
- Upgrade lighting throughout the park
- Replace fencing
- Construct a paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: TIMBERLAN PARK

1. Site Location: 4905 W. Timberlan Street, Tampa, Florida
2. Existing Park Facilities
 - One playground
 - One soccer field
 - One basketball court
 - One picnic shelter
 - Park restroom building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Re-sod field
 - Build a 30' x 30' storage shed
 - Renovate park restroom
 - Construct a walking trail
 - Install exercise stations
 - Replace basketball court
 - Upgrade lighting throughout the park
 - Replace fencing
 - Construct a paved parking lot
 - Replace the playground
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: TIMBERLANE PARK AND COMMUNITY CENTER

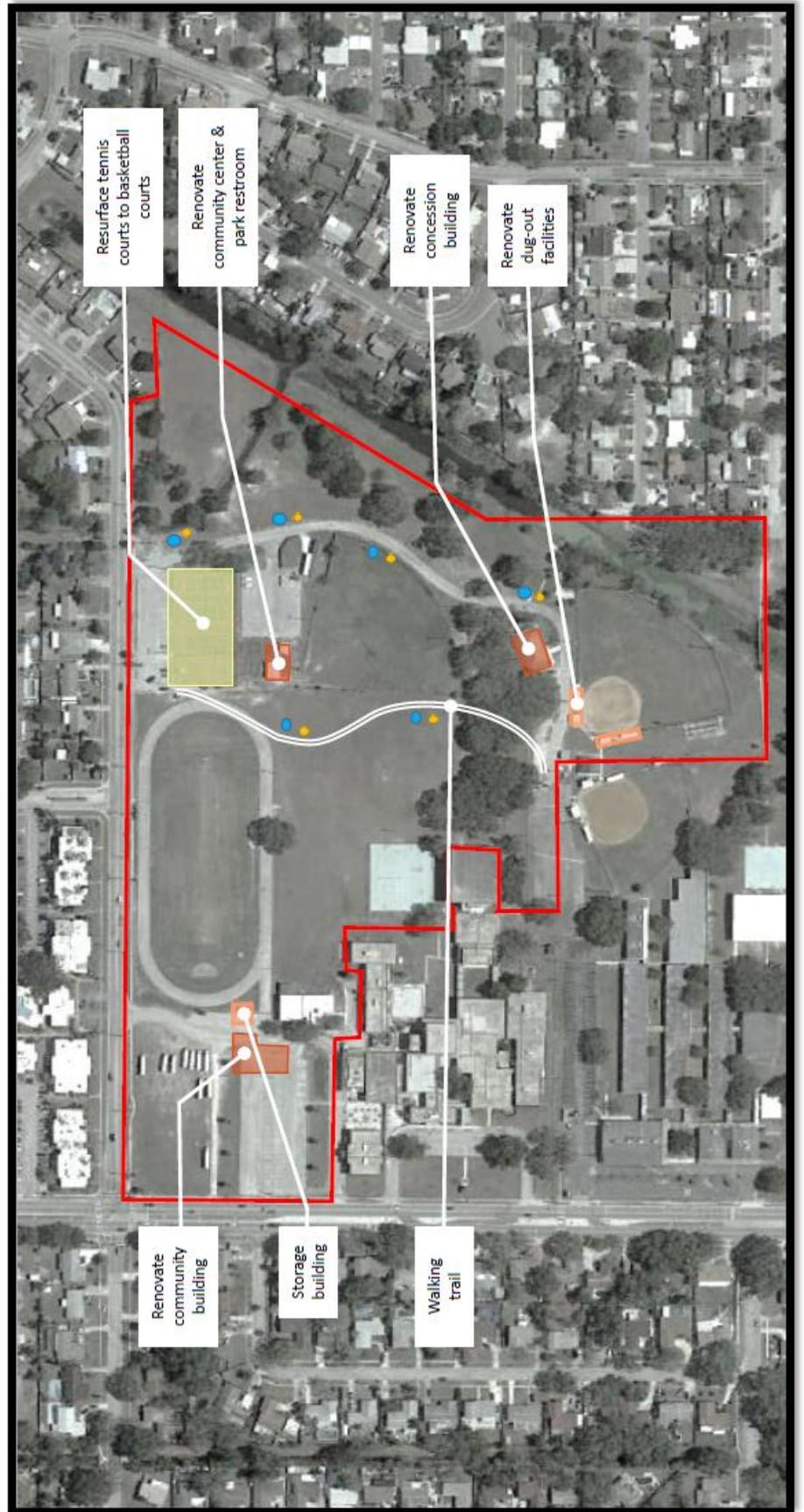
1. Site Location: 10210 Westgate Drive, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One multi-purpose field
 - Two basketball courts
 - Walking Trail
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Replace basketball courts and install a roof cover
 - Replace the walking trail
 - Install exercise trail
 - Upgrade lighting throughout the park
 - Review drainage issues
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: TOWN 'N COUNTRY PARK AND COMMUNITY CENTER

1. Site Location: 6039 Hanley Road, Tampa, Florida
 2. Existing Park Facilities
 - Two community building
 - Two softball fields
 - One multi-purpose field
 - One basketball courts
 - Three tennis courts
 - One picnic shelter
 - Park Restroom Building
 3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the two community center
 - Replace the community center signs with an LED board
 - Install a bike rack and fix it station
 - Re-sod the fields
 - Construct a walking trail
 - Install exercise stations
 - Construct a 30' x 30' storage shed
 - Construct new dugouts
 - Change tennis courts to basketball courts
 - Renovate concession stand
 - Renovate park restroom
 - Replace fencing
 - Upgrade lighting throughout the park
 - Install sidewalks between the fields
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables;
 - Trim/remove trees; Security cameras; Landscaping
- TOTAL ESTIMATED PROJECT COST: \$ TBD**





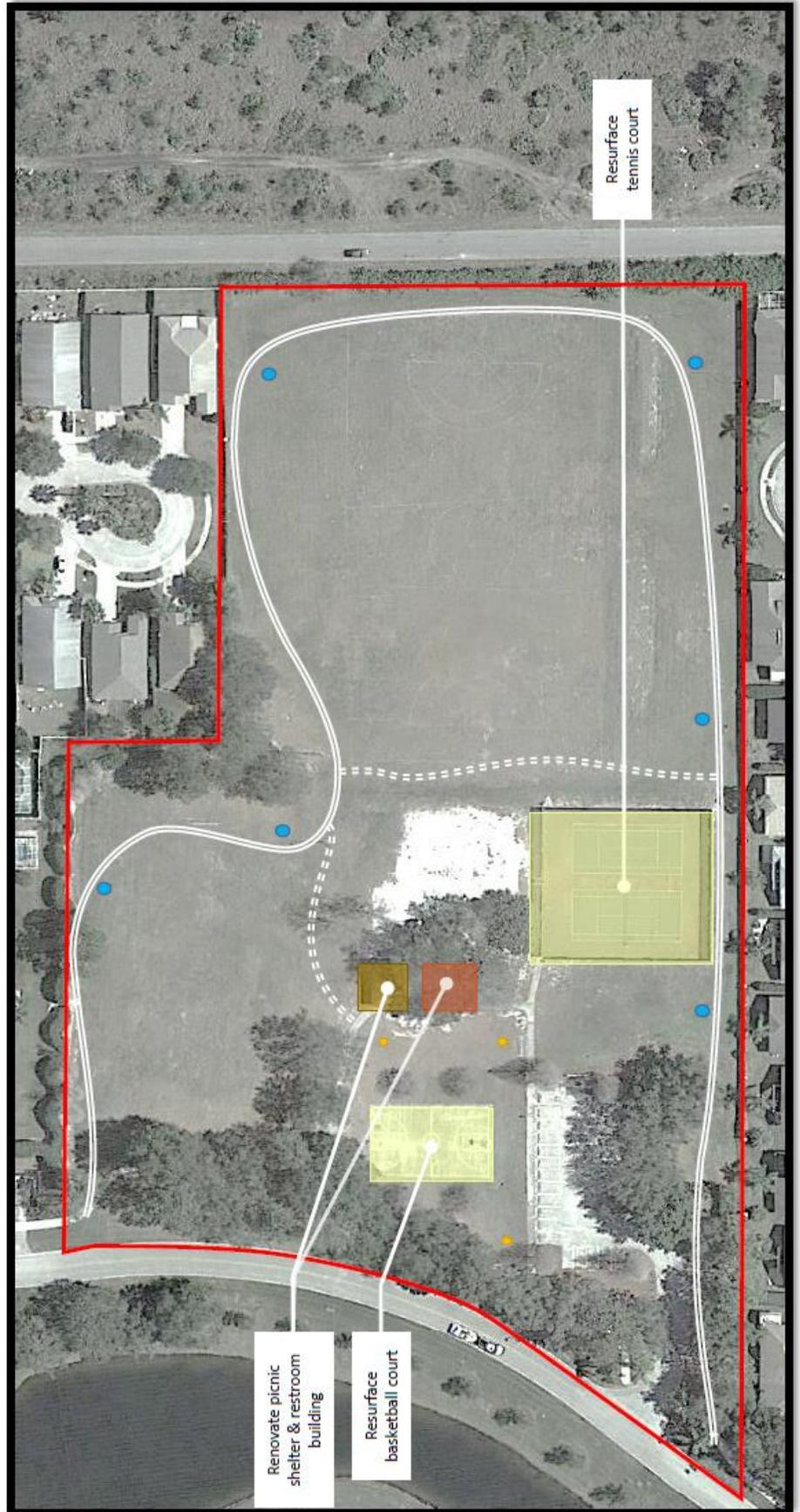
COMMUNITY PARK: VILLA ROSA PARK

1. Site Location: 4600 Reflections Boulevard, Lutz, Florida
2. Existing Park Facilities
 - One playground
 - One multi-purpose field
 - Two tennis courts
 - One basketball court
 - One picnic shelter
 - Park Restroom Building

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Replace the tennis courts
- Replace the basketball court
- Renovate the picnic shelter
- Renovate the restroom building
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD

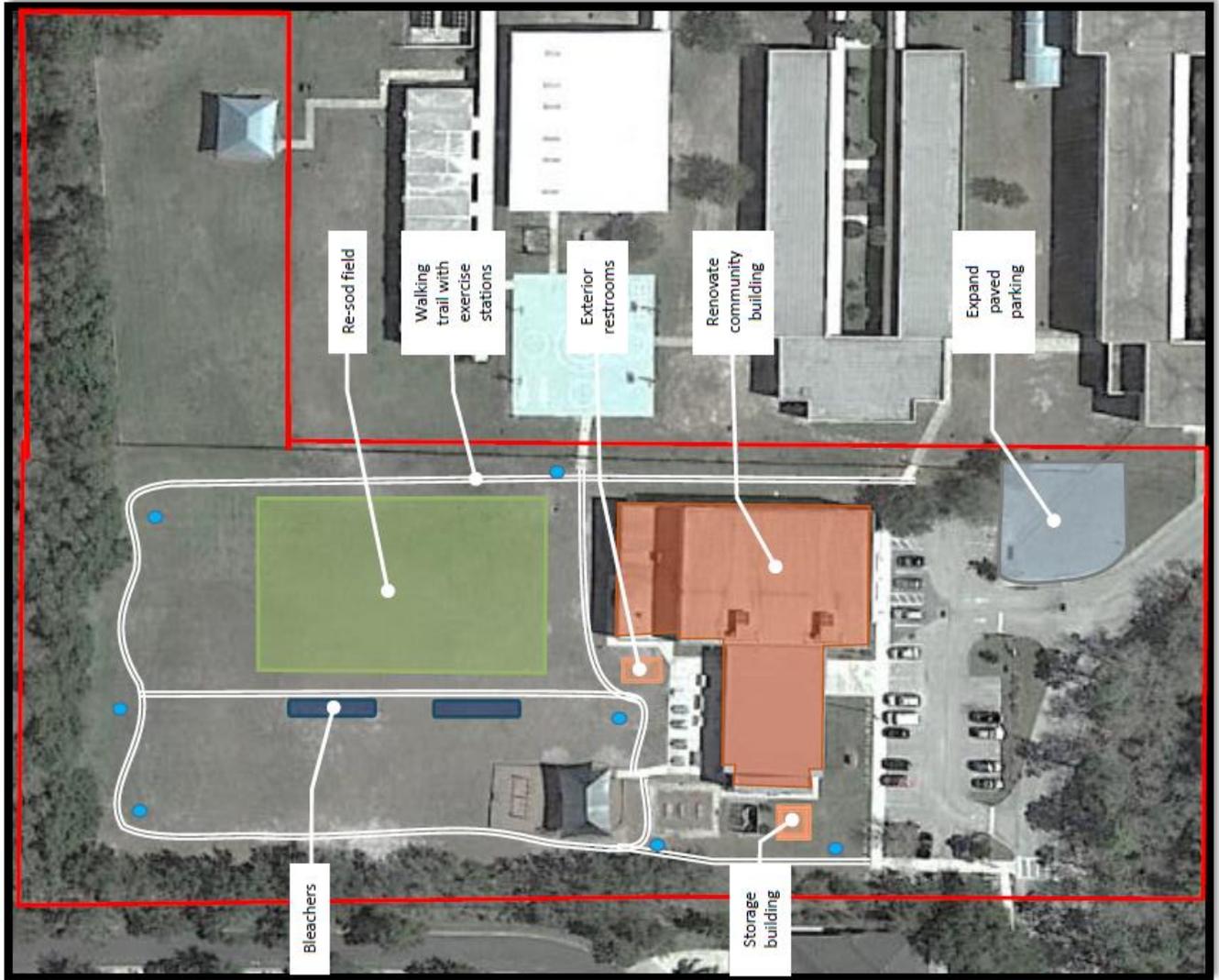
3. Desired Park Enhancements



Renovate picnic shelter & restroom building

Resurface basketball court

Resurface tennis court



COMMUNITY PARK: WESTCHASE COMMUNITY CENTER

1. Site Location: 9791 Westchase Drive, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - Gymnasium
 - One playground
 - One multi-purpose field
 - One basketball court
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix it station
 - Install irrigation on the multi-purpose field
 - Construct a walking trail
 - Install exercise stations
 - Construct a 20 x 20 storage shed
 - Construct exterior restrooms
 - Construct an additional 8620 Jackson Springs Road, Tampa 33615 paved parking lot
 - Install bleachers
 - Construct a walkway between the community center and the school
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED COST: \$ TBD



COMMUNITY PARK: WIMAUMA PARK AND COMMUNITY CENTER

1. Site Location: 705 W Hillsborough St., Wimauma, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One baseball field
 - Two Soccer Fields
3. Desired Park Enhancements
 - Overall beautification of the park
 - Renovate the community center
 - Replace the community center sign with an LED board
 - Install a bike rack and fix-it station

- Install an artificial turf field
- Re-sod fields
- Construct a 30' x 30' storage shed
- Construct a large pavilion
- Add new bleachers
- Install sun shades
- Construct a paved parking lot
- Construct a walking trail
- Install exercise stations
- Replace fencing
- Install lighting around the fields
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

TOTAL ESTIMATED PROJECT COST: \$ TBD





COMMUNITY PARK: WINSTON PARK AND COMMUNITY CENTER

1. Site Location: 7605 Destin Drive, Tampa, Florida
2. Existing Park Facilities
 - A community building
 - One playground
 - One softball field
 - Two tennis courts
 - Two basketball courts
 - One volleyball courts
 - Two picnic shelters
 - Park Restroom Building
3. Desired Park Enhancements
 - Overall beautification of the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables;
 - Trim/remove trees; Landscaping

****This Project received a private donation that revitalized the existing building into a state of the art facility. Scope included renovating and expanding the recreation center by 3,000 square feet, incorporating new tennis and basketball courts and a covered roller hockey rink. Interior improvements included a new technology lab, game room, teen center, theater and kitchen that opens into a dining hall.**

****TOTAL ESTIMATED PROJECT DONATION: \$2,500,000**



(This page was left intentionally blank)

NEIGHBORHOOD PARKS

Beacon Meadows Park – 9 acres

1. Site Location

Beacon Meadows Park is located at 4824 Ridge Point Drive, Tampa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- One picnic shelter
- Park Restroom Building
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Upgrade the walking trail
- Install exercise stations around the walking trail
- Replace the basketball court
- Replace the picnic shelter
- Replace the park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Buckhorn Park – 5 acres

1. Site Location

Buckhorn Park is located at 2605 Green Valley Street, Valrico, Florida.

2. Existing Facilities

- One playground
- One basketball courts
- Two picnic shelters
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Re-sod fields
- Install exercise stations around the walking trail
- Replace the basketball court
- Install sun shades
- Construct a park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Bloomington Hills Park – 5 acres

1. Site Location

Bloomington Hills Park is located at 11020 Peppersong Drive, Riverview, Florida.

2. Existing Facilities

- One playground
- One tennis court
- One basketball court
- One picnic shelter
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Re-sod fields
- Install exercise stations around the walking trail
- Replace the basketball courts
- Replace the picnic shelter
- Construct a park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Bypass Canal Park – 13 acres

1. Site Location

Bypass Canal Park is located at 7818 New York Drive, Tampa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Upgrade the walking trail
- Install exercise stations around the walking trail
- Replace the basketball courts
- Construct a park restroom
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Cacciatore Park – 4 acres

1. Site Location

Cacciatore Park is located at 2900 Burke Street, Tampa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Replace the picnic shelter
- Replace the basketball court
- Install sun shades
- Construct a park restroom
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

- One picnic shelter
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Extend the walking trail
- Install exercise stations
- Replace the basketball court
- Install sun shades
- Renovate the picnic shelter
- Construct a park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Calusa Trace Park – 6 acres

1. Site Location

Calusa Trace Park is located at 18331 N. Calusa Trace Boulevard, Lutz, Florida.

2. Existing Facilities

- One playground
- One softball field
- One multi-purpose field
- One picnic shelter
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Install exercise stations around the walking trail
- Renovate park restroom
- Replace fencing
- Upgrade lighting throughout the park
- Construct a park restroom
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Causeway Park – 7 acres

1. Site Location

Causeway Park is located at 2810 90th Street, Tampa, Florida.

2. Existing Facilities

- One playground
- One softball field
- One basketball court

Chillura Courthouse Square – 2 acres

1. Site Location

Chillura Courthouse Square is located at 641 E. Kennedy Boulevard, Tampa, Florida.

2. Existing Facilities

- One picnic shelter
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

Church Park – 5 acres

1. Site Location

Church Park is located at 5631 Webb Road, Tampa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- One picnic shelter
- Park Restroom Building

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Replace the basketball court
- Renovate the park restroom
- Renovate the picnic shelter
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Deerfield Park – 3 acres

1. Site Location

Deerfield Park is located at 6411 Westwind Drive, Tampa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- One tennis court

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Replace the tennis court
- Replace the basketball court
- Replace fencing
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

- One basketball court
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Replace the tennis court
- Replace the basketball court
- Renovate the picnic shelter
- Replace fencing
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Fawn Ridge Park – 5 acres

1. Site Location

Fawn Ridge Park is located at 9520 Exposition Drive, Tampa, Florida.

2. Existing Facilities

- One playground
- Two tennis courts
- One basketball court
- One picnic shelter
- Park Restroom Building
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Replace the tennis courts
- Replace the basketball court
- Renovate park restroom
- Renovate the picnic shelter
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

George Russell Park – 2 acres

1. Site Location

George Russell Park is located at 13510 N. Ola Avenue, Tampa, Florida.

2. Existing Facilities

- One playground
- One tennis court

Hamner Tower Park – 10 acres

1. Site Location

Hamner Tower Park is located at 13580 North Boulevard, Tampa, Florida.

2. Existing Facilities

- One multi-purpose field

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Hampton Park – 5 acres

1. Site Location

Hampton Park is located at 12502 Hampton Park Boulevard, Tampa, Florida.

2. Existing Facilities

- One playground
- Two tennis courts
- One basketball court

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Resurface the tennis courts
- Replace the basketball court
- Construct a park restroom
- Construct a picnic shelter
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

JB Gibson Park & Comm. Center – 9 acres

1. Site Location

JB Gibson Park and Community Center is located at 10017 Vaughn Street, Gibsonton, Florida.

2. Existing Facilities

- A community building
- One playground
- One softball field
- One basketball court
- Two picnic shelters

3. Park Enhancements

- Overall beautification of the park
- Renovate the community center
- Install a bike rack and fix-it station
- Construct a walking trail
- Install exercise stations
- Replace the basketball court
- Renovate the picnic shelters
- Replace fencing
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Jean Street Park – 3 acres

1. Site Location

Jean Street Park is located at 13239 Dorsett Circle, Tampa, Florida.

2. Existing Facilities

- Open Space

3. Park Enhancements

- Overall beautification of the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Lucy Dell Community Pond – 11 acres

1. Site Location

The Lucy Dell Community Pond is located at 6580 N. 47th Street, Tampa, Florida.

2. Existing Facilities

- Open Space

3. Park Enhancements

- Overall beautification of the park
- Installation of a walkway / board walk
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Monterey Lakeside Park – 8 acres

1. Site Location

Monterey Lakeside Park is located at 6602 Monterey Boulevard, Tampa, Florida.

2. Existing Facilities

- One picnic shelter
- Walking Trail
- Fishing dock / Pier

3. Park Enhancements

- Overall beautification of the park
- Install exercise stations around the walking trail
- Extend the dock
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Mosaic Park – 6 acres

1. Site Location

Mosaic Park is located at 6501 Riverview Drive, Riverview, Florida.

2. Existing Facilities

- Two tennis courts

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Install sun shades
- Install two picnic shelters
- Replace the tennis courts
- Construct a park restroom
- Construct a fishing pier
- Replace bollards
- Install lighting throughout the park
- Construct a paved parking lot
- Install a playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Osprey Ridge Park – 12 acres

1. Site Location

Osprey Ridge Park is located at 5802 Osprey Ridge Drive, Lithia, Florida.

2. Existing Facilities

- A skate Park

3. Park Enhancements

- Overall beautification of the park
- Construct a park restroom
- Install sun shades
- Install a picnic shelter
- Install lighting throughout the park
- Construct a paved parking lot
- Install the playground
- Construct a new skate park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

- Construct a walking trail
- Install exercise stations
- Replace the basketball court
- Renovate park restroom
- Renovate the picnic shelters
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Paul Sanders Park – 5 acres

1. Site Location

Paul Sanders Park is located at 606 W. Bloomingdale Avenue, Brandon, Florida.

2. Existing Facilities

- One playground
- Three picnic shelters
- Park Restroom Building

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Renovate the park restroom
- Renovate the picnic shelters
- Replace fencing
- Upgrade lighting throughout the park
- Construct an additional paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Peterson Road Park – 5 acres

1. Site Location

Peterson Road Park is located at 8203 Peterson Road, Odessa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- Two picnic shelter
- Park Restroom Building

3. Park Enhancements

- Overall beautification of the park

Roy Henley Park – 4 acres

1. Site Location

Roy Henley Park is located at 8817 Leeward Drive, Tampa, Florida.

2. Existing Facilities

- One multi-purpose field
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Simmons Bowers Park – 4 acres

1. Site Location

Simmons Bowers Park is located at 5208 S. 86th Street, Tampa, Florida.

2. Existing Facilities

- One playground
- One picnic shelter
- Walking Trail

3. Park Enhancements

- Overall beautification of the park
- Install exercise stations around the walking trail
- Renovate the picnic shelter
- Replace fencing
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

South Pointe Park – 7 acres

1. Site Location

South Pointe Park is located at 10510 Southern Pointe Boulevard, Riverview, Florida.

2. Existing Facilities

- One playground
- One basketball court
- Two picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Install sun shades
- Replace the basketball court
- Construct a park restroom
- Install lighting throughout the park
- Replace the playground
- Install Trees
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Landscaping

Sterling Ranch Park – 8 acres

1. Site Location

Sterling Ranch Park is located at 2323 Providence Ridge Boulevard, Brandon, Florida.

2. Existing Facilities

- One playground
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Install sun shades
- Renovate the picnic shelter
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Thonotosassa Main Street Park – 3 acres

1. Site Location

Thonotosassa Main Street Park is located at 10705 Main Street, Thonotosassa, Florida.

2. Existing Facilities

- One playground
- One basketball court
- One picnic shelter
- Park Restroom Building

3. Park Enhancements

- Overall beautification of the park

- Upgrade the walking trail
- Install exercise stations
- Replace the basketball court
- Renovate park restroom
- Renovate the picnic shelter
- Upgrade lighting throughout the park
- Construct a paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Westgate Park – 5 acres

1. Site Location

Westgate Park is located at 7606 Paula Drive, Tampa, Florida.

2. Existing Facilities

- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Install exercise stations around the walking trail
- Install sun shades
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Westwood Lakes Park – 7 acres

1. Site Location

Westwood Lakes Park is located at 12450 Westwood Lakes Boulevard, Tampa, Florida.

2. Existing Facilities

- One playground
- One multi-purpose field
- Two basketball courts
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Replace the basketball courts
- Install sun shades
- Construct a park restroom
- Renovate the picnic shelter
- Replace fencing
- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Woodlake Park – 5 acres

1. Site Location

Woodlake Park is located at 9207 Woodlake Boulevard, Tampa, Florida.

2. Existing Facilities

- One playground
- Two tennis courts
- One basketball court
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Replace the tennis courts
- Replace the basketball court
- Install sun shades
- Replace fencing
- Upgrade lighting throughout the park
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping



(This page was left intentionally blank)

MINI-PARKS

Audrey Lane Park– 1 acre

1. Site Location

Audrey Lane Park is located at 8811 Audrey Lane, Tampa, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the park
- Miscellaneous amenities: New signage; Trim/remove trees; Landscaping

- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Bullard Park – 4 acres

1. Site Location

Bullard Park is located at 100 W. Lutz Lake Fern Road, Lutz, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Carmen Casa Del Rio Park – 1 acres

1. Site Location

Carmen Casa Del Rio Park is located at 11202 Casa Loma Drive, Riverview, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Clayton Lake Park – 2 acres

1. Site Location

Clayton Lake Park is located at 619 Vonderburg Drive, Brandon, Florida.

2. Existing Facilities

- One picnic shelter
- Walking Trail

3. Park Enhancements

- Overall beautification of the park

Country Place Park East – 1 acre

1. Site Location

Country Place Park East is located at 4619 Ehrlich Road, Tampa, Florida.

2. Existing Facilities

- Four Handball courts

3. Park Enhancements

- Overall beautification of the park
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Front Street Park – 1 acre

1. Site Location

Front Street Park is located at 1902 Front Street, Valrico, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the park
- Install a picnic shelter
- New bollards
- Miscellaneous amenities: Signage; Benches; Picnic tables; Plant trees; Landscaping

Lucy Dell Park – 1 acre

1. Site Location

Lucy Dell Park is located at 6407 N. 45th Street, Tampa, Florida.

2. Existing Facilities

- One playground
- One picnic shelter

3. Park Enhancements

- Overall beautification of the park
- Renovate the picnic shelter
- Replace fencing
- Upgrade lighting in the park
- Construct a paved parking lot
- Replace the playground
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Ruskin 1 Commongood (Firelane) – 6 acres

1. Site Location

Ruskin 1 Commongood (Firelane) is located at 4th Avenue SW, Ruskin, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the property
-

Ruskin 2 Commongood (5th Ave) – 8 acres

1. Site Location

Ruskin 2 Commongood (5th Ave) is located at 5th Avenue SE, Ruskin, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the property
-

Shadow Run Park – 1 acre

1. Site Location

Shadow Run Park is located at 12902 Shadow Run Boulevard, Riverview, Florida.

2. Existing Facilities

- Open space

3. Park Enhancements

- Overall beautification of the property



SPECIAL USE FACILITIES

Cemetery For All People – 3 acres

1. Site Location

Cemetery For All People is located at 5901 N. 22nd Street, Tampa, Florida.

2. Existing Facilities

- A cemetery

3. Park Enhancements

- Overall beautification of the cemetery
-

Hackney Riverview Cemetery – 4 acres

1. Site Location

Hackney Riverview Cemetery is located at 11020 Hackney Drive, Riverview, Florida.

2. Existing Facilities

- A cemetery

3. Park Enhancements

- Overall beautification of the cemetery
-

Carrollwood Cultural Center – 6 acres

1. Site Location

Carrollwood Cultural Center is located at 4537 Lowell Road, Tampa, Florida.

2. Existing Facilities

- A community building

3. Park Enhancements

- Overall beautification of the park
 - Construct a walking trail
 - Install a picnic shelter
 - Upgrade lighting throughout the park
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping
-

Hillsborough Co. Fairgrounds – 69 acres

1. Site Location

The Hillsborough County Fairgrounds is located at 215 Sydney Washer Rd., Dover, Florida.

2. Existing Facilities

- Large exposition buildings
- Office buildings
- Park Restroom Building

3. Park Enhancements

- Install nature trails throughout the property so that it is more usable
 - Construct two new buildings (80' x 150' and 70' x 150') to accommodate livestock during the Fair and for support / storage for non-fair activities
 - Construct a 60' x 70' open structure for a community stage
 - Construct a 4,000 square foot storage building
 - Construct a Grandstand cover
 - Install 20 additional RV spaces
 - Install a sewer in midway area
 - Construct more paved parking
 - Pave the midway loop road
 - Pave the access road to the exposition building
 - Install street lighting along Sydney & Hwy 60
 - Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping
-

Construction Unit – 2 acre

1. Site Location

Construction Unit is located at 5288 Eureka Springs Rd, Tampa, Florida.

2. Existing Facilities

- A complex of buildings encompassing offices, equipment, and storage

3. Park Enhancements

- Overall beautification of the complex
-

Lutz Civic Center – 1 acre

1. Site Location

The Lutz Civic Center is located at 98 1st Ave NW, Lutz, Florida.

2. Existing Facilities

- Community Center

3. Park Enhancements

- Overall beautification of the park
- Renovate the historic structure
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Faithway Dr. Mem. Site Cemetery – 1 acre

1. Site Location

Faithway Drive Memorial Site Cemetery is located at 240 Faithway Drive, Seffner, Florida.

2. Existing Facilities

- A cemetery

3. Park Enhancements

- Overall beautification of the cemetery

Lutz School House – 1 acre

1. Site Location

The Lutz School House is located at 18819 Highway 41, Lutz, Florida.

2. Existing Facilities

- Community Center

3. Park Enhancements

- Overall beautification of the park
- Install a picnic shelter
- Construct a paved parking lot
- Install a playground
- Renovate the School House Building
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

- Upgrade lighting throughout the park
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Thonotosassa Cemetery – 2 acres

1. Site Location

Thonotosassa Cemetery is located at 10830 Magnolia Drive, Thonotosassa, Florida.

2. Existing Facilities

- A cemetery

3. Park Enhancements

- Overall beautification of the cemetery

Maintenance Unit I – 16 acre

1. Site Location

Maintenance Unit I is located at 1111 E. 139th Avenue, Tampa, Florida.

2. Existing Facilities

- Large building encompassing offices, equipment, and storage

3. Park Enhancements

- Overall beautification of the complex

University Area - UACDC – 26 acres

1. Site Location

The University Area Park and Community Center is located at 14015 N. 22nd Street, Tampa, Florida.

2. Existing Facilities

- A community building
- One playground
- Four basketball courts
- One picnic shelter
- Park Restroom Building

3. Park Enhancements

- Overall beautification of the park
- Replace basketball court and install a roof cover
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Security cameras; Landscaping

Maintenance Unit 2 – 31 acre

1. Site Location

Maintenance Unit 2 is located at 1626 Natures Way Boulevard, Valrico, Florida.

2. Existing Facilities

- A complex of buildings encompassing offices, equipment, and storage

3. Park Enhancements

- Overall beautification of the complex

Vista Gardens Park – 3 acres

1. Site Location

Vista Gardens Park is located at 13550 South Village Drive, Tampa, Florida.

2. Existing Facilities

- Community Garden

3. Park Enhancements

- Overall beautification of the park
- Install sun shades
- Construct a park restroom
- Install a picnic shelter
- Construct a pole barn for composting
- Upgrade lighting throughout the park
- Construct ADA accessible planting plots
- Construct a paved parking lot
- Miscellaneous amenities: New signage; Water fountain; Benches; Picnic tables; Trim/remove trees; Landscaping

Mann-Wagnon Park – 2 acres

1. Site Location

Mann-Wagnon Park is located at 1101 E. River Cove Drive, Tampa, Florida.

2. Existing Facilities

- Community buildings
- Two picnic shelters

3. Park Enhancements

- Overall beautification of the park
- Construct a walking trail
- Install exercise stations
- Renovate the picnic shelters

UNDEVELOPED PROPERTIES

Kestrel Park – 11 acres

Site Location

Kestrel Park is located at 6111 Parkset Drive, Lithia, Florida.

North Ruskin Park – 9 acres

Site Location

North Ruskin Park is located at 5251 S. US Hwy 41, Ruskin, Florida.

Northwest Equestrian Park – 331 acres

Site Location

Northwest Equestrian is located at 9400 E. South Mobley Road, Odessa, Florida.

Panther Trace Park – 11 acres

Site Location

Panther Trace Park is located at 12404 Summerfield Boulevard, Riverview, Florida.

Sumner Acres Property – 5 acres

Site Location

Sumner Acres Property is located at 4012 33rd Street S.E., Ruskin, Florida.

Tanner Road Park – 33 acres

Site Location

Tanner Road Park is located at 10611 Tanner Road, Tampa, Florida.

Valencia Lakes Park – 13 acres

Site Location

Valencia Lakes Park is located at 411 West Lake Drive, Wimauma, Florida.

Waterset Property – 81 acres

Site Location

Waterset Property is located at 6191 N. U.S. Hwy 41, Apollo Beach, Florida.

(This page was left intentionally blank)

VIII. Potential Funding Approaches

“Accountability breeds response-ability”

Stephen Covey

ECONOMIC IMPACT OF PARKS AND RECREATION

According to researchers at the Center for Regional Analysis at George Mason University, who combined Census Bureau survey data with information in the NRPA's PRORAGIS statistical program, found that parks and recreation agencies operations spending was almost \$80 billion in total economic activity. This amount boosted gross domestic product (GDP) by \$38.8 billion and supported almost 660,000 jobs that paid in excess of \$24 billion in salaries, wages and benefits across the nation. Further, the researchers found that capital programs spending by parks and recreation agencies led to an additional \$59.7 billion in economic activity, a contribution of \$29 billion to gross domestic product, \$19.6 billion in labor income and more than 340,000 jobs.

Altogether, the operations and capital spending of the nation's local and regional public park systems created \$139.6 billion in economic activity, added \$68 billion in GDP and nearly 1 million jobs with payrolls totaling \$43.8 billion.

Economic Impacts of Local and Regional Public Parks on the United States Economy			
	Operating Impacts	Capital Spending Impacts	Total Impact of Local Parks' Spending
Economic Activity	\$79.97 billion	\$59.66 billion	\$139.63 billion
Value Added (GDP)	\$38.78 billion	\$29.17 billion	\$67.95 billion
Labor Income (Wages, etc.)	\$24.18 billion	\$19.61 billion	\$43.79 billion
Employment (Jobs)	658,478 jobs	340,604 jobs	999,082 jobs

Source: Center for Regional Analysis at George Mason University for the National Recreation and Park Association

The health of the Hillsborough County economy will always directly affect the public resources available to support park redevelopment and recreational programming. As we consider the economic times and the continual need to do more with less, it must become a priority of the Department leadership to move in the direction of reducing the need to rely upon public financing. As governments at all levels look for ways to focus on non-traditional financing, parks and recreation departments must take the lead in this new model.

Sustainability is an issue that the Department leadership has often discussed over the past twelve months. And more specifically, the discussion has posed the question, "In what way can we have tomorrow what we have today...but better and at a lower cost?" To achieve its goals, the Department needs to understand the many funding opportunities, identify the best options, and develop the strategies necessary to fulfill our goals.

There has never been a time in government when a master plan's resources outweighed its needs. Knowing this, it is important for the Hillsborough County Parks and Recreation Department to develop other financing alternatives to help finance operational costs and as well as capital costs. The Board of County Commissioners and the voters of the County have been supportive of the park system in the past and hopefully in the future as well.

SPECIAL DISTRICT

Special Districts Defined

One major consideration for funding the Hillsborough County Parks and Recreation Department is by creating a special district. According to Floridajobs.com, a special district is defined as "A unit of local government created for a special purpose, as opposed to a general-purpose, which has jurisdiction to operate within a limited geographic boundary and is created by general law, special act, local ordinance, or by rule of the Governor and Cabinet." (Section 189.012(6), Florida Statutes)

Special districts are very comparable to traditional governments. In fact, they are the same in the following way:

- Have a governing body with policy-making powers
- Provide essential governmental services and facilities
- Operate in a limited geographical area

The main difference is their purpose:

- Traditional governments provide local general governmental services, as well as have far-reaching powers
- Special districts, on the other hand, only provide local specialized governmental services, with very limited powers.

Inadequate revenue bases and competing demands for existing taxes make it hard for counties to provide all of the services that the residents desire. When residents want new services or, in the case of parks and recreation, a higher level of existing services, the County can form a district to pay for them. Parks and recreation districts, library districts, fire districts, and water districts exist around the country today because taxpayers were willing to pay for better public services. Special districts localize the costs and benefits of the services and let the residents obtain the services they want at the prices they're willing to pay.

BEST FINANCIAL PRACTICES

One of the objectives of this Hillsborough County Parks and Recreation Department Master Plan is to provide financial recommendations for the organization that are both implementable and sustainable. The following is a list of numerous initiatives to accomplish this objective:

- Employ creative funding and financing tools
- The Department must understand its costs
- The adoption of the pricing pyramid and a cost recovery policy
- Construct revenue producing facilities
- Move away from entitlements of facilities and programming
- The need for performance measures
- The creation of core services which go beyond the after-school program and summer camp
- Core services must be developed while non-core services should be provided by others
- Coordinate programming with multiple internal and external partners
- Utilize outside volunteer resources
- Development of an effective marketing campaign for program promotion

All of these initiatives and the associated strategies described below should be explored to maximize the potential additional funding success of the overall Department.

The following are financing options, some of which are already being used by the Department, as well as other alternatives that should be considered in assisting the Department finance the Parks and Recreation system in the future.

USER FEES

The development of systematic plans for recreation programs and a standard level of service is usually less clear than planning for physical assets like parks and community centers. Planning efforts should rely on three factors that are not easily quantified:

- Cost recovery goals that translate into fees for services
- Deciding on the market rate for fees
- New program service initiatives based on community needs

These three factors are the major considerations under the scenarios that forecast alternative choices for accepted recreation system policies. In considering the level of service for recreation programs and services, the Department needs business practices that establish fee rates for direct, indirect, and administrative costs for services. The practices presented on the following pages are within the context of the community willing to pay the market rate for classes and programs, as well as bear the financial assistance that may be needed for those residents who may not be able to afford user fees. In addition, this new business practice for recreation and athletic programming must consider outcomes, alignment with the Department mission, high-quality programming, annual reviews, and duplication of services.

As mentioned above, “user fees” are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the County. In value-added or niche areas such as specialty programming, the County needs to rely on user fees to sustain and/or improve facilities. The fees should be set by the County based on cost recovery goals and the level of exclusivity the user receives compared to the general taxpayer. As indicated in the Pricing Pyramid, services provided by the Parks and Recreation Department can be classified under four different levels and should be priced accordingly.

The determination needs to be made as to what activities are community-wide oriented and what activities are clearly for an individual purpose. This framework would reduce the burden on the tax-payers for programs that do not benefit the community as a whole, while also supporting the programs that are most beneficial to the community as a whole.

Undoubtedly over the years a culture of entitlement of government programs has led to the belief that all services should either be free or nearly free. In great economic times, such a belief may have been acceptable, if not encouraged by community leadership. But unfortunately, rarely do great economic times come around very often, and when they do, it is usually short lived.

The benefit of a cost recovery program is that over time a community becomes stagnant. The reason is that there is always a limit on resources; whether it be money, facilities, supplies, or personnel. That being said, a new program cannot be developed because all of the resources are already being utilized. It takes a progressive department to review its catalogue of programs and determine when activities need to be enhanced, and which ones need to be ended.

In addition, a well-defined cost recovery program will regulate how tax payer money is spent on Department activities, which would allow for more money to be spent on community oriented programs. If less resources are dedicated toward programs where only a few individuals benefit, those resources can then be used to develop new programs for the masses. Of course the goal is not to cancel those programs that privately benefit individuals, but to simply pass the cost on to those individuals and activities as “user fees”.

When equity is considered in the pricing structure, it should be noted that those who benefit from the service should pay for it; and those who benefit the most should pay the most.

In the end, it should be noted that adopting a new set of pricing policies will provide the Department with the tools to adjust the fees of programs and services as operation and maintenance costs increase against a fixed tax revenue stream.

COST RECOVERY

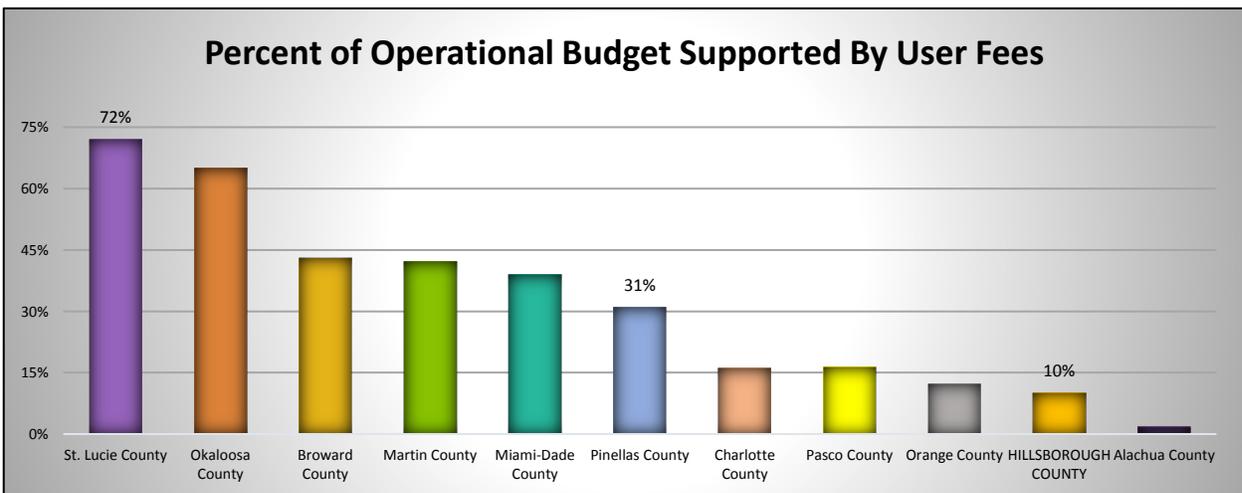
In simple terms, cost recovery through fees is the concept that program costs are not being completely borne by the Hillsborough County Government. Depending on the benefit, individuals taking advantage of the service may need to pay for at least a portion of the programming cost.

Cost recovery indicates a self-aware Department that understands that a budget must be used wisely. While it is the responsibility of parks and recreation professionals to provide services to improve the lives of the County residents, attracting revenues is a significant piece of the equation. Today's economic environment limits the Department's resources, while the Department continues to experience rising costs. The reason to institute a proper cost recovery plan is not to just attract more revenue, but to utilize that revenue to make the offered programs better. With limited revenue, programming and the quality of that programming will also be limited. With the existence of a strategic cost recovery plan, the programming can be enhanced, allowing the participants to experience the benefit of the cost recovery program. Common sense dictates that a program that is invested into will become a better program. Over time, a solid cost recovery plan will not only be supported by program participants, but it will actually be encouraged.

While some sources have reported that the national average for department wide cost recovery is 35%, due to varied opinions on the definition of indirect costs, along with the affluence of different communities, there is no true established percentage to achieve. Fortunately, in reference to direct costs only, the Hillsborough County Parks and Recreation budget has increased its cost recovery to 9.6%. In turn, the present fee schedule for the Department entails the tax payers subsidizing 90% of all operations. A reduction of 2% over last year.

Cost Recovery Chart for Parks and Recreation

FISCAL YEAR	TOTAL EXPENSES	TOTAL REVENUE	COST RECOVERY
2014	\$24,836,779	\$1,923,240	7.7%
2015	\$25,073,343	\$1,906,479	7.6%
2016	\$22,873,299	\$2,206,681	9.6%



Source: Florida Benchmarking Consortium, FY 14/15 Annual Services Report

Cost of Service

So, what is the actual cost of service? This needs to be decided before a fee can be determined that should be charged for a class or activity. While there are many reasons for wanting to know the actual cost of service, the following are among the top reasons:

- Determine the cost effectiveness of each program.
- Analyze each program to identify total costs and determine appropriate user fees.
- Document the effectiveness of pricing policies and recovery goals.

By including all direct and indirect costs, a cost of service analysis will define the total cost of providing parks and recreation services to the community. The results of the analysis support decision making for determining what programs and services should require more subsidies from Hillsborough County, as well as what additional fees should be charged for specific services. To determine the true cost of service, the following needs to be considered:

- Direct costs include those incurred directly such as salaries and benefits, inventory, activities, uniforms, supplies, equipment rental, contractual services, printing, etc...
- Indirect costs are those that are needed for the program or activity, but does not exist exclusively because of the activity. Indirect costs include services such as administrative costs such as purchasing, human resources, information services, general management, and governance of the Department, as well as building and grounds maintenance, fiscal services, legal services, and replacement costs.
- The total costs divided by the number of participants will determine the total costs per participant.
- The result of the cost-of-service analysis should only be used as a guide to determine user fees.

The following details on specific activities, programs, services, and permits will be needed to complete a true cost-of-service analysis. This includes:

Programs - Details for each activity including:

- Number of classes
- Number of participants
- Current fee cost
- Total revenue collected for the class

Facilities - Details regarding facilities including:

- Number of facilities needed
- Size of each facility
- Age of facilities
- The cost of facility construction

Maintenance - Details for each activity including:

- Necessary work orders
- Staff hours and costs
- Maintenance equipment needed
- Any contracted services

With the additional activity information and the currently available accounting information, the Department would be able to complete a comprehensive cost-of-service analysis.

It is through a pricing policy whereby the Department can utilize consistent guidelines in pricing services and programs. This allows users to better understand the philosophy behind the pricing of a service. Furthermore, the level of service and benefits users receive is translated into a price that is based on either a set subsidy level; the level of individual consumption; or the exclusivity of a program beyond what the general taxpayer receives. When evaluating the pricing of services, the Department should also analyze the target market, as well as the social and economic impact of the service.



PRICING PYRAMID

Criteria for Establishing Fees and Charges

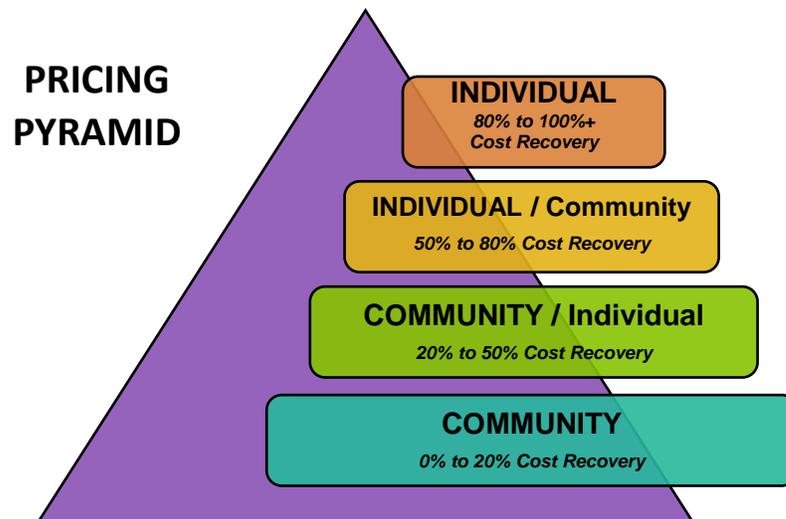
The pricing pyramid can be used as a guide in producing a pricing structure and cost recovery plan for facilities, programs, and services provided by Parks and Recreation departments.

After many years of somewhat arbitrarily choosing prices for various types of classes, the pricing pyramid distinguishes what programs the tax-payers should subsidize and what programs should be fully paid for by the user.

In today's economic times, all governments are forced to truly consider what programs they should subsidize and which ones should be self-sustaining. While the past may have included local governments supporting causes across their region, the cost has become so significant that tough decisions have to be made. How those decisions are made is where the pricing pyramid becomes very useful.

With an unbiased view, the pyramid forces an organization to put a minimum and a maximum limit on how much they would be willing to subsidize a program or activity. If an activity is clearly a benefit to the entire community, then the cost should be borne by the entire community. Conversely, if an activity clearly only benefits certain individuals, then the community should not bear any of the program's cost. That being said, many classes, programs, and activities actually fall under the banner of being beneficial to both the community and the individual.

In determining who is benefiting from the service, using the Pricing Pyramid to determine a program fee provides transparency, accountability and guidance.



COMMUNITY BENEFIT – 0% to 20% Cost Recovery

As indicated above, the lowermost level of the Pricing Pyramid is not only the largest, but it includes classes, programs, and activities that benefit the entire Hillsborough County community. As an overview to the parks and recreation industry, departments are seen as enhancing the quality of life for the residents. In doing so, the tax paying community expects, and rightly so, that their taxes should pay for some level of community service. As a whole, Hillsborough County residents are already paying annually for basic services and facilities, so facilities and activities that benefit the community should be priced at no fee or a minimal fee. In the overall Pricing Pyramid, the largest percentage of support through resources and subsidies is found in this level.

Examples of no or low cost Department services include: neighborhood parks; open picnic and play areas; open play facilities; and community festivals and events.

COMMUNITY

0% to 20% Cost Recovery

How a COMMUNITY activity is defined:

- A Department activity that is equally available to everyone in the community and should benefit everyone
- Since the activity is generally designated as “open”, there is no more of a benefit to one person than another
- Any fee collected for one of these activities would be so limited that it would not be beneficial in attempting to collect a fee
- The service is primarily provided by the public sector

COMMUNITY / Individual BENEFIT – 20% to 50% Cost Recovery

The next step of the Pricing Pyramid embodies classes, programs, and activities that benefit not only the community, but also the individual physical and mental well-being for personal gain. Many activities at this step encompass the traditional services expected from a productive parks and recreation department. While the first step includes a very limited fee, this second step moves to begin charging a portion of the fees to present each of the programs. Through the gathering of all direct and indirect costs, a fee should be composed that could reach as high as fifty-percent of the program cost. This fee would then be passed on to the participants to offset the tax subsidy that it would take to produce the program.

Examples of the programs that are more community based than individual based include: youth sports programs; senior adult and youth drop-in non-instructional programs; pre-school activities; therapeutic programs; summer camp; schools out day camps; and special events.

COMMUNITY / Individual

20% to 50% Cost Recovery

How a COMMUNITY / Individual activity is defined:

- The Department activity greatly benefits the community at large, but also directly benefits personally those individuals who participate
- It is relatively easy to determine level of service benefiting the user
- Collecting a fee from the activity exceeds any administrative cost to do so
- The service may be provided by the public sector, but may also be provided by the private sector

INDIVIDUAL / Community BENEFIT – 50% to 80% Cost Recovery

The third step, which includes an even smaller tax payer subsidy, represents classes, programs, and activities that benefit the individual much more than it benefits the community as a whole. Beyond the level of the most basic programming, this step includes more personal activities. Through the gathering of all direct and indirect costs, a fee should be composed that could reach as high as eighty-percent of the program cost. This fee would then be passed on to the participants to offset the tax subsidy that it would take to produce the program.

Examples of the programs that are more individual based than community based include: youth and adult instructional classes; adult sports programs; day trips; specialized programming; and training courses.

INDIVIDUAL / Community

50% to 80% Cost Recovery

How an INDIVIDUAL / Community activity is defined:

- The Department activity benefits personally those individuals who participate, but the community at large also benefits in a smaller way
- It is very easy to determine the level of service benefiting the user
- Collecting a fee from the activity exceeds any administrative cost to do so
- The service may be provided by the public sector, but may also be provided by the private sector

INDIVIDUAL BENEFIT – 80 to 100%+ Cost Recovery

The fourth and top step of the Pricing Pyramid includes little or no tax payer subsidy, and represents classes, programs, and activities that fully benefit the individual, with a very limited benefit to the community. Some of these services may even fall outside of the core mission of the Department. At this level, programs and services should be priced to recover the full cost of the service, including all direct and indirect costs. Depending on the program, there is definitely the possibility of charging a premium fee that exceeds the cost of the program. Due to the necessity of either using staff time, shutting down a facility, or spending public resources, a private program should be charged a premium fee.

Examples of the programs that are highly individual based include: food, beverage and merchandise for resale; overnight trips; private instruction; and rentals for commercial/for profit businesses.

INDIVIDUAL
80% to 100%+
Cost Recovery

How an INDIVIDUAL activity is defined:

- The Department activity benefits almost exclusively those individuals who participate
- It is very easy to determine the level of service benefiting the user
- There is excess demand for the service; therefore, allocation of limited services is required.
- Collecting a fee from the activity far exceeds any administrative cost to do so
- The service is provided at market price by the private sector
- The service is usually provided by the private sector, but may also be provided by the public sector



Hoop It Up: National 3 on 3 Basketball Tournament, All Peoples Life Center

FUNDING AND REVENUE STRATEGIES

1. Control costs through Activity Based Costing (ABC)

To determine and understand exactly what services are provided to the Hillsborough Community, and the true costs of those services, the Department should utilize the ABC method. By understanding the real costs, the Department can then achieve savings by making reductions in existing costs through:

1. Finding less expensive ways to offer the activity
2. Reducing costs of service
3. Redesigning programs
4. Increasing volume relative to cost reductions

There are four basic components that determine how the ABC model will track cost information. Those components are: The activity; expenses; expense costs; and outputs.

1. Choose the activity or services being produced by the Department.
2. Determine the expenses incurred by the Department within each activity or service.
3. Determine the cost of each expense.
4. Outputs represent the number of times an activity is performed during a period of time. (Number of participants, admissions, games, etc.)

The following simple example illustrates an ABC for one youth basketball program, on a per participant cost level. While this is the typical measuring tool for programs, Activity Based Costing for maintenance could be measured by acres mowed or square feet maintained.

Activity Based Costing (ABC) Brief Example Summary of a Program

<u>Driver</u>	<u>Youth Basketball League</u>	<u>Total Dollars</u>
Referees		\$2,800
Uniforms		\$1,800
Supplies		\$ 600
Indirect Labor		\$ 400
Overhead (Utilities)		\$1,400
	TOTAL OUTPUTS	\$7,000
	Program Participants	<u>200</u>
	Cost / Participant	\$35.00

Before determining the fee for any program, an ABC analysis should be completed.



FEE SCHEDULE

The following chart indicates a new fee structure for the Hillsborough County Parks and Recreation Department. While the current fee schedule, approved by the Board of County Commissioners, will stay mostly intact, the small change recommended is of great significance. Currently, there is an established fee for what the Department is permitted to charge for sports. The current fee to play soccer is \$25 per child, while the fee to play youth basketball is \$50. These fees were established with no regard for the cost of the actual program. It is not recommended to establish a fee for a program without first understanding the cost associated with that program. Depending on the cost for equipment, uniforms, and referees per season (among other fees), the cost to play soccer may be \$50 per child (not \$25). At the same time, a well-structured youth basketball program may only cost \$30 per child, but due to the current fee structure, the Department must charge \$50 per child.

In addition, the current fee schedule includes that an adult basketball league must be charged \$425 per team, with specialty sports being charged \$300 per team. Again, these fees were established with no consideration being given to the costs of the programs. For example, if a basketball league is organized consisting of 6 games, the cost is \$425 per team. If that same league consists of 20 games per team, the cost is still \$425. Clearly the costs associated with 20 games (referees and score keepers, etc....) would be much higher than 6 games. Therefore, the “one-size fits all” fee schedule doesn’t work in a progressive parks and recreation department. In fact, some programs cannot be organized due to the current fee schedule making some of the athletic programs unfeasible.

Another example of a requested change in the below fee structure is to remove the cost per class for “Special Interest Classes / Camps / Clinics / Programs”. Currently the fee charged cannot be higher than \$10 per class. Unfortunately, any class where the supplies may cost more than \$10 per class is just not feasible to offer. Therefore, the Department is immediately limited in what programs can be offered due to fees that were established with no regard to costs. So, overall, with a new pricing structure, the Hillsborough County Parks and Recreation Department could offer many more classes and programs at a lower cost.

To solve the problem, it is recommended that through the acceptance of this Master Plan, the fee for all athletic leagues produced by the Department (teams and individuals), as well as classes and programs, should be set by the Department. As indicated in the fee structure, most other current fees will stay as presently established.



PARKS and RECREATION FEE SCHEDULE

Services	Fees
Athletic Leagues	Rate set by the Department Market / Expenses Based
Athletic Field Rentals	
Practice with or without lights	\$30 / hr. - 2 hour minimum
Tournament Rental	\$275 / day/field \$375 / day / field with temporary equipment
Field Re-preparation	\$50 / field / per prep
Tournament Staff Fee	\$40 / hr. / staff
Field Sponsorship/ event	Rate set by the Department Market / Expenses Based
Field Advertisement	\$300 / sign / year
Volunteer Background Check	\$30 / year
Building Rentals	
0-1600 Sq. Ft.	\$40 / hr. plus tax & Staff Charge
1601-2500 Sq. Ft.	\$45 / hr. plus tax & Staff Charge
2501-4500 Sq. Ft.	\$50 / hr. plus tax & Staff Charge
4501 Sq. Ft. and larger	\$100 / hr. plus tax & Staff Charge
Gymnasiums	\$150 / hr. plus tax & Staff Charge / 2 hr. min. All Peoples Life Center - \$200 / hr. plus tax & Staff Charge / 2 hr. min.
Staff Charges for Building and Gym Rentals	\$40 / hr.
Non-Sporting Event Court / Floor Covering	\$200 / court
Outside Court Fee	\$20 / hr.
Open Space / Field Rental	\$25 / hr. or \$200 / event
Shelter Rental	
Seating less than 30 people	\$40
Seating 31 to 60 people	\$70
Seating 61 to 150	\$125
Seating over 150	\$225

Fee Schedule Continued...

Services	Fees
Discount for Rentals	
Co-Sponsored	100%
Non-Profits (501-C-3 and private groups)	50%
Weight Room Fees	\$10 / month
Special Interest Classes / Camps / Clinics / Programs	Rate set by the Department Market / Expenses Based
Afterschool Program	\$10-\$48 / week Income Based
Summer Camp Program	\$10-\$48 / week Income Based
Staff Fee for Late Pick-up	\$10 / every 15 minutes late
Refund Processing Fee	\$15

2. Construct revenue-producing facilities

Historically, parks and recreation departments across the country were authorized to develop parks and facilities without truly considering the sustainability of such development. In Hillsborough County, every neighborhood having their own park, as well as every area having their own community center was an acceptable mindset when construction was inexpensive and volunteerism was in abundance.

Today, professionally managed parks and recreation department's recognize the need for sustainability in the way of cost recovery and constructing revenue producing facilities. All facilities (current and future) should be independently studied as to their specific ability to add revenue to the Department.

It should be noted that some revenue producing facilities will attract direct money to the Department, while others will indirectly assist the County financially. A major sports complex will attract teams from around the region and the country, enhancing the economy by participants, coaches, and families staying in local hotels and eating at local restaurants. In addition, the County economy also receives a benefit for the many other purchases made by the traveling teams such as: car rentals; gasoline; and miscellaneous store purchases.

3. Coordinate plans with multiple organizations

Coordination with other County agencies can be beneficial in the department reaching its goals. Close coordination with planned public infrastructure improvements will produce opportunities for implementation of an outstanding parks system. For example, knowing early in the planning process that a new storm water detention facility is being planned for a specific area of the County, allows the Parks and Recreation Department to assess if the new detention facility could fill a recreation need in that area, and propose the use of the facility as a public park. By assessing the improvement early in the process, construction of the storm water facility could then include the construction of park related facilities; thereby reducing the overall construction costs incurred to the County. This allows for the possibility of developing dual use facilities.

4. Utilize outside volunteer resources

To improve the Department's athletics' and recreation center program growth and park maintenance support, it would be beneficial for the Department to not only continue managing a group of volunteers as it does now, but to enhance its efforts significantly.

There are already a significant number of people who support the services offered by the Department, especially in the Athletics Division, where the number of volunteers exceeds 5,500. In programming, there

are tremendous opportunities to use retired individuals, parents and youngsters, and special interest groups (garden clubs, senior groups, etc...) to foster community growth, legislative initiatives, recreational programs, and park maintenance projects.

Managing volunteers is a huge undertaking, but having a Volunteer Coordinator has greatly added to the Department significantly. That position job description will need to be enhanced to truly focus solely on the recruitment, retention and recognition of the volunteers. While the position has mainly been used to organize interested volunteers contacting the office, new volunteers and organizations can be attracted through programs such as "Adopt a Park", "How-To" adult education programs, teen adventure programs, etc.

5. Utilize creative funding and financing tools

The existing funding sources for the Hillsborough County Parks and Recreation Department is not a sustainable model for expanded operations and the development of new facilities. Additional funding should be sought through a combination of sources. Over time, the various funding sources should be evaluated to determine which will best benefit the community and the Department in reaching its goals.

Upon review of the different financing tools available, the Department should determine the tolerance for the potential techniques to be implemented. While all funding tools have the potential to support this Master Plan, some of the more aggressive ones may take longer to implement due to their complexity (TIF's, real estate transfer fees, revenue bonds) where others may move along quickly (enhancing the Friends of the Park Foundation, naming rights, sponsorships, partnerships, and outsourcing).

One of the most important activities that the Department should undertake is the analysis of its fee structure. The Department should also conduct a market analysis of the fees and charges relative to other local service providers and to the true costs to the Department. With the ABC model (Activity Based Costing), the Department will know the true cost of service delivery and establish an appropriate fee structure for services. As with most parks and recreation departments, the current pricing of services does not reflect the total costs to provide those services. With a true analysis of the fee structure, the County may be able to subsidize more community programs from the money that is currently expended on more individual programs.

A variety of funding tools are described below.

Traditional Funding Sources

General Fund

General funds derived from ad valorem taxes, business taxes, permits and fees, charges for services, fines and forfeits, and other miscellaneous revenue sources are a normal way of supporting park system operations but are limited in their ability to fund significant land acquisition or capital development.

Bond Referendum

This funding approach involves submission of a bond measure to be used to finance greenspace acquisition, development, and/or maintenance to a direct popular vote. The Bond is usually a set amount of funding.

Local Option Sales Tax

Special option taxes such as a Local Sales Tax or a Food and Beverage Tax, are used in many communities to support parks efforts. These serve as the most equitable tax model for the community for the purposes of providing park and recreation services. The revenue generated from the tax could help support activities that benefit the community through staffing, preservation of open space and facility development.

Concession and Merchandise Sales

In addition to user fees, the sales of concessions and merchandise can additionally generate revenue for a parks and recreation department. Depending on the size of the traffic areas, concession sales of food & beverage and merchandise could be very lucrative. The operation of this enterprise can be either managed in-house or through a contracted service in which we would collect an established fee.

Hospitality Tax

A relatively new trend in the funding of parks and recreation departments is the utilization of a Hospitality Tax – also known as a Tourist Development tax or bed tax. Traditionally, a Hospitality Tax is used to fund the administration of a convention and visitor’s bureau, as well as a visitor center. While all communities have different uses for the tax, parks and recreation facilities and services have often been neglected. This is unfortunate for the simple fact that it is often the Department’s facilities that attracts the money that makes up a lot of the Hospitality Tax in the first place.

General Obligation Bonds

General Obligation (GO) Bonds are the collection of ad valorem tax revenue levied in the unincorporated area of the County and required for principal and interest payments on general obligation bonds issued by the County to fund acquisition of land and construction of park facilities in the unincorporated area.

Revenue Bonds

Revenue bonds are a popular funding method for financing high use specialty facilities like tennis centers, fitness facilities, aquatic centers, ice rinks, and athletic complexes for outdoor sports. In order for this technique to work, it must produce enough excess revenue to cover its operational costs and service its bond debt.

Governmental Funding Programs

A variety of funding sources are available from federal and state government for parks and greenspace-related projects. For example, Federal funding sources have historically been available from the U. S. Park Service’s Land and Water Conservation Fund (LWCF). The Land and Recreation Grants staff also administers grants to local Florida governments through the Florida Recreation Development Assistance Program (FRDAP). The matching ratio is one applicant dollar to one federal dollar for all grant awards (50% / 50%). The maximum grant request is \$200,000. In addition, funding from the U. S. Department of Housing and Urban Development’s Community Development Block Grant Program may be available if certain criteria are satisfied. Transportation enhancement funds available through federal transportation bills may be used for trail and related greenspace development. In addition other federal and state grants can be used to fund support for park development.

Real Estate Transfer Fees

An increasingly popular funding source for the acquisition, upgrade and upkeep of parks is a real estate transfer fee. The basis for the fee is the value the existing parks contribute to property values in the community. The idea behind the fee is that a person who buys the property hastens the decline of the available open-space in the community. The fee reflects the value the parks add to the homes, businesses, and property. Typically the fee is ½ of 1% of the transfer value of the property (\$250-500 per \$100,000 home sale). The funds are collected and transferred into the capital budget of the Parks and Recreation Department.

Tax Increment Financing (TIF)

A more obscure funding source for parks is the use of TIF districts to stimulate redevelopment, particularly in urban areas. Florida communities have successfully used TIF districts. The unique feature of TIF districts is that they fundamentally rely on property taxes created directly by the revitalization projects in the defined district.

Non-reverting Funds

Non-reverting funds is another method of funding program and capital projects. Non-reverting funds designate programs that generate excess revenue, which is placed in a separate account. Program, operational and maintenance support for the designated program can then be drawn from this account to support or subsidize the project.

Impact Fees

Another tool used positively in Hillsborough County is the developer Impact Fee. This funding method rationalizes that the existing citizens have shared in the park development to date and so the new residents should share like costs. Through the reduction of public space, the new funding can generally not be used to replace a current amenity, but to only be used to increase “capacity”. While Impact Fees cannot be used to replace an old playground, the fee can be used to install a new playground where one does not exist. More information on Impact Fees can be found at the end of this chapter.

Easements

Every landowner holds a “bundle” of rights associated with their property. In using easements to create parkland, the department leverages the property without actually purchasing the land. The three most common easements in parks and recreation are recreation easements, conservation easements, and scenic easements. Each instrument provides the landowner title to the property, while for consideration of an annual fee, the landowner agrees to the conditions of the easement. Those conditions may include access and use of the property for recreation, conservation of the natural resources, or providing views into the property.

Dedicated Funding Sources

Dedicated Sales Tax

A dedicated sales tax has been used by many cities as a funding tool for capital improvements. The dedicated sales tax can either be used exclusively for parks and recreation, or have a major component of the tax that would be committed to parks and recreation needs. While the general fund can only do so much in maintaining current facilities, a dedicated sales tax can be used to construct the parks and facilities that community’s desire.

Improvement District

An improvement district allows for special assessments on property owners to support acquisition, development, and/or maintenance costs. There are various types of improvement districts that apply to parks and greenspaces such as Landscape and Lighting Districts, Park Benefit Districts, and Park Maintenance Districts.

Vehicle Registration Tax

Vehicle Registration Tax, is a method of taxation commonly used to generate revenue. The tax is charged to motorists based upon the vehicle’s weight, often collected at the time of vehicle registration or tag renewals. Vehicle Registration Taxes can be used to fund management and maintenance of park roads and parking lots.

Private Funding Sources

Grants

Because of the surge of alternative funding options being sought by governmental agencies, the competition for us to receive grants and awards has become more competitive than ever. However, the amount of money that can be obtained by submitting grant proposals is large enough so that it should not be ignored. But, due to the unreliable nature of this method of funding, we should only pursue grants for supplementary income and not rely on them as a primary means of fundraising.

No matter where a grant may be obtained, grants usually fall within the parameters of the following two categories:

- i. General Purpose and Operating Support Grants
- ii. Program and Project Support Grants

General purpose and operating support grants can be used to support the general expenses of operating the Department. An operating grant means the funding agency supports our organization’s overall mission and trusts we will make good use of the money. In contrast, a program and project support grant is awarded to support a specific set of activities, with a beginning and an end, with explicit objectives, and predetermined costs.

The following are several common types of program or project support grants:

Feasibility / Planning Grants

When planning a major new program, we spend a good deal of time and money on conducting research. Through the use of consultants and experts to conduct feasibility and planning studies, a planning grant supports such initial project development work.

Facilities and Equipment Grants

These grants help organizations purchase or develop long-lasting physical assets such as a building. We must demonstrate that our organization's new acquisition will help serve our residents better. In addition, to obtain such a grant we must also demonstrate our financial commitment to the facility. Funders do not want to help an organization only to see the facility shut down in a few years because of financial issues.

Matching Grants

Many grant makers will provide funding only on the condition that our organization can raise an amount equal to the size of the grant from other avenues. This type of grant is another means by which foundations can determine the viability of an organization or program.

Seed Money or Start-up Grants

These grants help a new program in its first few years. The idea is to give the new effort a strong push forward, so the Department can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amounts each year. The Knight Foundation's support of the College Hill Alliance is a great example of a start-up grant.

Management or Technical Assistance Grants

Unlike most project grants; a technical assistance grant does not directly support the mission-related activities of the organization. Instead, it supports the organization's administration with fundraising, marketing, financial management, etc...

Program-Related Investments

In addition to grants, the Internal Revenue Service allows foundations to make loans to not-for-profits called program-related investments (PRIs). The loans are usually made at low or zero interest and must be paid back to the grant maker. Our parks and recreation department would be eligible for these types of loans.

Business / Citizen Donations

Individual donations from corporations and citizens can be sought to support parks and greenspaces. A program could be created to solicit tax deductible contributions from individuals, community organizations, and businesses to enhance park and recreational services.

Parks Foundation

The Hillsborough County Parks and Recreation Department works regularly with the Friends of the Park Foundation. Over time, the foundation could become more involved in acquiring land, developing facilities, sponsoring programs, and buying equipment for the Department. Through a developed fundraising plan, the foundation has the ability to react quickly to funding options, create match opportunities with other providers, support individuals in the community with estate planning (including charitable remainder trusts, life estates, etc), and serve as a trust for the Department as a whole.

General Foundations

Foundation funds can be sought for land acquisition, development and construction of facilities, and programming. These foundations can include general-purpose foundations that have relatively few restrictions, special program foundations for specific activities, and corporate foundations that have few limitations and typically come from local sources. Most foundations focused on youth or human services seem appropriate for programming support, while larger national foundations have broader funding options. The economy over the last five years has had a tremendous impact on the valuation of many foundations, but today's foundations appear to be searching for worthy projects to support.

Not-for-profit Organizations

Not-for-profit organizations can provide support for open greenspace and parks in various ways. Whether it is the Trust for Public Lands or a conservancy association, many forms of nonprofit organizations might solicit donations for park improvement projects.

Homeowner Association Fees

Homeowner association fees are typically used to maintain dedicated greenspace areas within private residential developments. These fees could be applied to maintaining privately owned greenspace that is publicly accessible through an agreement between the developer and the County.

Lease Back

Lease backs are a source of capital funding in which a private sector entity such as a development company buys the land; develops a facility such as a park, recreation attraction, recreation center, or sports complex; and leases the facility back to the County to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds.

Volunteer Programs

Adopt-a-Park

In this approach, local neighborhood groups or businesses make a volunteer commitment to maintaining a specific park. Adopt-a-Park arrangements are particularly well-suited for smaller parks which are less efficient for a parks department to maintain.

Adopt-a-Trail

This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Neighborhood Park Initiatives

These are formal or informal initiatives by local groups to address the needs of an individual park. An example includes a local park "Day of Caring" event which includes a "clean up" day.

Community Service Workers

Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or other maintenance activities. Most workers are assigned approximately 50 hours of work.

Partnerships

Strategic partnerships are an exceptional resource that can be used to maximize opportunities in the community. These strategies have been implemented previously with organizations such as other Hillsborough County Departments, Boys and Girls Clubs of America, and the Hillsborough School District.

Partnerships can take many forms including:

- Investment partners
- Event partners
- Contractual partners
- Park partners
- Not-for-profit partners
- Inter-agency partners
- Product partners
- Park-school partners

Within the parks and recreation industry there has been a movement away from being the exclusive direct provider of facilities and services and toward an agency forming partnerships with other entities to produce these amenities.

Two primary reasons for this shift are:

1. A desire to reduce the high cost and inherent inflexibility associated with hiring full-time personnel whose skills are tied to direct delivery of a specific service.
2. A desire to avoid the constraining influence of bureaucratic procedures and regulations.

Partnerships can also be an excellent resource when the addition of facilities or amenities is not part of any master plan priorities. Therefore, unique, unforeseen opportunities that arise relative to development opportunities and community interests can be considered as potential partnership opportunities.

Partnerships can be developed between the Department and other organizations in both the public and private sectors. Before these partnerships can be formed, however, a favorable supportive environment for such partnerships has to be present. There must be reciprocal benefits accruing to all parties in a partnership arrangement if it is to be successful. In addition to financial considerations, benefits may include use of complementary assets and enhanced stability for the service. Ultimately, the personal relationships that we forge with our partners will determine our effectiveness.

Additional information on “Partnerships” can be found in Chapter IV. (Department Overview)

Revenue Generation

Fees and Charges

User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the County. The fees should be set by the County based on cost recovery goals and the level of exclusivity the user receives compared to the general taxpayer. As indicated in the Pricing Pyramid section of this Master Plan, services provided by the Parks and Recreation Department can be classified under five different levels and should be priced accordingly.

Resident / Non-Resident Fees

A philosophy of pricing activities based on the value and benefits to the participant is necessary to create equity for the Hillsborough County residents and residents of other communities. Having a policy for not-for-profits in place is a positive step, but it should be reviewed annually against the ABC model. An out of county policy should also be considered given the regional draw of such sports complexes as Ed Radice Park and Owens Pass Park.

Land Leases / Concessions

Land leases and concessions are public/private partnerships in which the County provides land or space for private commercial operations that enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from vending machines to food service operations.

Capital Improvement Fee

A capital improvement fee can be added to the admission cost to a recreation facility to help pay back the cost of developing the facility. This fee can be applied to recreation centers, ice rinks, amphitheaters, aquatic facilities, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement or the revenue bond that was used to develop the facility.

Utility Round-Up

Depending upon what utility company may be interested in assisting, when utility customers pay their bills a portion of their money could go toward funding parks, recreation, and open spaces. Starting in the 1990s, the method of “rounding up” a utility bill and having the overage apply to funding parks and recreation has been used across the nation. The concept is quite simple, for example, a customer receives a water bill for \$24.81; instead of writing a check for the exact amount, the customer has the option of writing a check for \$25.00 and having the overage of 19 cents applied towards parks, recreation and open space funding. Our Department may want to have these funds earmarked for special projects or capital improvements.

Restaurant Round-Up

Similar to the Utility Round-Up, we may want to consider utilizing a franchised restaurant chain or some other businesses within the City to also Round-Up in support of the Department.

Outsourcing

Outsourcing is another way to provide quality services at competitive costs. To use this tool, the Department must develop activity based costing to understand the true cost of delivering services and programs to the public. The ABC model will help identify cost reduction opportunities in addition to the outsourcing option. Some of the services that are presently being outsourced include: mowing, horticulture work, custodian services, concessions, and forestry inspections.

Maintenance Endowment Fund

This is a fund dedicated exclusively for parks maintenance, funded by a percentage of user fees from programs, events, and rentals.

Advertising

Advertisement Sales

Advertisements can be sold for placement through a variety of promotional tools. The key to our success in selling advertising is developing an Advertising Plan. The plan needs to outline acceptable types of advertisers, locations available for advertising, the target audience, costs for the various advertisements, and time frame, as well as further details of the advertising program.

Corporate Naming Rights

In this arrangement, corporations invest in the right to name an event, facility, or product within a parks system in exchange for an annual fee, typically over a multi-year period. The value of the naming rights should be determined by the market value of the ongoing promotion of the facility or program and should additionally include funding to maintain the facility. The cost of the naming right could also be based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users.



CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan (CIP) is the County's financial plan of proposed capital projects, their costs, and timing over a six-year period in the first year of the biennial budget, and over a five-year period in the second year of the biennial budget. The CIP is designed to meet County infrastructure needs in a strategic and efficient manner. Community sustainability, environmental considerations and changing conditions demand that the CIP be reviewed and updated annually.

The CIP is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. Where possible, capital projects are funded from non-recurring funding sources such as debt proceeds and grants. These one-time revenue sources are not appropriate for funding recurring operating expenses. Secondly, capital projects tend to have higher costs requiring more stringent control and accountability. Finally, several revenue sources such as the Community Investment Tax, impact fees and certain gas taxes are limited to use on certain types of capital improvements by statute or other legal restrictions.

The strategic vision of the Parks and Recreation Department includes the development of goals and objectives to safeguard the inheritance of the County's future generations. The planning process identifies future developments that may affect expected needs, wants and social environments. It identifies the most critical stakeholders and their major interests and expectations, such as safety and security, high quality experience, well maintained facilities and the preservation of our natural and cultural resources. The tool is evaluated against the current environment in order to develop a Capital Improvement Plan consistent with the vision of Hillsborough County and the values and expectations of our community.

The Board of County Commissioners policy 03.02.02.06 requires that capital projects be prioritized. Through a combination of staff, citizen, and commissioner input, the Department documents the results of applying the subjective criteria to prioritize the CIP each fiscal year.

The six categories to score a project against other projects within the Department's CIP include:

- Compliance
- Health and Safety
- Expansion / Renewal and Replacement
- Long Range Planning
- Community and Environmental Impacts
- Economic / Financial Considerations

The public has many opportunities to be involved in capital planning both during the comprehensive plan development process and during the budget adoption process.

Unlike the general fund, the CIP Program is designed for a designated project, with the funding no longer being available after the project has been completed. The CIP includes equipment acquisition, park improvements, and facility construction, and is updated annually by the County Commission and staff.

It should be noted that the CIP Program can include such expenses as:

- Construction of new facilities
- The remodeling or expansion of existing facilities
- Acquisition or development of land
- Major equipment or machinery
- Engineering or architectural studies and services

What the CIP Program cannot include is such items as:

- Normal operating expenditures for employee salaries
- Routine maintenance and repairs

Capital Improvement Plan Funding Chart

PROJECT TITLE	ESTIMATED COST (\$1,000)	PRIOR EXPENSES (\$1,000)	FY 17	
			Carryforward (\$1,000)	Additional (\$1,000)
Athletic Facilities Improvement	3,000	0	0	0
Brandon Aquatic Center	800	25	775	0
Brandon Area Dog Park	300	0	0	300
Brandon Area Recreation Center	2,200	0	0	0
Carrollwood Village Community Park	6,500	0	3,200	3,300
Central County Splash Pad	400	0	0	400
Central County Tennis Courts Upgrade	600	0	0	600
Citrus Park Expansion / Improvements	2,344	1,600	744	0
County Fairground Event Center	707	250	457	0
Countywide Park Impact Fee Enhancements	1,250	0	0	1,250
Countywide Soccer Complex	15,000	38	14,962	0
Cross Creek Park Construction	1,854	406	1,448	0
Ed Radice Field Replacement	1,700	1,572	128	0
Fishhawk Recreation Center	2,200	0	0	0
Fishhawk Sports Complex Expansion	3,150	2,683	467	0
Gibsonton Area Recreation Center	3,060	2,758	302	0
Jackson Springs Park Renovation	517	479	38	0
Keystone Park Expansion	3,100	0	3,100	0
Live Oak / Branchton Regional Park	6,973	12	6,961	0
Mann-Wagnon Memorial Park Improvements	798	483	314	0
Multi-Purpose Gymnasium - Northwest	2,355	2,256	99	0
New Nuccio Area Community Park	3,500	0	1,500	2,000
New Tampa Cultural Arts Center	3,500	49	3,451	0
Northdale Recreation Center Expansion	2,200	2,146	54	0
Northlakes Park Improvements	450	0	0	450
Northwest Dog Park	200	83	117	0
Parks Playground Improvements	4,065	836	1,464	65
Progress Village Recreation Center	3,300	2,432	868	0
Riverview / Brandon Area Park(s)	6,000	0	6,000	0
Rodney Colson Park Shelter	150	108	42	0
Ruskin Area Recreation Center	2,200	1,907	293	0
Seffner Mango Park	400	0	400	0
South County Parks Improvements	700	0	0	700
South East County Skate Park	300	0	0	300
Temple Terrace Multiple Parks Projects	450	189	261	0
Thonotosassa Area Recreation Center	2,200	0	0	0
Town N Country area Recreation Center	2,200	1,249	951	0
University Area Comm. Center Parking Land Acq.	1,400	649	751	0
University Area Comm. Center HVAC Repairs	1,225	1,222	3	0
Waterset Sports Complex	5,000	42	458	0
FULL TOTALS	\$98,248,000	\$23,474,000	\$49,608,000	\$9,365,000

PARK IMPACT FEES

Funding for capital projects comes from a variety of sources, but generally falls into one of several categories: ad valorem taxes, the Communications Services Tax, the Community Investment Tax, gasoline taxes, enterprise fees, special assessments, impact fees, grants, or financing.

While impact fees are fees imposed on new commercial and residential construction to help fund additional infrastructure needed to support the added load on County infrastructure resulting from the new construction, parks Impact Fees are only based on residential construction. The unincorporated area of the County is divided into zones for each type of impact fee. Use of Impact Fees collected within each zone is restricted to projects which add capacity to the respective infrastructure within that zone. Impact Fees are governed by the County’s Consolidated Impact Fee Assessment Program Ordinance.

All park impact assessment funds collected pursuant to the County’s Consolidated Impact Fee Assessment Program Ordinance shall be used to improve the park network so as to accommodate growth-related impacts. The parks funds collected may be spent by the County, within the zone of collection, for local park land or improvements. Revenues collected from impact assessments shall not be used to replace existing capital facilities or to fund existing deficiencies, but only to provide for new growth capacity.

There are four park site improvement trust funds. The boundaries coincide with the four zone boundaries. Impact fees collected shall be used exclusively for new capital facilities within the impact fee benefit zone from which the fees were collected. Funds may be spent in zones adjacent to the zone of collection on a proportionate basis as determined by the percentage of service area within the applicable zone of collection.

Park Impact Fee Zones

The following chart indicates the type and number of parks within each Impact Zone.

Park Type	IMPACT FEE ZONE			
	NW Zone	NE Zone	Central Zone	South Zone
Community Park	19	18	15	12
Mini Park	2	2	3	3
Neighborhood Park	13	6	9	1
Special Use Facility	3	8	3	0
Sports Complex	6	13	14	3
Open Property	1	1	0	6
Total Parks	44	48	44	25

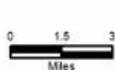
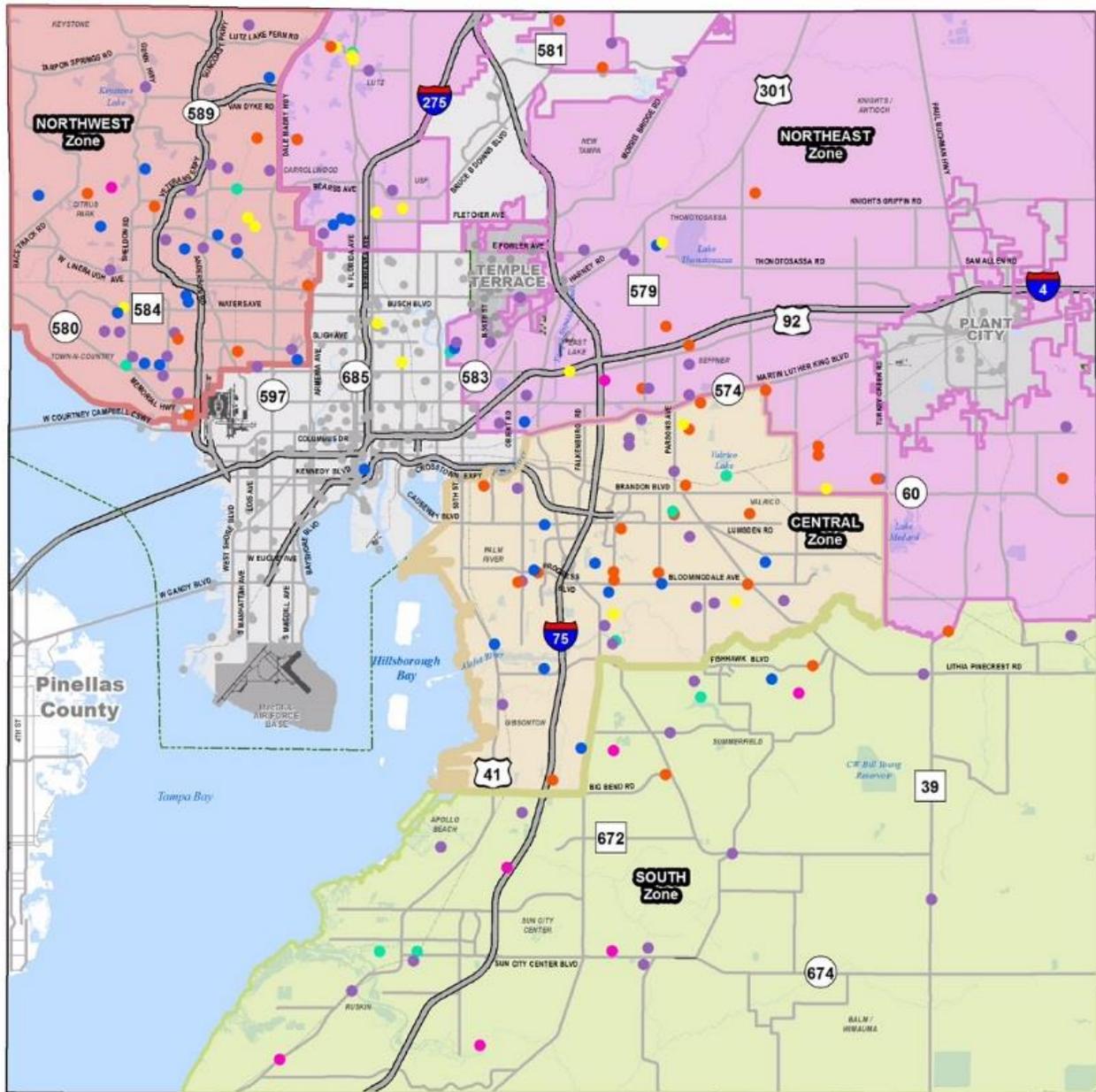
**Five County parks are located within city limits and are not within an impact zone.*



New soccer fields: Fishhawk Sports Complex

PARK IMPACT FEE ZONES

Parks and Recreation



NOTE: Every reasonable effort has been made to assure the accuracy of this map. Hillsborough County does not assume any liability arising from use of this map. THIS MAP IS PROVIDED WITHOUT WARRANTY OF ANY KIND, either expressed or implied, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose.

SOURCES: This map has been prepared for the inventory of real property located within Hillsborough County and is compiled from recorded deeds, plans, and other public records. If it is based on BEST AVAILABLE data.

Users of this map are hereby notified that the aforementioned public property information sources should be consulted for verification of the information contained on this map.

Data Sources: Hillsborough County Parks and Recreation Department, Hillsborough County Geomatics Section, City of Tampa, City of Plant City, City of Temple Terrace.

LEGEND

- | | |
|------------------------|-------------------------|
| ● Community Park | ■ Park Impact Fee Zones |
| ● Mini Park | ■ Central |
| ● Neighborhood Park | ■ Northeast |
| ● Special Use Facility | ■ Northwest |
| ● Sports Complex | ■ South |
| ● Undeveloped Property | ■ Municipality |
| ● City Parks | ■ Plant City |
| | ■ Tampa |
| | ■ Temple Terrace |



601 E Kennedy Blvd, Tampa, FL 33602
 (813) 635-5400
printroom@hillsboroughcounty.org

IX. Survey Details

MASTER PLAN SURVEY RESULTS

In support of the effort to reach all residents of Hillsborough County, two detailed surveys were offered County-wide. One survey was designed to be a general, online survey for the wide-ranging public. A second survey was direct mailed to a randomly chosen 20,000 residents to partake in the survey. Through the collaboration of Department staff and other departments, both surveys were professionally structured and promoted throughout the County.

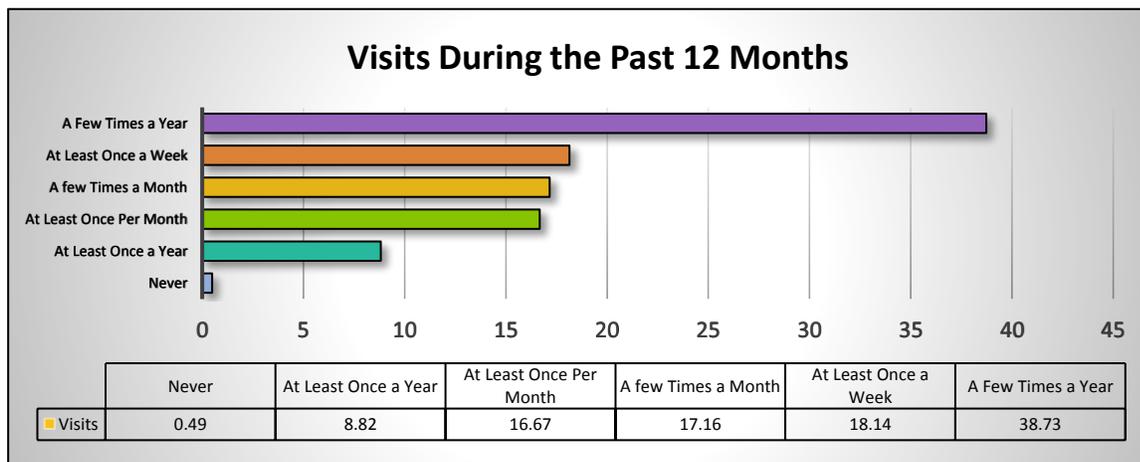
The general survey that was promoted at the webpage www.PlanYourParks.org, and was designed explicitly for this Master Plan by providing a forum for residents to submit comments at various opportunities. The interactive Internet-based survey allowed participants to determine what topics they would like to rate and/or comment.

While there was a total of 3,454 page views, there was a total of 2,417 participants who actively took the general survey. The overall response rate of the survey was a nearly outstanding 70%. Of the 20,000 randomly selected individuals in the second survey, 320 people responded.

Below is a summary of the results of the surveys.

Q. How often did you or members of your household visit our parks or recreation centers during the past 12 months?

Of the returned random surveys, it should be noted that almost 91% of the respondents had visited a Hillsborough County park or recreation center a few times a year. With 916,838 residents in the unincorporated area of the County, the survey would indicate that the parks and centers are visited by approximately 825,000 people a few times a year, while approximately 166,300 people visited at least once a week. The survey also shows that less than 0.5% of the respondents stated that they did not visit a park in the past 12 months. According to the below survey, approximately 17,292,354 people visited a County park in the last 12 months.

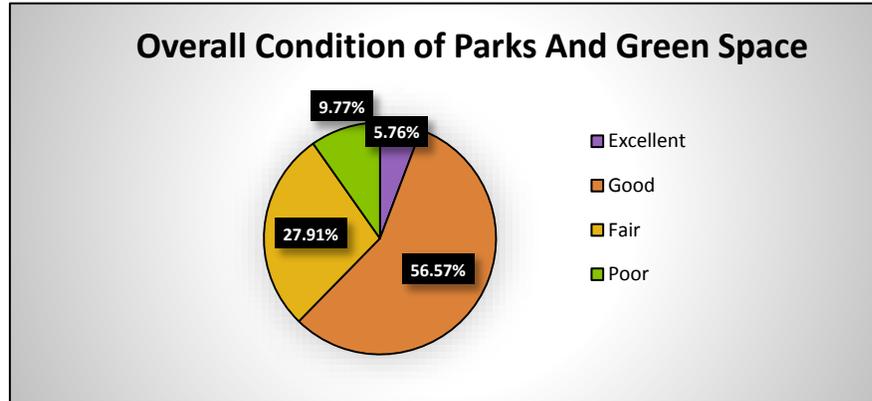


Quality of the parks, programs, and Department as a whole

Five survey questions asked about quality: The overall condition of parks and green spaces; the condition of the sports fields; the condition of the recreation centers; the quality of recreation activities and programs; and the overall satisfaction with the Hillsborough County Parks and Recreation Department. The participation survey found the majority of respondents surveyed are satisfied with the condition of the parks and the recreation opportunities as they currently exist. While the majority are satisfied, the percentage is far too low for the Department to be satisfied. As indicated, maintaining the current levels of service is not acceptable and, as the County population grows, this issue will become even more evident.

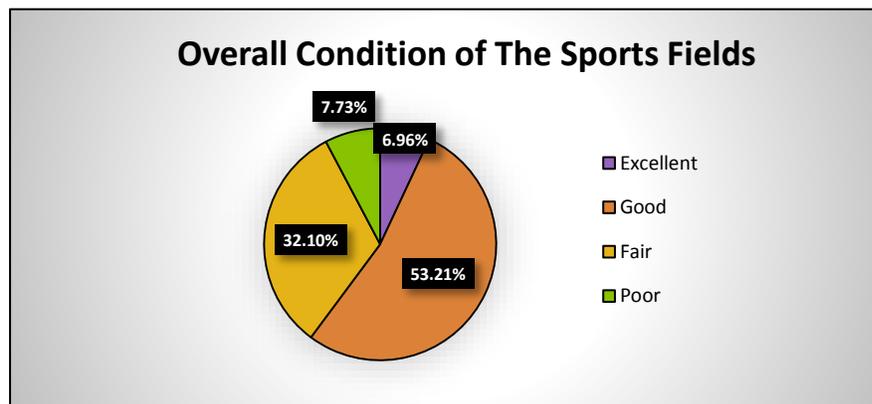
Q. Overall, how would you rate the physical conditions of the Hillsborough County parks you have visited?

In reference to the physical condition of the parks, over 62.33% of survey respondents stated that the condition was good or excellent. Such a result dictates that 37.68% of the respondents feel that the Hillsborough County Parks are in either fair or poor condition.



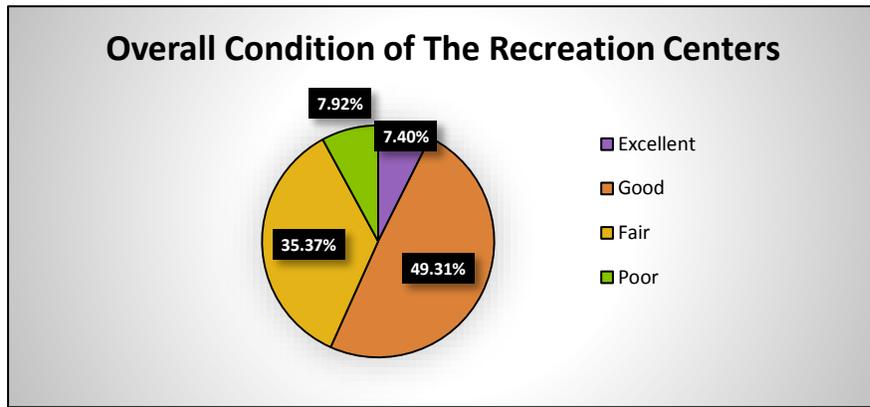
Q. Overall, how would you rate the condition of the Hillsborough County sports fields you have visited?

In reference to the physical condition of the sports fields, 60.17% of survey respondents stated that the condition was good or excellent. The Department certainly has a concern when 39.83% of the surveyed individuals state that the County sports fields are in fair or poor condition. Having so many respondents indicate that they are displeased with field conditions, signifies that the Department has a lot of work in its future to bring quality back to the sports fields.



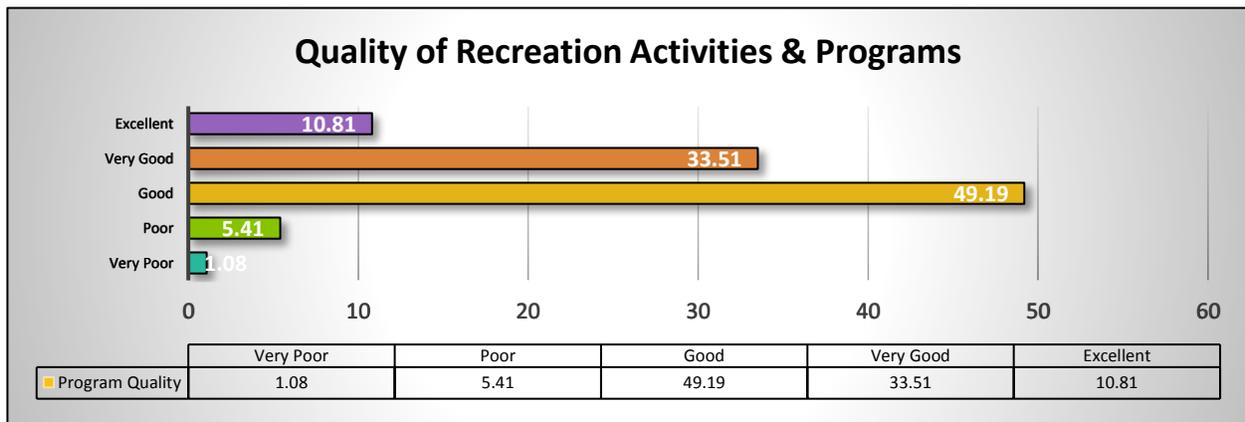
Q. Overall, how would you rate the condition of the Hillsborough County recreation centers you have visited?

Similar to the response rate obtained about the condition of sports fields, the condition of the County's community centers entailed a 56.71% response rate stating that the condition was good or excellent, while 43.29% responded that the community centers' condition is either fair or poor.



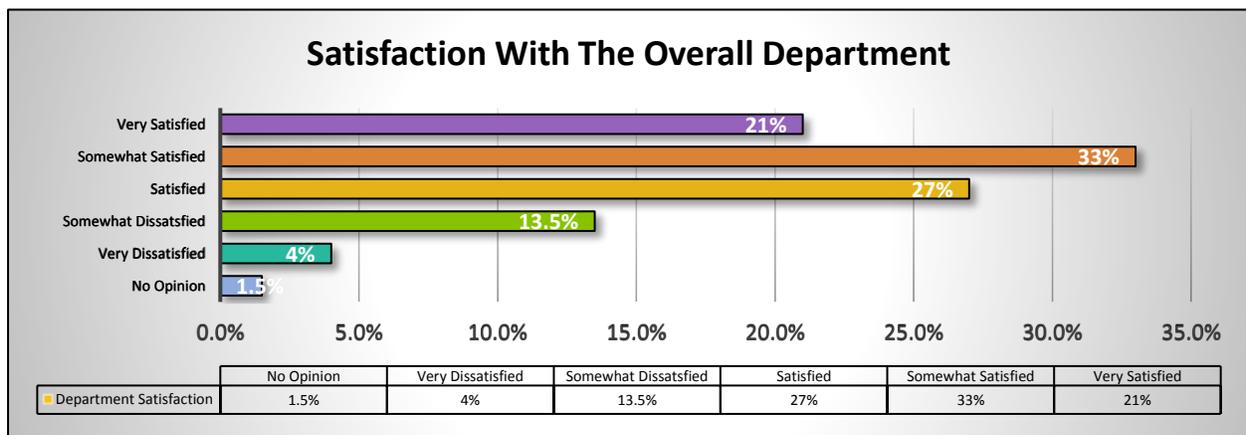
Q. In general, how would you rate the quality of the recreation activities and programs in which your household participated in Hillsborough County?

As far as the recreation activities and programs is concerned, 93.51% of respondents believe that the programs are good, very good, or excellent. Unlike the overall physical condition of parks and facilities where the surveys indicate a lower than expected average, the survey assessing the quality of recreation activities and programs is quite high.



Q. Overall, how satisfied are you with the Hillsborough County Parks and Recreation Department?

81% of all survey respondents are very satisfied, satisfied, or somewhat satisfied with the overall Hillsborough County Parks and Recreation Department. Unfortunately, that leaves documentation of at least 17.5% of the responding individuals stating that they are somewhat dissatisfied or dissatisfied with the overall Department. 1.5 % of the surveyed individuals had no opinion either way.

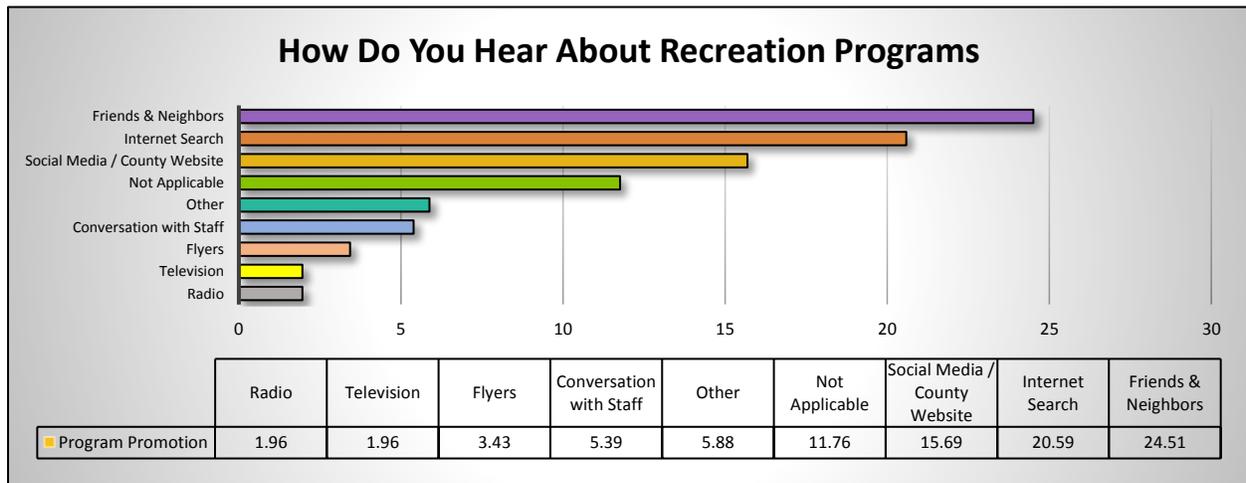


The usage of parks and recreation programs and facilities

The following questions allow for an insight into the usage of parks and facilities because of a lack of communication, as well as who are the competitors of the Department. This section also highlights the question as to what the respondents believe are the benefits of the Department.

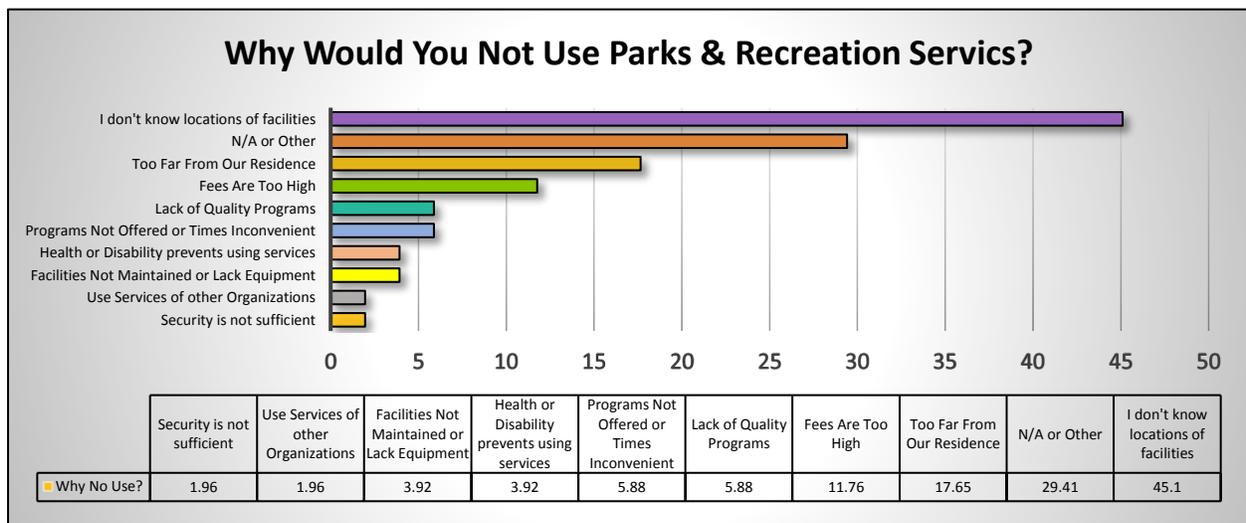
Q. If you use Hillsborough County's parks, how do you primarily hear about our recreational programs and activities?

In the random survey, respondents were asked to identify (from a list) all of the ways from which they learn about recreation or activities in Hillsborough County. The respondents rated friends and neighbors (*word of mouth*) as the most likely way they learn of recreation and activities with a 24.51% response rate. A not too distant second source of recreation information is found by 20.59% of the respondents through an Internet search, with 15.69% of others using social media. The remaining options were somewhat evenly split as a form of communication. Clearly, the Department is not productive in its communication efforts when such a high number of people learn about programs by word of mouth.



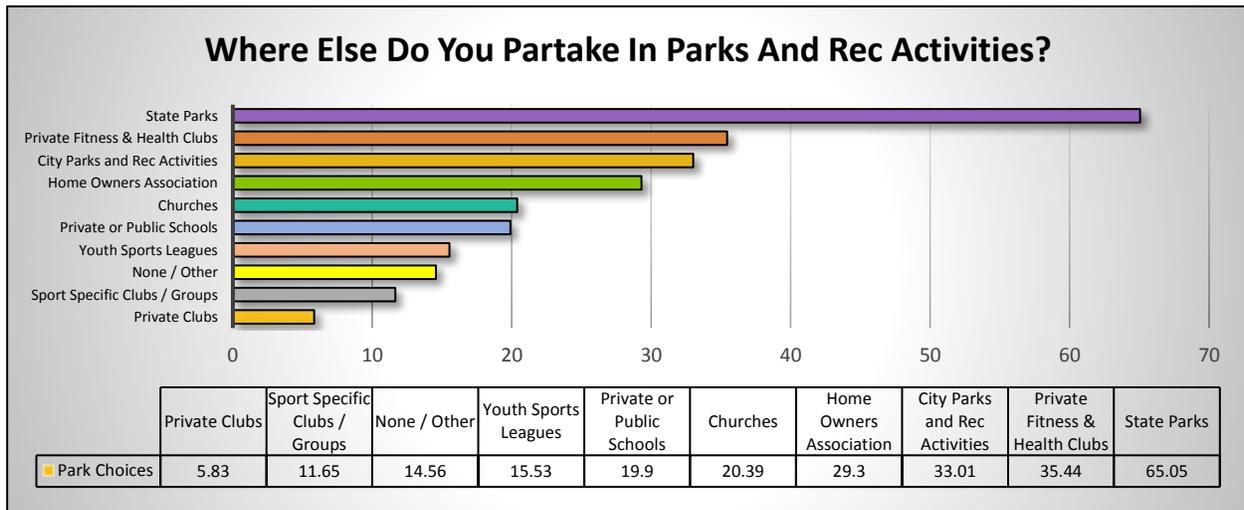
Q. If you did not visit or use any of the Parks or Recreation Services, please select the Primary reason for not visiting.

Respondents of the survey were asked to select all barriers to their households' use of parks and recreation facilities and programs from a list of 13 options. The number one reason for not using the facilities, by a large margin, was that households *did not know locations of the facilities*. Based on the results of the survey, almost half (45.1%) of the respondents did not use facilities and programs because they did not have enough information. With one of the recommendations of the Master Plan being to increase public awareness of the Department and its offerings, the hope is to lower that percentage to 0 in the future.



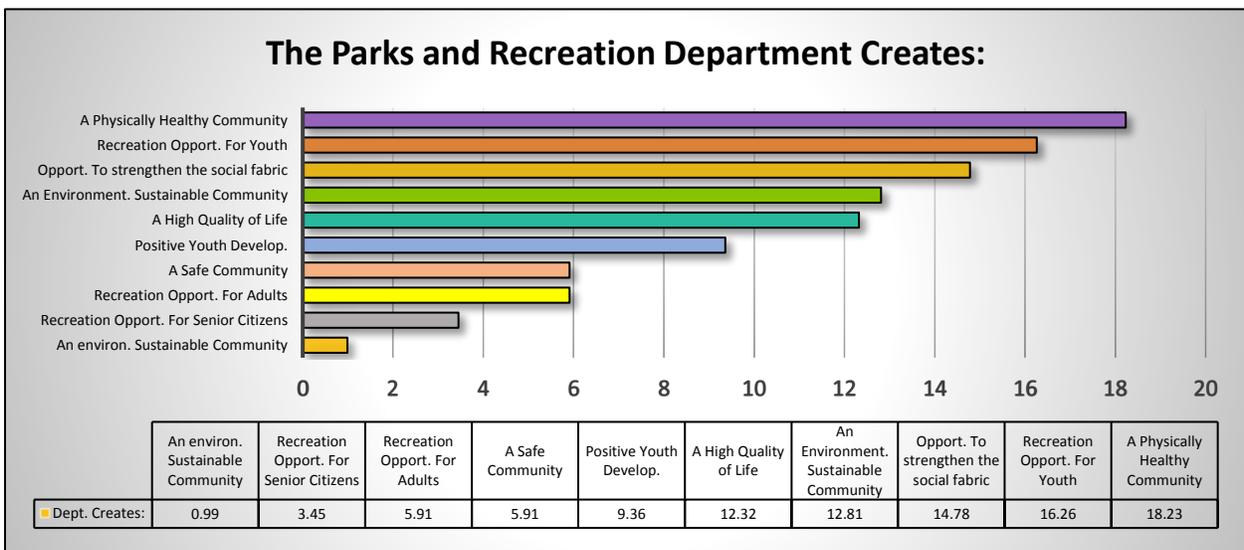
Q. Other than Hillsborough County Parks and Recreation services, where else do you go to take part in recreational activities?

To be more complete in analyzing this question, it was asked as an open ended question allowing for more than one answer. What is of most interest in the response to this question is how generally even the spread between many of the answers had become. Beyond state parks, which received a response rate of 65.05%, the remaining nine answers share a percentage of the remaining responses. Within the 30% range of all respondents, answers such as private fitness clubs, home owners association, and the three city parks and recreation departments are recognized as places for activities beyond the Department's offerings.



Q. From the following list, please choose the primary statement you agree with the most. The Parks and Recreation Department creates:

This interesting question, with predesignated answers offers an insight into what respondents perceive as the benefits of the Parks and Recreation Department. Although there is quite a spread between the highest and lowest rated answers, the rest of the possibilities were rated relatively closely. As indicated, Creating a physically healthy community, Recreation opportunities for the youth, and The opportunity to strengthen the social fabric, were the three highest rated responses.

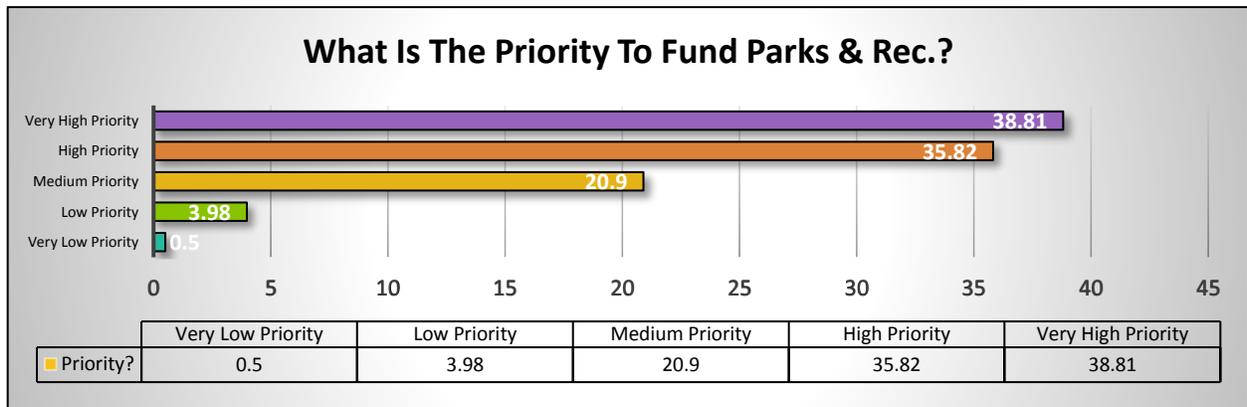


Funding parks and recreation programs and facilities

The next few questions inquire as to the importance of funding parks and recreation. What is the priority of such funding versus other priorities, as well as what the split should be between taxes and user fees, are all considered below.

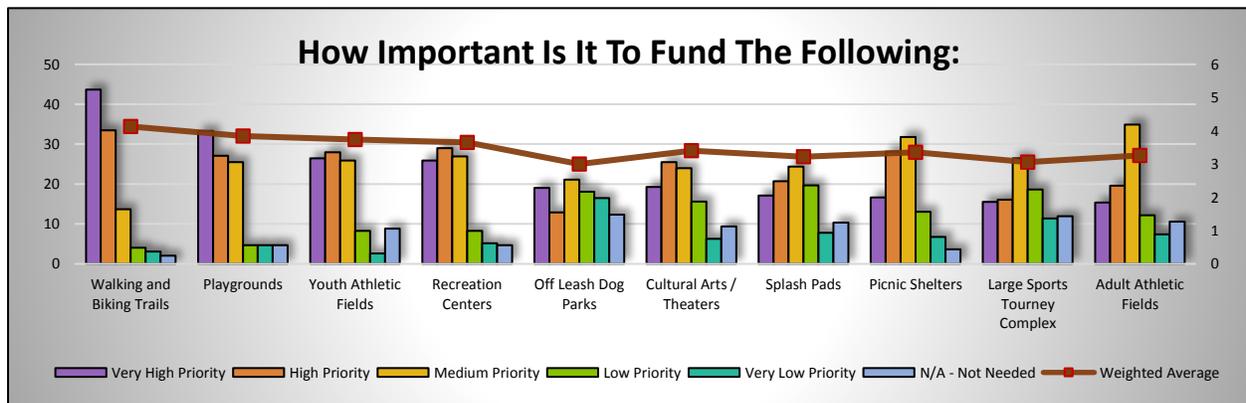
Q. How important compared to other priorities is it for Hillsborough County to fund parks, ball fields, trails, recreation centers and recreation programs?

One of the biggest questions often asked by local government officials and residents is, “What level of funding is acceptable to fund a parks and recreation department?” In order to inquire as to the answer to the question, the random survey inquired as to the priority to fund parks and recreation compared to other priorities. The survey allowed the respondents the opportunity to decide on the funding priority on the basis of Very High Priority to Very Low Priority. Of the five options, Very High Priority was chosen the most with 38.81% of the respondents believing that parks and recreation should be funded at a high level. Along with the responses at the Medium Priority and High Priority, the survey acknowledges that 95.53% of the people believe that funding the Department should be a Medium to Very High Priority.



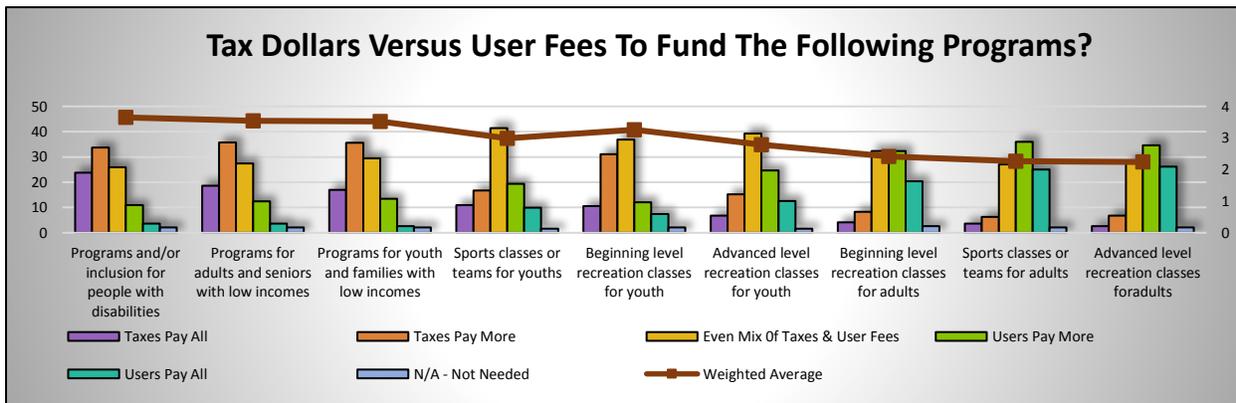
Q. How important is it to fund the following parks, ball fields and recreation centers with your tax dollars?

The below question was analyzed in two different ways. First of all, within each question, the survey gave the participants the opportunity to designate each topic as being a Very High Priority to being Not Needed. Through a weighted measurement of the six levels of priority, an average was also designated. This allowed for any issue that did not receive any Very High Priority points to still be highly rated by its large amount of High and Medium Priority points. Noticeably, walking and biking trails was the highest rated facility to be funded, with playgrounds being second.



Q. How much of your tax dollars versus user fees should fund the following programs.

The below question is interesting because it directly asks, “Who should pay the bill?” The graph indicates that the issue in which the respondents believe should receive the most tax money is “programs and/or inclusion for people with disabilities”. In addition, the weighted average line also supports this decision. As the Department considers expansion to its Therapeutic Division, this information appears to support such a move. The second category to be most supported by tax dollars is programs for low income adults and seniors. On the other hand, what appears to be a pattern in other areas of the surveys, respondents clearly acknowledge that classes and activities for traditional adults should have users pay more for all of the program costs.

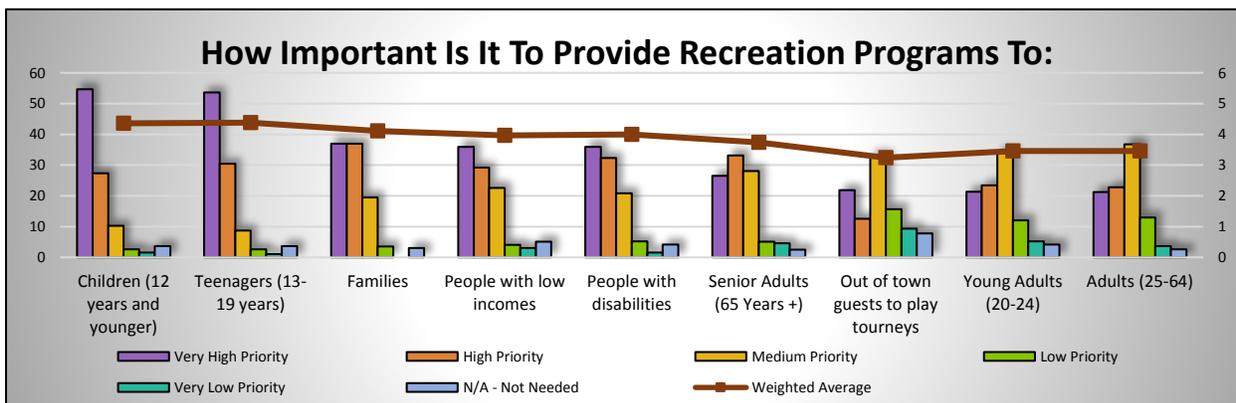


Who should benefit the most, and what facilities and activities are needed most

The following questions directly ask what groups of people should be a Department priority. In addition, the below graphs also indicate if a household's needs are met or not, by way parks and recreation facilities and programs.

Q. How important is it to provide recreation programs for each of the population groups?

To learn of the community's priority to whom programs should be offered, the below graphic indicates just that. The two groups that received the top ranking as a Very High Priority, is Children (12 and younger), as well as Teenagers (13 - 19). Similar to the above results, the lowest rated groups to receive priority is Young Adults (20 - 24), and Adults (25 - 64). In relation to the weighted average line, catering to Out of town guests to play tournaments was rated just slightly below adult programs.



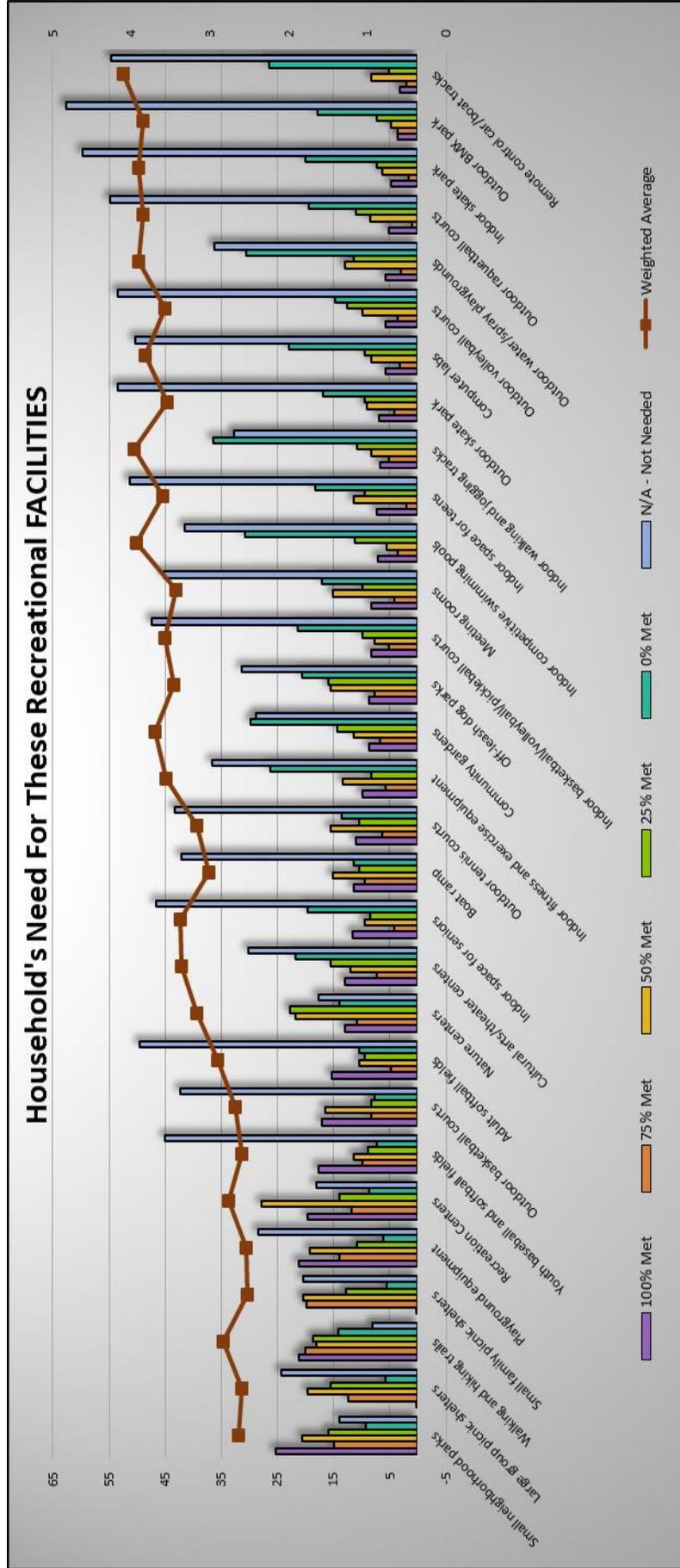
Q. What is your priority?

How many times each priority was ranked, with the Average Position Line denoting the average rank. As the number one is the highest rank, Parks & Green Space was rated as the most important priority by far. Averaging out the statistics, Sports Fields and Outdoor Play ranked second and third respectively.



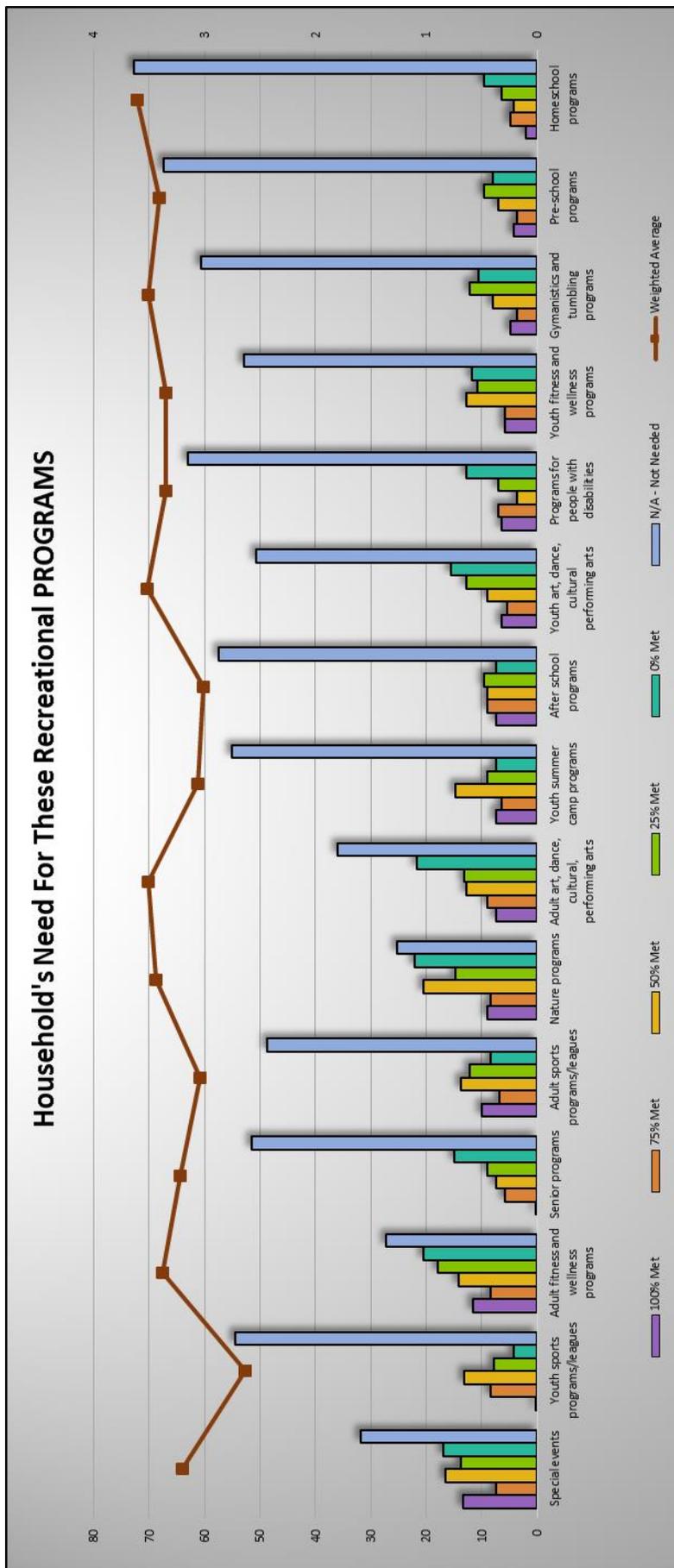
Q. Please indicate if you or a member of your household has a need for the recreational facilities listed below. If neither you nor any member of your household needs these services please select -- N/A

The twist to the next two questions is that if a respondent indicated the need for a facility was 100% met, then there is not a need for the facility. On the other hand, when a facility is recognized as being 25% or 0% met, then there is a great need. As indicated in the below graph, numerous facilities are being ranked as N/A - Not Needed. This result may come about because of the lack of need by the households surveyed, not necessarily because there is not a need in the community. A notable facility that is the highest ranked amenity among the 0% met category is "Indoor walking and jogging tracks". Considering that the Department does not offer such a service would indicate that the survey is correct in recognizing that the service is not met whatsoever. Ironically, the number one facility that the survey results indicate is 100% met is "Small neighborhood parks". While it would seem that residents would always appreciate more neighborhood parks, the survey indicates the opposite is true.



Q. Please indicate if you or a member of your household has a need for each of the parks and recreational PROGRAMS listed below.

As evident in the below graph, all programs evaluated have a significant presence of being ranked as N/A - Not Needed. As mentioned above, this result may come about because of the lack of need by the households surveyed, not necessarily because there is not a need for the program in the community. Notably, the three top ranked programs that were recognized as being 0% met includes: Nature programs; adult art, dance, cultural, performing arts; and adult fitness and wellness programs. Ironically, while the adult fitness and wellness programs are considered 0% met, in the same survey, the program was also ranked second as being 100% met.



Community Meeting Surveys

The following chart indicates the top requested programs by the citizenry who attended one of the seven (7) public community meetings.

PROGRAM TYPES	Community Meeting #1 Ruskin Comm. Ctr.	Community Meeting #2 Johnson Comm. Ctr.	Community Meeting #3 Randall Middle School	Community Meeting #4 Brandon Comm. Ctr.	Community Meeting #5 University Comm. Ctr.	Community Meeting #6 Northdale Comm. Ctr.	Community Meeting #7 Westchase Comm. Ctr.	TOTALS
Seniors	3	6	5	6	0	62	18	100
Tweens And Teens	7	5	11	3	2	7	8	43
Adults	1	0	2	4	1	15	7	30
Pre-School Age	5	5	1	0	1	7	2	21
Special Events / Festivals	6	2	16	2	2	35	10	73
Environmental / Nature Education	4	2	11	8	4	35	6	70
Cultural Activities (i.e. Art / Dance / Theater / Gymnas.)	8	1	2	2	2	34	15	64
Outdoor Activities (i.e. Archery, Climbing, Fishing)	8	4	14	10	6	4	8	54
Aerobics / Zumba / Wellness	10	1	2	3	0	26	10	52
Education / Life Skills (i.e. Cooking, Auto Repairs)	6	5	4	5	5	19	8	52
Summer Camp	10	4	11	2	0	8	7	42
After School	12	5	5	0	5	5	9	41
Programs For People With Disabilities	2	3	4	1	3	17	6	36
Other (Write-In)	0	1	0	0	0	12	23	36
		Biking Running				Mah Jong Bollywood Tai Chi Piano	STEM Badminton	
Tennis / Pickleball	2	0	2	2	0	18	9	33
Soccer	7	0	2	1	0	2	14	26
Football	0	5	3	0	0	10	6	24
Equestrian	1	0	2	4	1	13	0	21
Homeschool	1	0	1	7	0	1	10	20
Lacrosse	0	0	12	5	0	1	0	18
Baseball / Softball	0	4	5	4	0	2	2	17
Basketball	0	0	3	1	2	2	5	13
Racquetball / Handball	2	2	1	0	0	5	1	11
Volleyball	0	0	1	0	0	5	1	7
Cricket	0	0	0	0	1	0	0	1
TOTALS	95	55	120	70	35	345	185	905

FACILITY TYPES	Community Meeting #1 Ruskin Comm. Ctr.	Community Meeting #2 Johnson Comm. Ctr.	Community Meeting #3 Randall Middle School	Community Meeting #4 Brandon Comm. Ctr.	Community Meeting #5 University Comm. Ctr.	Community Meeting #6 Northdale Comm. Ctr.	Community Meeting #7 Westchase Comm. Ctr.	TOTALS
Parks <i>Open Green Space / Picnic Areas & Shelters / Community Gardens</i>	12	4	14	9	10	65	15	129
Trails <i>Paved Multi-Use Trails / Equestrian Trails</i>	12	6	15	15	10	49	19	126
Recreation Centers <i>Gymnasiums / Indoor Courts / Meeting Rooms</i>	13	3	6	6	3	45	38	114
Water Activities <i>Boat Ramps / Canoe Access / Fishing Docks / Piers</i>	13	5	23	6	3	33	12	95
Dog Park	3	4	12	8	2	31	15	75
Outdoor Courts <i>Tennis / Pickleball / Basketball / Racquetball / Sand Volleyball / Bocce Ball / Handball</i>	6	5	11	7	2	32	6	69
Splash Pad (Water Playground)	14	8	4	4	0	23	12	65
Multi-Purpose Fields <i>Soccer / Football / Lacrosse / Cricket Fields</i>	8	4	13	3	1	13	22	64
Park Play <i>Playgrounds / Outdoor Fitness Stations</i>	11	3	7	3	2	19	15	60
Heritage and Historical Sites	2	2	2	4	2	23	12	47
Ball Fields <i>Baseball / Softball Fields</i>	1	4	4	5	0	6	9	29
Skateboard Parks	0	7	9	0	0	4	5	25
Other (Write-In)	0	0	0	0	0	2	5	7
						Pools	Rock Wall Track Field	
TOTALS	95	55	120	70	35	345	185	905

(This page was left intentionally blank)

X. Overall Action Plan

GOALS, OBJECTIVES, AND STRATEGIES

Five goals represent areas of strategic priority for Department action over the next five to ten years. Objectives further describe specific areas of emphasis for each goal area, to which Hillsborough County will invest time, energy, and resources over this time period. Strategies represent the concrete, specific actions the County will take to accomplish each of these objectives. These actions follow directly from the vision established by the County, in accordance with the mission statement of the Parks and Recreation Department, and are a culmination of all previous steps of the Master Planning process.

In this context, these goals, objectives and strategies should be viewed as an array of potential recommendations, continuously evaluated and refined, based on feasibility and resource capabilities. In particular, these recommendations, listed in no particular order, are intended to provide an action plan to help keep pace with the rapid growth and the development that is occurring in Hillsborough County.

Goal #1: Strive for excellence in personnel development, facilities, program delivery, and stellar customer service

Strive for excellence in all aspects of parks and recreation, including staff, facilities, programs, and events, while inspiring the trust, interest, and involvement of the community.

Objectives:

- Utilize a highly trained, diverse, and passionate staff to inspire community trust.
- Set a standard for excellence in parks and recreation service delivery.
- Utilize parks to inspire a sense of place for the community and as venues for members of the community to gather, connect, and socialize.

Strategies:

- Develop a new employee orientation program detailing all of the organization's amenities so new employees can appreciate their position as a piece of the overall puzzle.
- Train leadership staff to become experts in their respective fields, allowing for down-training to lower levels of the Department.
- Encourage all levels of staff to attend professional development programs offered by state, regional, and national training organizations, and to become significantly involved in state and national associations.
- Encourage all employees to obtain national certification (CPRP, CPRE, CPSI, CDL, etc...) which is relevant to their position and responsibility.
- Evaluate the current organizational structure and explore options for improving the planning, administration, and management of the entire Department.
- Assure adequate staffing and organizational structure to provide professional direction for the Department, and to effectively implement the Master Plan.
- Continue to review Department policies and procedures to stay in complete compliance with CAPRA Accreditation – Commission for Accreditation of Park and Recreation Agencies - national certification for parks and recreation departments.

- Pursue major awards to be publically acknowledged for programs of excellence.
- Access the Master Plan, and perform a full review every five years, to evaluate progress and to reassess priorities.

Goal #2: Provide for an assortment of diverse recreational programs and citizen engagement through outstanding marketing and community connections

Ensuring a variety of opportunities for all members of the community regardless of background or skill level, the Department should also utilize improved connectivity to inspire a sense of community through parks, programs, and events, and by improving overall awareness of parks and recreation opportunities.

Objectives:

- Engage park users of different ages, genders, income levels, and cultural backgrounds, in addition to those with disabilities.
- The Department will strive to enhance the health of Hillsborough County's residents through diverse programming.
- The Department will continue to support out-of-school activities that benefit the youth and build a strong sense of community.
- The Department will support programs and services that promote community engagement for seniors.
- The Department shall encourage active participation in youth sports, to develop active adult programs, as well as adult sports, and to develop a more social community.
- Facilitate connections between residents through the programming of events.
- Publicize parks and recreation opportunities electronically through online access and new social media technologies as they become available.

Strategies:

- Seek to encourage more youth and seniors to engage in healthy life-style activities through the use of parks and facilities, and participation in health-enhancing and educational programs.
- Ensure that programming has a positive impact on the mental health of seniors through engaging activities and partnerships.
- Balance nature play and developed amenities in parks in order to improve exposure of youth to the outdoors.
- Increase sports development program participation through affordable programs.
- Implement adult flag football and soccer leagues at community center sites.
- Implement Morning Wellness programs across the County.
- Conduct community opinion surveys and periodic community recreation needs assessments to benchmark program offerings and participation rates.
- Prepare and distribute a quarterly recreation program guide that provides information on all community recreation activities and services.
- Seek a balance between the needs for organized youth sports, adult leagues, and open / unscheduled play for all residents.

- Ensure that any new multi-purpose fields can also accommodate the growing sports of lacrosse and cricket.
- Look to expand “Swim Initiative” opportunities for water fitness programs at local aquatic facilities.
- Engage underserved populations, including low income and disabled residents, to improve awareness of recreation opportunities and increase participation rates.
- Utilize the current RecTrac registration program to its fullest ability and design.
- Utilize all forms of social media to promote programs and events to residents and visitors.
- Continue to develop activity and program brochures and flyers that can be posted throughout the County.
- Seek additional opportunities for multigenerational and intergenerational programming, including nature based outdoor activities (fishing, gardening, etc...) and indoor cultural activities (music, painting, cooking).
- Develop programs to take advantage of outdoor fitness equipment and to provide additional fitness and wellness programming.
- Continue to monitor the level of interest in the community for lacrosse and cricket programs, as well as other growing athletic activities.
- Continue to offer vouchers / sponsorships for residents who cannot afford to use facilities or participate in programs, including athletics.

Goal #3: Balance should be sustained throughout the park system by way of maintenance and construction

Preserve a balance between a wide array of community wants and needs, by way of new construction and redevelopment, through an innovative approach in offering exceptional parks and facilities.

Objectives:

- Prioritize enhancements to quality of life and community health considering acquisition or development of parkland and recreation facilities.
- Pursue a balance between the need for new parks and facilities and improvements to existing parks and facilities.
- Provide a welcoming environment that is consistent in both appearance and user experience.

Strategies:

- Conduct regular assessments and evaluations of existing parks and facilities for their functionality, accessibility, aesthetics, and ability to meet established standards of service.
- Maintain superior and creative design in all parks, open space, and natural areas with emphasis on use of natural materials and sustainable, “green maintenance” practices.
- Improve / install landscaping within all existing parks to make facilities more attractive and inviting.
- Develop a detailed maintenance management plan.

- Implement a signage program to create attractive and consistent park entrance signs, park policy signs, athletic league signs, and wayfinding signs.
- Balance the upgrading or replacement of existing facilities, particularly playgrounds and picnic shelters, with the development of additional facilities to ensure that quality remains consistent throughout the parks system.
- Add additional parking as properties are expanded to assure adequate access to facilities is maintained.
- Focus short term capital improvements on the renovation of existing key facilities (i.e. playgrounds, community centers, game courts, picnic shelters, and athletic fields).
- Utilize our parks as examples of best practices management for storm water detention, rain gardens, community gardens, etc...
- Develop various parks to promote sports tournament use to attract economic development to the County.
- Ensure that all new park developments and existing parks include paved and/or unpaved walkways.
- Consider providing Wi-Fi hotspots in all community parks and sports complexes.
- Develop regional amphitheaters / band shells for cultural arts and community events in several parks throughout Hillsborough County.
- Intentionally locate HART bus stops, park-and-ride locations, at community center parks to draw awareness of Department programming.
- Increase availability of bicycle parking at all parks.
- Perform an ADA Accessibility Assessment of all facilities, programs, and communications.
- Install AED's and other lifesaving equipment within every community center.
- Provide accessible walkways throughout all athletic fields and spectator seating areas.
- Redevelop playgrounds in our parks as large, fully accessible, destination playgrounds with themes matching the character of the park and surrounding area.
- Consider the development of a Miracle Field to expand our programming offerings for mentally and physically challenged individuals.
- Consider the opportunity to convert some tennis courts into pickleball courts.
- Consider the installation of a professional bocce court within Hillsborough County.
- Ensure that the addition of needed support facilities, including new signage, water fountains, benches, picnic tables, security cameras, walking trails, and restrooms are part of any park improvement project.
- Develop additional multi-purpose fields, at existing parks, that could accommodate all types of activities and open play.
- Consider the additional installation of at least one artificial turf field at every sports complex to build additional capacity.
- Develop a series of dog parks throughout the County.

Goal #4: Invest resources with consideration to both the present and the future

Strategically plan short and long-term investments into parks and facilities, with a focus on quality of life through creative funding for property acquisition, preservation, and a return on investment.

Objectives:

- Explore a wide variety of opportunities for investment in parks and facilities.
- Consider the long-term needs of the County and financial sustainability as part of any investment process.
- Maximize the usefulness of parks and open spaces through careful prioritization of acquisitions and improvements.

Strategies:

- Balance fee structures to provide cost recovery for programs and facilities without excluding users from participation.
- Update the fee schedule to allow for athletic and program fees to be determined by the Department, in relation to the activities costs.
- Seek grants from state, federal, and non-profit sources for parks and recreation park development and improvements.
- Review the policies for selling of naming rights (facilities, rooms, etc.).
- Maintain a viable park and recreation system through a business approach including creative, alternative, and innovative financing, resourcing, and partnering.
- Prioritize acquisition of properties adjacent to existing parks; in growth areas where development threatens availability of land; and in areas that are currently underserved by parks and facilities.
- Continue to offer rentals of existing and new facilities as an additional revenue source, but carefully balance the availability of these facilities for open public use.
- Determine the feasibility of constructing a multi-use indoor facility for regional and national tournament usage, as part of a partnership with private agencies.
- Determine the feasibility of an Olympic size indoor competitive aquatic facility, possibly as part of a multi-use facility, in partnership with private agencies.
- Before the development of any new park, consider the long-term financial impacts and sustainability of major investments in terms of both capital and operating / maintenance costs.
- Consider economic development opportunities a part of any park development.
- Prioritize athletic field development through the review of current field capacities and expected population growth in the area.

Goal #5: Develop partnerships to maximize facility and program opportunities through collaboration and volunteerism

Collaborate with community volunteers and local organizations, including the incorporated cities, the school district, private schools and homeschool associations, colleges and universities, business groups, not-for-profits, churches, and other government agencies, to increase park and recreation opportunities.

Objectives:

- Investigate partnerships with other public agencies and private organizations to develop facility offerings for residents and visitors and to avoid the duplication of services.
- Seek partnerships for the operation and maintenance of facilities as needed to reduce ongoing costs to the residents of Hillsborough County.
- Collaborate with other agencies and organizations to develop and provide educational and recreational programs.
- Join forces with community partners to ensure Hillsborough County becomes a major destination for tourism at both the regional and national levels.
- Encourage volunteerism to cultivate community ownership and a vested interest in the parks and programs.

Strategies:

- Collaborate with the Cities of Tampa, Temple Terrace, and Plant City for improvements to our County-owned properties in those cities, as well as the city parks themselves.
- Explore opportunities with our local athletic leagues to partner in installing more artificial turf fields and other improvements.
- Continue to collaborate with Hillsborough County School District in maximizing the use of existing facilities.
- Maintain a strong and active volunteer program with opportunities for citizens to become actively involved in programs.
- Consider opportunities in working with law enforcement agencies in assisting in park maintenance through prison details.
- Consider opportunities in working with high school and college students groups to achieve their community services hours by revitalizing our parks.
- Collaborate with other County agencies to develop a more structured trash and recycling program for our parks to reduce litter and improve the appearance of the parks.
- Seek partnerships with health care providers to increase availability of programs related to health and wellness for all ages.
- Investigate partnerships with local non-profit and for-profit groups to offer opportunities and programs not currently offered through the Parks and Recreation Department, such as ice skating, competitive gymnastics, and rock wall climbing.
- Pursue partnerships for both the capital construction costs and the annual operating costs of any such facility.
- Continue to work with the Hillsborough County Sheriff's Office to offer more programs through the Boys and Girls Club program.

- Continue to partner with the Tampa Bay Sports Commission to schedule and promote regional and national athletic events.
- Further develop a partnership with UF/IFAS Extension Services to meet the market demand for additional enrichment programs.
- Encourage volunteer groups to be an advocate for raising funds for improvements through donations, endowments, bequests, trusts, and grants.
- Revitalize the volunteer program to recruit and organize volunteers to adopt parks throughout the County and assist with seasonal park maintenance as “Days of Caring”.
- Organize a volunteer bank of names of individuals that can be contacted as needed.
- Create a volunteer incentive program to offer small gifts/items of benefit in return for volunteer hours.
- Develop a relationship with art foundations to incorporate art in the design of new parks and in the renovation of existing parks.
- Ensure transportation is not a barrier to program participation by devising a transportation plan to attend programs for those in need.

RECOMMENDATIONS

The Blueprint for Success

The overall Department appears to have all of the pieces in place to become an admired department including: A professional staff; a large number of parks and facilities; thousands of volunteers; and a supportive political environment. While the elements of great success are in abundance within the Department, unfortunately the available funding to keep ahead of park and facility deterioration has not been as reliable. There are three areas of funding that would make all the difference in the Hillsborough County Parks and Recreation Department becoming, not only a leader in the state of Florida, but throughout the country. The three areas of need involves funding for ball field chemicals, playground replacement, and park maintenance preservation and redevelopment funding.

When it comes to park and facility repairs, an ironic and regrettable funding issue exists inside the Parks and Recreation Department. What makes this ironic is that, as described next, the funding available doesn't quite fit within the most pressing needs of the department. The three main areas of potential funding to renovate the current park system consists of Impact Fees, the R3M Program (Repair, Replacement, Renovation and Maintenance Program), and the CIP (Capital Improvement Program). The Department's general fund is intended for daily maintenance and is not capable of amenity replacement or park upgrades, especially in light of the need for millions of dollars in repairs.

First of all, Impact Fees are only usable as a way to increase capacity within a park. Since Impact Fees are garnered by new development, new development is where the money must be spent. The general rule of thumb is that a second playground can be added to a park to increase capacity, but Impact Fees cannot be utilized to replace the current playground. Unfortunately, since many of the County park amenities need to be replaced, Impact Fees have no value when it comes to amenity replacement.

The R3M Program, managed by the Real Estate Department, is designed mainly to manage amenities that have a “currently critical” or “potentially critical” status, whereby they have already failed or where failure is eminent within the next 1-2 years. Unfortunately, County park amenities, other than roofs and A/C units, cannot be appropriately classified in such an evaluation. With the annual deterioration of the County's 85 tennis courts, among other elements, tennis court replacement is not a priority; nor is ball field fencing, basketball courts, and restroom facilities. This is understandable with so many life safety issues that R3M needs to deal with across other departments, but when it comes to park upgrades, the R3M program's priorities are not the same as the Parks and Recreation Department's priorities. In addition, while R3M

projects are generally less than \$150,000, a lot of work within the Department's parks will far exceed this maximum. Although it is requested of the BOCC to continue to fund the R3M Program, because of the areas of preservation that it works on, there is an additional need of the Department to have its own direct funding source.

The CIP is separate and distinct from the County's operating budget for several reasons. First, capital outlays reflect non-recurring capital improvements rather than ongoing expenses. These one-time revenue sources are not appropriate for funding repeating operating expenses. Secondly, capital projects tend to have higher costs requiring more stringent control and accountability. Unlike the general fund, the CIP Program is devised for a designated project, with the funding no longer being available after the project has been completed. In the end, although CIP funding can include equipment acquisition, park improvements, and facility construction, these special projects are not traditionally designed to repair county-wide amenities.

Knowing this, a comprehensive funding request has been composed to be sure that the needs of the community are being met on an annual basis. That being stated, the three recognized funding needs, which would be funded annually, include: A ball field chemical contract; playground funding; and park preservation and redevelopment funding.

Ball Field Chemical Contract - \$2,000,000 / per year

There is no question that a sound turf chemical maintenance program promotes turf growth and quicker recovery. To create a safe playing surface, as well as one that is aesthetically pleasing, a well-developed chemical regimen must be employed by Hillsborough County. One of the largest issues that the Department has to deal with on a weekly basis is the condition of the ball fields. While artificial turf is the preferred sports turf, with the amount of grass fields the Department maintains, a chemical program would make a tremendous difference. It should be noted that the Department services over three hundred sixty-four (364) acres of athletic fields consisting of two hundred sixty-five (265) acres of Bermuda grass and one hundred three (103) acres of Bahia grass fields. The Department also provides athletic programming for thirty thousand (30,000) youth/adults, on two hundred fourteen (214) competitive sports fields, in 73 different sports leagues.

Introducing chemicals into the maintenance plan would include the new services being divided into three separate categories, (1) Fertilization, Herbicide, and Disease Control; (2) Insect Control and Prevention; and (3) Turf Maintenance Services. Depending on the final bid submissions, the annual cost of a chemical program would be substantial. An initial review of the potential cost confirmed that it would be in the range of \$2 million a year. An organization as large as the Hillsborough County Parks and Recreation Department, with so many parks and facilities, is always expected to have a high maintenance cost. While the annual cost seems significant, it must be considered in the context of the cost to fully renovate grass fields that are not receiving chemicals. The investment into a productive chemical program would essentially reduce the need to replace any grass fields in the future.

As an overview, not only does an investment into a chemical program make the County ball fields safer to play on, as well as more appealing to attract outside tournaments, but would also reduce the replacement cost. Not only are there safety and economic reasons to employ a chemical program, but perhaps the biggest reason is for the overall quality of life. When all of the sports leagues leadership, as well as the league's players and parents, are overly satisfied with the Counties investment into the ball fields, a high quality of life will be achieved. This realization would not only be felt by the field users, but also by the community residents that are able to point to their local ball fields as a sign of excellence.

Playground Funding - \$1,500,000 / per year

The importance of playgrounds can be found in their ability to assist the world's youth through learning, physical play, and social inclusion. Playgrounds teach young people to focus and concentrate, as well as develop cognitive skills. They also encourage children to combat weight issues and obesity in a fun way. And finally, very few places can compare to playgrounds when considering the value of social activity. Children learn to share and work with complete strangers, all at the benefit of each other. Playgrounds are actually a melting pot for lessons learned well before those same skills are needed as an adult.

Currently, playground funding has been on a "like-for-like" basis with a replacement schedule of approximately six playgrounds a year. Unfortunately, since there are 118 playgrounds in County parks, it

could take up to twenty years for playground replacement. That being stated, many of the current playgrounds are already up to twenty years of age. The current replacement plan is managed through the R3M Program, where the focus was historically to replace like-for-like playgrounds. This initiative was apparently chosen for two reasons. First of all, the bid process is much more efficient when the playground specifications are nearly identical. Secondly, this approach reduced any concern of competition between neighborhoods when all of the park playgrounds had a similar design. With the arrival of the Department's new administration, this approach is now very different. Having so many new playground designs, along with technological advancement, the standard playground is out of favor.

Regrettably, an issue that comes about with such a change of direction is the additional cost that the upgraded playgrounds will entail. Like-for-like playgrounds may cost in the realm of \$75,000 each. Unfortunately, more attractive and inviting playgrounds start in the range of \$120,000, depending on the additional amenities such as sidewalks and shade structures. For the past two years, a total of \$1,300,000 was made available to replace old playgrounds. At \$650,000 per year, the investment is clearly not enough to upgrade the inventory to be more than the most basic playgrounds. In addition, unless that portion of funding isn't budgeted again this next fiscal year, the Department will have no money to replace any of the 118 playgrounds. Therefore, the Department is requesting \$1,500,000 per year to replace and upgrade the playground system, and to have those funds and projects managed directly by the Department.

With an objective of replacing at least ten or more playgrounds a year, the Department will bring all of the County's playgrounds into ADA compliance, as well as satisfy a resident base looking for something new and different in their community.

Park Preservation and Redevelopment Funding - \$5,500,000 / per year

As mentioned earlier, the unfunded list of amenities that need to be repaired in Hillsborough County parks has become unattainable. Every year, more staff and citizen requests are added to the unfunded R3M list, with the general understanding that it will be years until any action will ever take place. Considering that many of the deteriorated amenities are not "life safety" issues, even more, the requests continue to stack-up with little hope of them being completed in any timely manner.

This all leads back to the discussion in the beginning of this section under the headline "The Blueprint for Success". While there is some funding with Impact Fees for new capacity, R3M for "as-is" preservation, and CIP funding for large designated projects, there is no direct annual funding that will solve the issues that receive the most resident complaints; The deterioration of everyday park amenities.

Therefore, the Department is also requesting annual funding in the amount of \$5,500,000 per year to redevelop park amenities across the County. By spreading the upgrades around the County including parking lot repair, fence replacement, playground upgrades, shelter replacement, concession and restroom modernization, and the installation of professional signage, the residents will visually see the changes in their neighborhoods.

It is additionally recommended that the R3M Program continue in its direction, with its own funding, to assist in the area of amenity replacement as it has been doing for the last several years. Perfect R3M Program projects include the replacement of A/C units within the Department's scores of buildings, as well as other replacement issues such as community center roofs.

What is so positive about these upgrades is that the long-term operating costs will remain consistent, due to the fact that the upgraded amenities will not cost anything more tomorrow than they cost today. Replacing and upgrading what is already in place will not increase operating costs, but could actually reduce some costs when it comes to items such as more efficient air conditioning units.

Example of Park Preservation and Redevelopment Funding

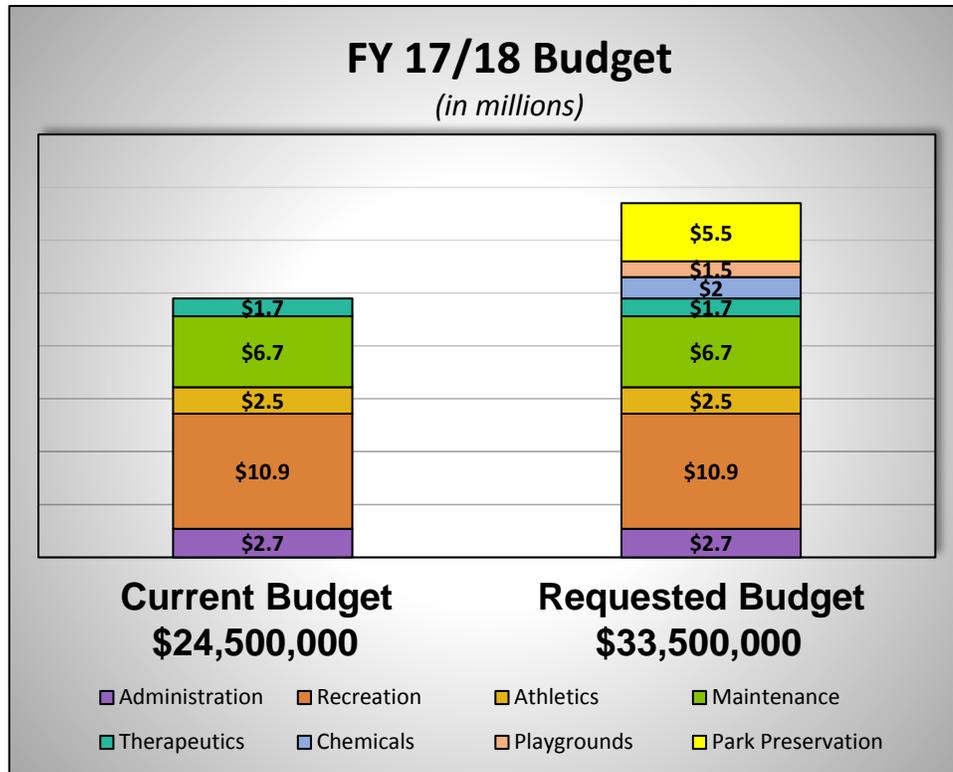
The following chart indicates a series of projects across the County that would be constructed, installed, or replaced during the next three fiscal years. For each additional year, a new list of projects will be composed on an as needed basis.

Park Preservation and Redevelopment Funding				
	Cost per Unit	FY 17/18	FY 18/19	FY 19/20
Artificial Turf Field Replacement	\$300,000	\$300,000	\$300,000	-
Artificial Turf Installation	\$500,000	\$500,000	\$500,000	\$1,000,000
Skate Park	\$550,000	\$550,000	\$550,000	\$550,000
Dog Park	\$300,000	\$300,000	\$300,000	\$300,000
20 x 20 Storage Building	\$60,000	\$60,000	\$60,000	\$60,000
20 x 20 Office / Storage	\$100,000	\$200,000	\$100,000	-
30 x 30 Restroom / Storage	\$120,000	\$240,000	\$240,000	\$240,000
30 x 30 League Meeting Room	\$100,000	\$100,000	\$100,000	\$100,000
Restroom / Storage / Shelter	\$180,000	\$360,000	\$360,000	\$360,000
New Shelter	\$30,000	\$90,000	\$90,000	\$90,000
Concession Stand Upgrade	\$80,000	\$160,000	\$240,000	\$240,000
Concession Stand Construction	\$225,000	\$450,000	\$225,000	-
Drainage Projects	\$75,000	\$225,000	\$225,000	\$225,000
Field Re-sod	\$80,000	\$400,000	\$400,000	\$400,000
Tennis Court	\$75,000	\$420,000	\$420,000	\$420,000
Basketball Court	\$60,000	-	-	\$240,000
Covered Single Basketball Court	\$150,000	\$150,000	-	-
Covered Double Basketball Court	\$225,000	\$450,000	\$450,000	\$450,000
Ball Field Fencing	\$30,000	\$150,000	\$240,000	\$240,000
Water Fountains w/ Meter	\$8,000	\$80,000	\$ 80,000	\$ 80,000
Park Benches w/ Slab	\$3,500	\$210,000	\$210,000	-
Bike Repair Station	\$1,500	\$21,000	-	-
Playground Shade Cover	\$25,000	\$100,000	\$100,000	\$100,000
Standard Shade Cover	\$13,000	\$52,000	-	\$52,000
Parking Lot Repair	\$40,000	-	\$120,000	\$120,000
Signage	\$50,000	\$100,000	\$100,000	\$100,000
TOTAL		\$5,668,000	\$5,410,000	\$5,367,000

The Blueprint for Success Funding Recommendation

In short, to meet the goal of creating an outstanding parks system for all of Hillsborough County to be proud, the three main annual funding steps, above and beyond the Department's current operating budget, include:

- A Ball Field Chemical Contract - \$2,000,000 / per year
- Playground Funding - \$1,500,000 / per year
- Park Preservation and Redevelopment Funding - \$5,500,000 / per year



Additional Recommendations

1. Realignment of Priorities through Position Adjustments

The Parks and Recreation Department has position descriptions to perform the duties in programs, parks, and facilities, but many are not current or do not reflect the true expectations of the Department’s professional standards. That is not to say that staff are not qualified to perform duties required of them, however, it does suggest that an internal focus on technical professional competencies of the staff, as they are hired, developed, trained and promoted, needs to be more externally focused on standards than on the evolution of employee abilities within the Department.

As in any organization, adjustments need to be periodically made to improve the effectiveness and better meet changing community needs as identified in this Master Plan. The Parks and Recreation Department has experienced many reorganizations in the last 10 years and while these have, in part, been needed, it is essential to better align the organization with the trends, needs, and standards acknowledged and described in this Master Plan.

To this end, no significant reorganization is found to be necessary. The challenges needed include a gradual repurposing of positions, realignment of priorities that may affect positions, and adjustments to grade and compensation. These changes are recommended for implementation over the next three fiscal years and efforts will be made to reassign staff where possible to similar higher priority duties. The recommendations do, if followed, create a more flexible and agile organization that can better adjust to rapidly changing and clearly visible community needs.

2. Establish Cost Recovery and User fees

Establish cost recovery policies and expectations for County programs and activities, by creating a distinction between the programs that specifically benefit the overall community from those that are clearly designed to benefit a small few. In addition, a review of all programs should be performed to determine which programs are not realistic to expect fees to cover the cost of providing the program and those that should be covered by user fees.

3. Install Artificial Turf Fields

In order to reduce annual field maintenance fees and drastically improve field capacity limits, a goal should be set to install at least one artificial turf field at every sports complex. This improvement in field usage would also reduce the need to construct new sports complexes, or even add fields at current parks.

4. Consolidate Athletic facilities

Unlike the past, the new trend has been to consolidate amenities such as tennis courts into one nearby park, instead of every park. Moving away from the traditional one or two tennis courts in every community park, outdoor tennis centers are now being designed to support 6 to 8 courts in one location. This allows for tennis friendship and security, as well as major tournaments. Similar to tennis, outdoor basketball courts can also be consolidated from one-court parks to parks featuring 4 to 6 courts.

5. Outsource Trash Removal and Irrigation Maintenance

In order to compensate for not hiring new FTEs, it is recommended to outsource trash removal and irrigation maintenance. While the department can still assist with special trash pick-ups or irrigation emergencies, the current employees can be redirected to park maintenance and repair.

6. Develop a Detailed Marketing and Outreach Plan.

The Hillsborough County Parks and Recreation Department needs to be “Branded” as a premier parks system. Such an act would convey the image that Hillsborough County is a vibrant, lively community with plenty of things to do and experience every day! Establishing an image of professionalism is crucial in every aspect of operations. Image is important in making the case for why parks and recreation is worth investing in. Everything from the meticulous condition of departmental community centers, publications and flyers, appearance of vehicles, signage, how the phones are answered, the web site, and customer service – all contribute to defining the image of the overall parks and recreation system. It is not possible to overstate how important this is.

7. Review the Current Software Program Used as the Registration System

Although the Department currently utilizes a nationally recognized registration system, with the increase in new vendors in the space, the Department should review its current program to be sure that it is being used to the best of its ability, as well as ensure that the program is still dominant.

8. Divestiture of Property

The Parks and Recreation Department manages many parks that could be candidates for reassignment to the local community. Over the past couple of decades, the Department regrettably choose to accept land in lieu of a cash impact fee. Today, the Department finds itself maintaining small properties that would be more appropriately governed by the local homeowners association (HOA). Through a concentrated review of every property, it should be determined which parks should be assumed by the neighboring HOA and which could be reduced to simple open space.

9. Install a County-Wide Ball Field Lighting Control System

One way to reduce the cost of sports field lighting is to install a control timer. A cost-effective system could additionally control cameras, motion sensors, security lighting, doors, gates, and any other device that can be electrically or electronically operated. Installing a lighting control system benefits the County by allowing staff to manage ball field light schedules by using a web-based system, turning off the lights when they are not in use. This action allows for a reduction in costs, staff time, and public concerns about lights being left on after hours or when fields are not in use. Additional savings through this investment can be found in the reduction of lamp replacement, due to the reduced number of hours the lamp is on.

10. Develop a Seasonal Recreation Program Brochure

This should be on a three season schedule, identifying program areas (athletics, after-school, music, art, drama, dance, fitness and wellness, camps, self-improvement, special events, volunteerism, and rentals). The brochure should include a mix of scheduled partnership programs and self-directed recreation opportunities that people could enjoy at their own discretion. While some of the brochures can be printed to be available within the present community centers, the brochure can also be designed to be electronic, so that the seasonal brochure can be available inexpensively on the Internet to all County residents.

11. New Employee Orientation

Beyond the County-wide employee orientation program offered to new employees, the Department should develop an advanced orientation program detailing all of the organization's amenities. Since the Department is so substantial in size and so diverse in its facilities and programs, new employees may not be able to appreciate their position as a piece of the overall puzzle. A cutting-edge orientation program would raise employee morale, as well as offer the residents better customer service by a knowledgeable member of the staff.

12. Enlarge the Volunteer Program

The present volunteer program should be expanded with many more "Day of Caring" events. In addition, a volunteer name bank should be developed, as well as a volunteer incentive program to offer small items in return for volunteer hours.

13. Continue with the Parks and Recreation Consortium

This past year, the Director of Hillsborough County Parks and Recreation Director brought together the directors of the Cities of Tampa, Temple Terrace, and Plant City. The objective is to informally meet at least quarterly to share ideas, as well as discuss issues that might affect each department.

14. Expand the "Athletics Focus Group"

This past year the Director also organized an Athletics Focus Group to discuss sports league issues. The focus groups consists of members representing all of the various youth sports, allowing the focus group to work collaboratively on County-wide sports topics.

COMMITMENT TO EXCELLENCE

The impetus for the development of this Parks and Recreation Master Plan has been the recognition by the Board of County Commissioners that the preferred future for Hillsborough County must be established proactively. Rapid growth and the demands placed upon County leadership as a result of that growth, has produced an environment in which good, long term decisions must be made.

The vision for excellence has been laid out in this Master Plan. This Master Plan provides that information upon which informed decisions can be made, as well as recognize the critical factors that will dictate the successful implementation of the strategies. To position the Department to succeed, resources must be made available which provide the equipment, staffing, and financial resources to maintain a high standard of care, which tax payers have come to expect. At a minimum, there will need to be a financial investment into the park system to support the vision that is detailed in this Plan. From that perspective, Hillsborough County's own unique standard of excellence is described as the following:

- A park maintenance budget that includes an overhaul of the current outsourcing agreements, as well as the development of new agreements
- The implementation of a ball field chemical contract to increase the vitality of the County's fields
- The acquisition of new park land, in developing areas, to compensate for the need of additional ball fields
- The redevelopment of the parks and facilities that are detailed in this report
- The development of an annual budget strategy for the replacement and redevelopment of park and facility amenities

Since the framework for upgrades to existing facilities and maintenance improvements is directly tied to increases in funding, this Master Plan identifies a system-wide level of service that the Department will use for implementation during staff work plan sessions and the budgeting process. In addition, outsourcing maintenance issues such as trash pick-up from parks and irrigation repairs at sports complexes will enable the Department to free-up staff to work on upgrading the existing parks and facilities and allow the Department to seriously address any maintenance backlog.

The forecast for recreation programs and services is also very clear. Since it is expected that recreation programs would be funded at the current levels, reinforcing the importance of ensuring resources are directed toward the programs of highest community benefit has to be of great importance. The Department will need to make trade-offs between current programs in favor of developing new ones, as well as enhancing programming that aligns with the priorities of a diverse Hillsborough County.

CONCLUSION

As it strives to be a best practice agency, the Hillsborough County Parks and Recreation Department has accomplished a great deal over the last few years. This Master Plan was developed through the collaboration of County residents, administrative staff, and elected officials, based on the desire for outstanding parks and recreation throughout the County. In addition, the capital improvements described in this Master Plan should be utilized as a guideline for future improvements and development, acting in the best interest of the County. To achieve this will require a continued business planning approach, and support from staff, to operate in the most efficient and effective manner. When fully implemented, this Master Plan will be an excellent tool for the County to enhance livability for people residing in the County, and for attracting visitors and future residents.

This Master Plan will act as the guide on where the Department needs to concentrate its' energy and values for the next 10 years, as well as provide an excellent road map for the Parks and Recreation Department to follow, while providing a proactive approach to the management of the entire park system. Since this Master Plan will require a strong commitment by the County, the Parks and Recreation Department, and key stakeholders, it won't be easy to fully implement. However, the benefit of offering County residents a high quality of life through a beautiful park system, and a diverse array of programming, would be enormous and worth the effort. Together, the County Commission and staff recognize how important it is to maintain a first-class parks and recreation system and the positive economic impact the Department has on Hillsborough County. Hillsborough County is already an attractive destination, but through the implementation of this Plan, citizens and guests alike will sense an even greater direct and indirect benefit. There is no doubt that this Master Plan presents an underlying, inescapable theme of excitement, enthusiasm, and a belief that a productive parks and recreation department is crucial in creating a thriving community of the 21st century.

With the acceptance of this Master Plan by the Hillsborough Board of County Commissioners, the Hillsborough County Parks and Recreation Department commits to the goals, objectives, and strategies contained herein to make for a great community in which to live, work, and play.



XI. Appendix

1. Inventory of Parks and Facilities
2. Recreation Activity Lifecycle Analysis Chart
3. Athletic Field Capacity Limits
4. Public Community Meeting Agenda
5. Focus Group Engagement Questions
6. Maintenance Specifications
7. Ball Field Chemicals Specifications
8. Funding Sources

Parks Name	Address	Total Acres	Community Center	Gymnasium	Baseball Fields	Softball Fields	Multi-Purpose Fields	Football Fields	Soccer Fields	Lacrosse	Cricket Fields	Tennis Courts	Basketball Courts	Volleyball Courts	Handball Courts	Disc Golf	Park Restroom	Picnic Shelters	Playgrounds	Splash Pad	Skate Park	Dog Park	Walking Trail	Fishing Dock/Piers	Boat Ramps	Sports Leagues	Park Classification	
Burnett Sports Complex	11609 Clay Pit Road, Seffner, FL 33584	20			•	•											•									B	S	
Bypass Canal Park	7818 New York Ave., Tampa, FL 33619	13											•					•	•									N
Cacciatore Park	2900 Burke Street, Tampa, FL 33614	4											•					•	•									N
Calusa Trace Park	18331 N. Calusa Trace Blvd., Lutz, FL 33558	6				•	•											•	•				•					N
Carmen Casa del Rio Park	11202 Casa Loma Dr., Riverview, FL 33569	1																										M
Carolyn Meeker Dog Park	102 SW 1st Ave., Lutz, FL 33558	12															•					•	•					X
Carrrollwood Cultural Center	4537 Lowell Road, Tampa, FL 33618	6	•																									X
Carrrollwood Meadows Park and Community Center	13918 Farmington Blvd., Tampa, FL 33625	18	•				•					•	•					•	•									C
Causeway Park	2810 90th St., Tampa, FL 33619	7				•							•					•	•				•					N
Cemetery For All People	5901 N 22nd Street, Tampa, FL	3																										X
Chandler Park	5445 Pentail Circle, Tampa, FL 33625	10										•	•				•	•	•									C
Chillura Courthouse Square	641 E Kennedy Blvd., Tampa, FL 33602	2																•					•					N
Church Park	5631 Webb Rd., Tampa, FL 33615	5											•				•	•	•									N
Citrus Park Sports Complex	7502 Gunn Hwy, Tampa, FL 33625	10			•												•	•								B	S	
Clayton Park Sports Complex	800 S. Parsons Ave., Brandon, FL 33511	20			•												•									B	S	
Clayton Lake Park	619 Vonderburg Dr., Brandon, FL 33511	2																•					•					M
Construction Unit	5288 Eureka Springs Rd, Tampa, FL 33610	2																										X
Country Place Park and Community Center	15728 CountryLake Drive, Tampa, FL 33624	11	•			•	•					•	•				•	•	•				•					C
Country Place Park East	4619 Ehrlich Rd., Tampa, FL 33624	1													•													M
Country Place Park West	15874 CountryLake Drive, Tampa, FL 33624	12				•							•				•	•	•									C
Country Run Park	12001 Anderson Road, Tampa, FL 33624	23					•						•				•	•	•									C
Covington Oak Park	6806 Covington Garden Dr., Apollo Beach, FL 33572	4				•						•	•	•				•					•					C
Cross Creek Park	19025 Basset Creek Dr., Tampa, FL 33647	15			•		•						•					•	•									C
Davis Park	612 N. Parsons Ave., Brandon, FL 33510	56	•										•				•	•	•									C
Deerfield Park	8596 Westwind Drive, Tampa, FL 33634	3										•	•					•										N
Don Hardy Park	7374 Monterey Blvd., Tampa, FL 33625	10											•				•	•	•			•	•					C

Parks Name	Address	Total Acres	Community Center	Gymnasium	Baseball Fields	Softball Fields	Multi-Purpose Fields	Football Fields	Soccer Fields	Lacrosse	Cricket Fields	Tennis Courts	Basketball Courts	Volleyball Courts	Handball Courts	Disc Golf	Park Restroom	Picnic Shelters	Playgrounds	Splash Pad	Skate Park	Dog Park	Walking Trail	Fishing Dock/Piers	Boat Ramps	Sports Leagues	Park Classification
New Tampa Sports Complex - Turner-Bartels Middle School	9020 Imperial Oak Boulevard, Tampa, FL 33647	12			•	•		•																		B, S, F	S
North Brandon Sports Complex	2929 S. Kingsway Rd., Seffner, FL 33584	17			•			•				•					•									B, F	S
North Ruskin Park	5251 S. US Hwy 41, Ruskin, FL 33572	9																									U
Northdale Park and Community Center	15550 Spring Pine Dr., Tampa, FL 33624	17	•	•			•					•	•	•				•	•				•				C
Northdale Sports Complex	5354 Northdale Blvd., Tampa, FL 33624	11						•									•									F	S
Northlakes Community Center and Sports Complex	2640 N. Lakeview Drive, Tampa, FL 33618	77	•		•	•				•		•	•		•		•	•	•							B, L	S
Northwest County Dog Park	8951 West Waters Ave., Tampa, FL 33615	1																				•					X
Northwest Equestrian Park	9400 E. South Mobley Road, Odessa, Florida 33626	331																									U
Nuccio Park and Community Center	4805 E Sligh Ave., Tampa, FL 33610	11	•									•	•					•	•								C
Nye Park and Community Center	630 Sunset Ln., Lutz, FL 33549	10	•			•						•	•				•	•	•							S	C
Orange Grove Sports Complex	9630 Orange Grove Dr., Tampa, FL 33618	21			•	•						•	•				•	•	•							B	S
Oscar Cooler Sports Complex	766 W. Lutz Lake Fern Rd., Lutz, FL 33548	62			•	•		•	•			•	•				•	•	•							B, S, F, X	S
Osprey Ridge Park	5802 Osprey Ridge Dr., Lithia, FL 33547	12																									N
Palm River Park and Community Center	725 S. 58th St., Tampa, FL 33619	5	•			•							•					•									C
Panther Trace Park	12404 Summerfield Blvd., Riverview, FL 33569	11																									U
Paul Sanders Park	606 W. Bloomingdale Ave., Brandon, FL 33511	5															•	•	•								N
Perrone Park and Community Center	5120 Kelly Rd., Tampa, FL 33615	10	•				•						•				•		•								C
Peterson Road Park	8203 Peterson Rd., Odessa, FL 33556	5											•				•	•	•								N
Pinecrest Park	7880 Lithia Pinecrest Rd., Lithia, FL 33547	13					•		•			•					•									F	C
Pinecrest Sports Complex	9312 S. Hwy 39, Lithia, 33547	16			•	•											•	•								B	S
Progress Village Community Center and Sports Complex	8701 Progress Boulevard, Tampa, FL 33619	17	•		•		•										•	•	•							B, F	S
Providence East Sports Complex	5720 Providence Rd., Riverview, FL 33534	7					•										•		•		•					F	S

Parks Name	Address	Total Acres	Community Center	Gymnasium	Baseball Fields	Softball Fields	Multi-Purpose Fields	Football Fields	Soccer Fields	Lacrosse	Cricket Fields	Tennis Courts	Basketball Courts	Volleyball Courts	Handball Courts	Disc Golf	Park Restroom	Picnic Shelters	Playgrounds	Splash Pad	Skate Park	Dog Park	Walking Trail	Fishing Dock/Piers	Boat Ramps	Sports Leagues	Park Classification
West Park Sports Complex and Dog Park	6402 Occident St., Tampa, FL 33614	31			•	•											•	•	•				•	•			S
Westchase Community Center	9791 Westchase Dr., Tampa FL 33626	7	•	•			•						•	•					•							X	C
Westgate Park	7606 Paula Dr., Tampa, FL 33615	5																•									N
Westwood Lakes Park	12450 Westwood Lakes Blvd., Tampa, FL 33626	7					•						•					•	•								N
William Owen Pass Sports Complex	1350 Sydney Dover Rd., Dover, FL 33527	80				•		•										•							S, F	S	
Wimauma Park and Community Center	5705 W Hillsborough St., Wimauma, FL 33598	11	•		•				•										•							X	C
Winston Park and Community Center	7605 Destin Dr., Tampa, FL 33619	8	•			•						•	•	•				•	•								C
Woodlake Park	9207 Woodlake Blvd., Tampa, FL 33615	5										•	•					•	•								N

PARK CLASSIFICATION: Mini Parks = M, Neighborhood Parks = N, Community Parks = C, Sports Complexes = S, Special Use Facility = U, Boat Ramps = B, Undeveloped Properties = U

SPORTS LEAGUES: Baseball = B, Softball = S, Football = F, Soccer = X, Cricket = C, Lacrosse = L

RECREATION ACTIVITY LIFECYCLE ANALYSIS

The inevitable hope is to design a community class or program that will continue to garner support and last forever. However, it is recognized that all activities have a lifecycle. While not all lifecycles are exactly the same, or last for the same period of time, all of the current classes and programs were evaluated on a lifecycle chart as having six clearly defined stages.

While an innovative department should have a large percentage of their activities within the Introduction and Growth Stages, many traditional programs are still expected by the basic citizenry. In the end, it is best to have the lowest percentage within the Decline Stage.

Recreation Classes, Programs, and Events						Stage in Program Lifecycle					
Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
All People's	Hiking Spree	P	Staff Led	All	All	•					
All People's	Quad Rugby Tournament (ann)	E	Staff Led	All	All			•			
All People's	Dixie Games (annual)	E	Partnered	All	All			•			
All People's	Strong Dog Basketball Tournament (annual)	E	Staff Led	All	All			•			
All People's	Friends' Pickleball Tourn. (ann)	E	Staff Led	All	All			•			
All People's	PSTB Awards Pic. Lunch (ann)	E	Staff Led	All	All			•			
All People's	Y.E.S. Fest (annual)	E	Partnered	All	All			•			
All People's	Camp Sparks	P	Staff Led	Youth / Teens / Young Adult	All			•			
All People's	PSTB Archery	P	Staff Led	Youth / Teens	All			•			
All People's	PSTB Track and Field	P	Staff Led	Youth / Teens	All			•			
All People's	Strong Dogs/Wheel Chair Basketball Practice	P	Staff Led	Young Adult / Adults	Intermediate / Advanced			•			
All People's	Strong Dogs Practice	P	Staff Led	Youth	Beginner / Intermediate			•			
All People's	Line Dancing	P	Special Interest	Adults	All		•				
All People's	Zumba	P	Special Interest	All	All			•			
All People's	New Me Fitness	P	Special Interest	Adults	All			•			
All People's	Pickleball	P	Volunteer	Adult / Seniors	All		•				
All People's	RC Fliers (Model Airplanes)	P	Volunteer	Adult / Seniors	All			•			
All People's	Special Olympics: Bocci	P	Staff Led	Adult	All		•				
All People's	Special Olympics: Basketball	P	Staff Led	Adult	All			•			
All People's	Special Olympics: Volleyball	P	Staff Led	Adult	All			•			
All People's	PSTB Power Soccer	P	Partnered	Youth / Teen / Young Adult / Adult	Advanced		•				
All People's	Goal Ball (Lighthouse for the blind)	P	Partnered	Youth	Beginner / Intermediate	•					
All People's	Girl Scouts	P	Staff Led	Youth / Teens	All			•			
All People's	PSTB Quad Rugby	P	Partnered	Young Adult / Adults	Advanced			•			
Apollo Beach	A Game of Skate	E	Staff Led	Youth / Teens	All		•				
Apollo Beach	Tiny Tot Olympics	E	Staff Led	Toddler / Youth	All			•			
Apollo Beach	Follow The Leader	E	Staff Led	Youth / Teens	All			•			
Apollo Beach	Go Skateboarding Day (ann.)	E	Staff Led	All	All		•				
Apollo Beach	2 on 2 Teen Football	E	Staff Led	Teens	All			•			
Apollo Beach	Xbox Teen Football	E	Staff Led	Teens	All			•			
Apollo Beach	Best Flip Contest	E	Staff Led	Youth / Teens	All			•			

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Apollo Beach	Sea Breeze Contest	E	Staff Led	Youth / Teen	All			•			
Apollo Beach	Holiday in the Park Skate	E	Staff Led	Youth / Teen	All		•				
Apollo Beach	Holiday in the Park (annual)	E	Staff Led	All	All			•			
Apollo Beach	Senior Weights	P	Staff Led	Seniors	All			•			
Apollo Beach	Soar Fit Club	P	Special Interest	Adults / Seniors	All			•			
Apollo Beach	Fit Training	P	Special Interest	Adult / Seniors	All			•			
Apollo Beach	XA Beat	P	Special Interest	Adults / Seniors	All			•			
Apollo Beach	Karate	P	Special Interest	Youth	All			•			
Apollo Beach	Tennis	P	Special Interest	Youth / Young Adult / Adults	All			•			
Apollo Beach	Zumba	P	Special Interest	Young Adult / Adults / Seniors	All			•			
Balm	ESOL	P	Partnered	Adults / Seniors / All	All			•			
Beacon Meadows	Hiking Spree	P	Staff Led	All	All	•					
Bethune	USF Flu Shots	E	Special Interest	All	All			•			
Bethune	Homeless Recovery	E	Partnered	All	All			•			
Bethune	Boys & Girls Club	P	Partnered	Youth / Teens	All			•			
Brandon Skate Park	Best Shredder Skate Contest (ann)	E	Staff Led	Youth / Teens	All	•					
Brandon	Soar w/ Nature	P	Staff Led	Seniors	All	•					
Brandon	Bright House Auditions	E	Partnered	Seniors	All				•		
Brandon	Arbor Day Celebration (ann.)	E	Staff Led	Youth / Adults	All	•					
Brandon	Line Dance Extravaganza	E	Volunteer	Adults / Seniors	All					•	
Brandon	Multi Cultural Event (ongoing)	E	Staff Led	All	All	•					
Brandon	Game Revolution	E	Staff Led	Youth / Teen	All			•			
Brandon	Talent Show (ongoing)	E	Staff Led	Youth / Teens	All			•			
Brandon	Last Day of School Party (ann)	E	Staff Led	Youth	All			•			
Brandon	End of Summer Celebration	E	Staff Led	Youth / Teens	All			•			
Brandon	Tiny Tot Easter Egg Hunt (ann)	E	Staff Led	Tots	All			•			
Brandon	Cops and Kids Day	E	Staff / Partner	Teens / Youth	All	•					
Brandon	Teen Conference	E	Staff Led	Teens	All	•					
Brandon	School Year Awards	E	Staff	Youth	All			•			
Brandon	Yates Banquet	E	Partnered	Youth	All			•			
Brandon	Stay Balanced Inside & Out	E	Partnered	Adults / Seniors	All		•				
Brandon	Senior Health Fair	E	Staff	Seniors	All	•					
Brandon	ASG Fashion Show	E	Partnered	Seniors	All		•				
Brandon	Soccer Banquet (annual)	E	Staff	Youth	All		•				
Brandon	Bully Prevention	E	Staff	Youth	All	•					
Brandon	Parents Night Out (ongoing)	E	Staff	Youth	All				•		
Brandon	Field Day Fitness	E	Staff	Youth	All			•			
Brandon	Hands On CPR	P	Staff / Partner	Youth	All	•					
Brandon	Hearts Dance	E	Staff	Youth	All				•		
Brandon	United Way Lunch	E	Partnered	Adults	All	•					
Brandon	Echo Job Fair	E	Partnered	Adults	All				•		
Brandon	Weather Shelter (Ongoing)	E	Partnered	Adults	All				•		
Brandon	Valentine Dance (annual)	E	Staff	Youth	All			•			
Brandon	Therapeutic Dance (ongoing)	E	Staff Led	Adults with Disabilities	All			•			
Brandon	AARP	P	Partnered	Seniors	All				•		
Brandon	After school	P	Staff	Youth	All				•		
Brandon	Brance Fitness	P	Special Interest	Adults	All					•	
Brandon	Ball Room Dancing	P	Special Interest	Seniors	All					•	
Brandon	Basketball	P	Staff	Teens	All	•					
Brandon	Billiards	P	Staff	Seniors	All					•	
Brandon	Homemakers Bingo	P	Volunteer	seniors	All					•	
Brandon	Bridge	P	Staff	Seniors	All					•	

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Brandon	Ceramics	P	Staff	Seniors	All	•					
Brandon	Cheer	P	Partnered	Youth	All					•	
Brandon	Clubs (Homemakers)	P	Partnered	Seniors	All				•		
Brandon	Clubs (Newcomers)	P	Partnered	Seniors	All				•		
Brandon	Charcoal Drawing Class	P	Partnered	Adults	All						•
Brandon	Garden Club	P	Staff	Youth	All	•					
Brandon	Judo	P	Special Interest	Youth	All					•	
Brandon	Judo	P	Special Interest	Teen / Adult	Advanced						•
Brandon	Line Dancing	P	Volunteer	Seniors	Beginner			•			
Brandon	Line Dancing	P	Volunteer	Seniors	Advanced			•			
Brandon	Low Impact Morning Stretch	P	Volunteer	Adults / Seniors	All				•		
Brandon	New Comers	P	Seniors	Seniors	Beginner				•		
Brandon	Mahjong	P	Staff	Adults / Seniors	All	•					
Brandon	Marital Arts	P	Special Interest	Youth	Advanced					•	
Brandon	Marital Arts	P	Special Interest	Teens	Advanced					•	
Brandon	Karate	P	Special Interest	Youth	Beginner					•	
Brandon	Morning Stretch	P	Volunteer	Seniors	All						•
Brandon	Money 101	P	Partnered	Adults	All				•		
Brandon	Oil Painting	P	Special Interest	Adults	All				•		
Brandon	Pickle Ball (Outdoor)	P	Volunteer	Seniors	All	•					
Brandon	Sewing	P	Seniors	Seniors	All				•		
Brandon	Socials	P	Staff	Seniors	All					•	
Brandon	Spanish Class	P	Volunteer	Tots / Youth	All	•					
Brandon	Step Team	P	Special Interest	Youth	All	•					
Brandon	STEM	P	Partnered	Teens	All						
Brandon	STEM	P	Partnered	Teens	All					•	
Brandon	Tai Kwon Do/Beginner &	P	Special Interest	Youth	All				•		
Brandon	Tai Kwon Do	P	Special Interest	Adults	All				•		
Brandon	Teen Club & Crafts	P	Staff	Teens	All	•					
Brandon	Tiny Tois	P	Staff	Toddler	All				•		
Brandon	Zumba	P	Special Interest	Adult	All				•		
Brandon	Fitness	P	Staff	Youth	All					•	
Brandon	Green Team	P	Staff	Youth	All					•	
Brandon	Homeschool 4H	P	Staff / Volunteer	Youth	All					•	
Brandon	Homeschool Skills and Drills	P	Staff	Youth	All					•	
Brandon	Jr Explorer	P	Staff	Youth	All					•	
Brandon	"5 in a Row" with Care Plus	P	Staff	Seniors	All				•		
Brandon	Baton	P	Special Interest	Youth	All						•
Brandon	Jr Explorer	P	Staff Led	Youth	All						•
Country Place	HCYLC (ongoing)	P	Staff Led	Teens	All						
Egypt Lake	Fall Festival & Parade	E	Staff Led	All	All				•		
Egypt Lake	Flag Football Banquet (annual)	E	Staff Led	All	All				•		
Egypt Lake	Basketball Banquet (annual)	E	Staff Led	All	All				•		
Egypt Lake	Soccer Banquet (annual)	E	Staff Led	All	All				•		
Egypt Lake	AAAY Seif Defense	P	Special Interest	Youth	All				•		
Egypt Lake	AAAY Cheerleading	P	Special Interest	Youth	All				•		
Egypt Lake	AAAY Dance	P	Special Interest	Youth	All				•		
Egypt Lake	Afterschool Care	P	Staff Led	Youth	All				•		
Egypt Lake	Junior Explorers	P	Staff Led	Youth	All				•		
Egypt Lake	Youth Basketball	P	Staff Led	Youth	All	•					
Egypt Lake	ESOL	P	Partnered	Adults	All					•	
Egypt Lake	Youth Flag football	P	Staff Led	Youth	All					•	
Egypt Lake	Youth Soccer	P	Staff Led	Youth	All					•	
Johnson	Jr Explorers Nature Club	P	Staff Led	Youth	All					•	
Johnson	Zumbathon	E	Partnered	Young Adults / Adults / Seniors	All	•					
Johnson	Master Plan Meeting	E	Staff Led	Young Adults / Adults / Seniors	All	•					
Johnson	Teen Scavenger Hunt	E	Staff Led	Teen	All	•					

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Johnson	Ribbon Cutting	E	Staff Led	Young Adults / Adults / Seniors	AI	•					
Johnson	Fitness Challenge	E	Staff Led	Youth / Teen / Adult / Seniors	AI	•					
Johnson	Pickleball	P	Staff Led	Adults / Seniors	AI			•			
Johnson	Line Dancing	P	Staff Led	Adults / Seniors	AI	•					
Johnson	Zumba	P	Special Interest	Adults / Seniors	AI			•			
Johnson	Volleyball	P	Staff Led	Adults / Seniors	AI	•					
Johnson	Insanity	P	Special Interest	Adults / Seniors	AI			•			
Johnson	Teen Open Play Basketball	P	Staff Led	Teens	AI	•					
Johnson	Adult Open Play Basketball	P	Staff Led	Adults	AI	•					
Johnson	Family Play Basketball	P	Staff Led	Youth / Teens / Adults / Seniors	AI	•					
Gardenville	Kids Olympics	E	Staff Led	Youth	AI			•			
Gardenville	Health Fair	E	Staff Led	Youth / Teen / Adults / Seniors	AI			•			
Gardenville	Coloring Contest	E	Staff Led	Youth	AI			•			
Gardenville	Intergen. Reading Program	P	Staff Led	Youth / Seniors	AI		•				
Gardenville	Bing-Jo	P	Staff Led	Adults / Seniors	AI			•			
Gardenville	Basketball Banquet (annual)	E	Staff Led	All	AI			•			
Gardenville	Youth Basketball	P	Staff Led	Youth	AI			•			
Gardenville	Senior Cards	P	Volunteer Led	Seniors	AI			•			
Gardenville	AAYA Dance	P	Special Interest	Youth	AI			•			
Gardenville	Youth Flag Football	P	Staff Led	Youth	AI			•			
Gardenville	Indoor Walking Club	P	Volunteer Led	Adults / Seniors	AI			•			
Gardenville	Net Ball Open Gym	P	Staff Led	Adults	AI			•			
Gardenville	Teen Open Gym Basketball	P	Staff Led	Teens	AI			•			
Gardenville	Adult Open Gym Basketball	P	Staff Led	Adults	AI			•			
Gardenville	Adult Open Gym Volleyball	P	Staff Led	Adults	AI			•			
Gardenville	Pickle Ball	P	Staff Led	Adults	AI			•			
Gardenville	Sewing Guild	P	Volunteer Led	Adults / Seniors	AI			•			
Gardenville	Soccer Banquet (annual)	E	Staff Led	All	AI			•			
Gardenville	Youth Soccer	P	Staff Led	Youth	AI			•			
Gardenville	Yogalates	P	Special Interest	Adult	AI			•			
Gardenville	Weight Room	P	Staff Led	Adults	AI			•			
Gardenville	Zumba	P	Special Interest	Adults	AI			•			
Jackson Springs	Jr Explorers Nature Club	P	Staff Led	Youth	AI	•					
Jackson Springs	SOAR w/Nature	P	Staff Led	Seniors	AI	•					
Jackson Springs	Friday Night Teen Party	E	Staff Led	Teen	AI			•			
Jackson Springs	AAYA Cheerleading	P	Special Interest	Youth	AI	•					
Jackson Springs	AAYA Dance	P	Special Interest	Youth	AI	•					
Jackson Springs	AAYA Karate	P	Special Interest	Youth	AI	•					
Jackson Springs	Cards and Table Games	P	Special Interest	Adult	AI			•			
Jackson Springs	Dance Class	P	Staff Led	Youth	AI	•					
Jackson Springs	Guitar Lessons	P	Staff Led	Young Adult / Adult / Seniors	AI			•			
Jackson Springs	Legacy Volleyball	P	Special Interest	Youth / Teen	AI			•			
Jackson Springs	Line Dance	P	Special Interest	Adult	AI			•			
Jackson Springs	Mah Jong	P	Staff Led	Adult	AI			•			
Jackson Springs	Pickleball	P	Staff Led	Young Adult / Adult / Seniors	AI			•			
Jackson Springs	Recreation After School	P	Staff Led	Youth	AI	•					
Jackson Springs	Toddler Time	P	Staff Led	Toddler	AI	•					
Jackson Springs	Tone & Stretch	P	Staff Led	Adults / Seniors	AI			•			
Jackson Springs	Walking Club	P	Staff Led	Adults / Seniors	AI	•					
Jackson Springs	Youth Soccer	P	Staff Led	Youth	AI	•					
Jackson Springs	Youth Basketball	P	Staff Led	Youth	AI	•					

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Jackson Springs	Youth Flag Football	P	Staff Led	Youth	All	•					
Keystone	Keystone Holi. Class. Car Show	E	Partnered	All	All	•					
Keystone	Family Fun Day	E	Partnered	All	All			•			
Keystone	Rain Gutter Regatta/Memorial Se	E	Partnered	All	All			•			
Keystone	British Club Spring Luncheon	E	Volunteer Led	Adults	All			•			
Keystone	Chili Cook Off (annual)	E	Partnered	All	All			•			
Keystone	Puppet Show (ongoing)	E	Partnered	All	All			•			
Keystone	AAYA Cheerleading	P	Special Interest	Youth	All			•			
Keystone	AAYA Dance	P	Special Interest	Youth	All			•			
Keystone	AAYA Self Defense	P	Special Interest	Youth	All			•			
Keystone	Art Class	P	Special Interest	Adults	All	•					
Keystone	Bridge	P	Volunteer Led	Adults	All	•					
Keystone	Diabetes Prevention	P	Volunteer Led	Adults	All	•					
Keystone	EZ Yoga	P	Special Interest	Adults	All			•			
Keystone	Fern Garden Club	P	Volunteer Led	Adults	All			•			
Keystone	Gift Program	P	Volunteer Led	Adults	All	•					
Keystone	JMU Sports Club	P	Staff Led	Youth	All	•					
Keystone	Quilters	P	Volunteer Led	Adults	All			•			
Keystone	Table Games	P	Volunteer Led	Adults	All	•					
Keystone	Zumba	P	Special Interest	Adults	All	•					
Keystone	Tai Chi	P	Special Interest	Adults	All	•					
Mango	Afterschool Program	P	Staff Led	Youth	All			•			
Mango	Art & Craft (afterschool)	P	Staff Led	Youth	All			•			
Mango	Boys Social Club	P	Staff Led	Youth	All		•				
Mango	Fitness (afterschool)	P	Staff Led	Youth	All			•			
Mango	Flag Football	P	Staff Led	Youth	All			•			
Mango	Garden Club (afterschool)	P	Staff Led	Youth	All			•			
Mango	Girls Social Club	P	Staff Led	Youth	All			•			
Mango	Senior Socials	P	Staff Led	Seniors	All		•				
Mango	Myplate (afterschool)	P	Staff Led	Youth	All			•			
Morgan Woods	12 Oaks Picnic	E	Partnered	All	All			•			
Northdale	Hiking Spree	P	Staff Led	All	All	•					
Northdale	SOAR w/Nature	P	Staff Led	Seniors	All	•					
Northdale	Jr Explorers Nature Club	P	Staff Led	Youth	All	•					
Northdale	Line Dance Holiday Party	E	Staff Led	Adults / Seniors	All			•			
Northdale	Turkey Bowl (annual)	E	Staff Led	Youth	All			•			
Northdale	Pickleball Social (ongoing)	E	Staff Led	Adults / Seniors	All		•				
Northdale	Flag Football Banquet (annual)	E	Staff Led	Youth	All			•			
Northdale	Howl-o-ween (annual)	E	Staff Led	All	All			•			
Northdale	Line Dance Social (ongoing)	E	Staff Led	Adults / Seniors	All			•			
Northdale	HCYLC Teen Summit	E	Staff Led	Teens	All	•					
Northdale	Summer Talent Show	E	Staff Led	Youth	All			•			
Northdale	Basketball Banquet (annual)	E	Staff Led	Youth	All			•			
Northdale	Family Fun Fest (annual)	E	Staff Led	All	All			•			
Northdale	Easter Egg Hunt (annual)	E	Staff Led	All	All			•			
Northdale	Zumbathon	E	Partnered	Adults	All			•			•
Northdale	Soccer Awards Banquet (ann.)	E	Staff Led	Youth	All			•			
Northdale	OWL'S Luncheon (ongoing)	E	Volunteer Led	Seniors	All			•			

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Northdale	Tampa Bay Fencer's Classic	E	Partnered	Teens / Adults	All	•					
Northdale	Public Safety Fair	E	Partnered	Adults / Seniors	All			•			
Northdale	AAAY Cheerleading	P	Special Interest	Youth	All				•		
Northdale	Aerobics Light	P	Special Interest	Adults / Seniors	All				•		
Northdale	Card Games	P	Volunteer Led	Adults / Seniors	All				•		
Northdale	Couch to 5K	P	Staff Led	Adult	All	•					
Northdale	Art	P	Volunteer Led	All	All				•		
Northdale	Youth Basketball	P	Staff Led	Youth	All			•			
Northdale	West Co. Basketball League	P	Partnered	Adults	All		•				
Northdale	Teen Basketball Open Play	P	Staff Led	Teens	All	•					
Northdale	Adult Basketball Open Play	P	Staff Led	Adults	All		•				
Northdale	Bing-owl(Bingo)	P	Volunteer Led	Seniors	All					•	
Northdale	Bridge	P	Volunteer Led	Seniors	All				•		
Northdale	Chair Volleyball	P	Staff Led	Seniors	All	•					
Northdale	Family Open Gym	P	Staff Led	All	All	•					
Northdale	Fencing	P	Special Interest	All	All			•			
Northdale	Hand and Foot	P	Staff Led	Seniors	All			•			
Northdale	Indoor Soccer	P	Staff Led	Adults	All	•					
Northdale	Girl's Legacy Volleyball	P	Partnered	Youth / Teens	Intermediate / Advanced		•				
Northdale	Boy's Legacy Volleyball	P	Partnered	Youth	All		•				
Northdale	Line Dancing	P	Staff Led	All	Beginner / Intermediate / Advanced			•			
Northdale	Line Dancing	P	Staff Led	All	Advanced			•			
Northdale	ManJong	P	Volunteer Led	All	All			•			
Northdale	Musical Theatre	P	Staff Led	Youth	All			•			
Northdale	Open Gym Volleyball	P	Staff Led	All	All	•					
Northdale	Orchid Club	P	Volunteer Led	Adults	All			•			
Northdale	Pickleball	P	Staff Led	All	All		•				
Northdale	Pickleball	P	Staff Led	All	Beginner		•				
Northdale	Pickleball	P	Staff Led	All	Intermediate / Advanced		•				
Northdale	Pickleball League	P	Staff Led	All	Intermediate / Advanced		•				
Northdale	Pickleball Tournaments	P	Staff Led	All	Advanced		•				
Northdale	Pottery Class	P	Special Interest	All	All			•			
Northdale	Senior Yoga	P	Special Interest	Seniors	All			•			
Northdale	Singing Hoot Owls	P	Volunteer Led	Seniors	All				•		
Northdale	Show on The Road Theatre	P	Volunteer Led		Youth / Teen						
Northdale	Youth Soccer	P	Staff Led	Youth	All			•			
Northdale	Strut With Your Mutt	P	Staff	All	All	•					
Northdale	Tai Chi	P	Special Interest	Adults / Seniors	All	•					
Northdale	Table Tennis	P	Staff Led	All	All				•		
Northdale	Toddler Time	P	Staff Led	Youth	All		•				
Northdale	Yoga	P	Special Interest	Seniors	All			•			
Northdale	Walking Club	P	Volunteer Led	All	All				•		
Northdale	Zumba	P	Special Interest	All	All	•					
Ruskin	Community Puppet Show	E	Staff Led	All	All						
Ruskin	Ruskin Acapella Hol. Conc.	E	Staff Led	Youth / Teen / Adult / Seniors	All			•			
Ruskin	Christmas Gifts (annual)	E	Volunteer Led	All	All			•			
Ruskin	Arbor Angels Christmas Party	E	Partnered	All	All			•			
Ruskin	Flag Football Banquet(annual)	E	Staff Led	All	All			•			
Ruskin	Tiny Tot Holiday Party(annual)	E	Staff Led	Tots	All			•			

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Ruskin	Teens HolloScream	E	Staff Led	Teens	All			•			
Ruskin	Trunk or Treat & Movies (ann.)	E	Staff Led	All	All			•			
Ruskin	Tiny Tots Halloween Party (ann)	E	Staff Led	Tots	All			•			
Ruskin	Tots & Seniors Trick or Treat	E	Staff Led	Tots / Adults / Seniors	All			•			
Ruskin	Flag Football Jamboree	E	Staff Led	Youth	All			•			
Ruskin	Last Day of School Party (ann.)	E	Staff Led	Youth / Teens	All			•			
Ruskin	Great American Clean Up (ann)	E	Staff Led	Youth / Teen / Adult / Seniors	All			•			
Ruskin	Wacky Games Night	E	Staff Led	All	All			•			
Ruskin	JR. Hoop It Up (annual)	E	Staff Led	Youth	All			•			
Ruskin	SR. Hoop It Up (annual)	E	Staff Led	Adults	All			•			
Ruskin	Puppet Show (ongoing)	E	Staff Led	All	All			•			
Ruskin	Ceramics & Pizza Night	E	Staff Led	Teens / Adults	All			•			
Ruskin	After School Easter Egg (ann)	E	Staff Led	Youth	All			•			
Ruskin	Tiny Tot Graduation (annual)	E	Staff Led	Tots	All			•			
Ruskin	Soccer Awards Banquet (ann.)	E	Staff Led	All	All			•			
Ruskin	Tiny Tot Easter Egg Hunt (ann.)	E	Staff Led	Tots	All			•			
Ruskin	Tiny Tot Picnic (annual)	E	Staff Led	Tots	All			•			
Ruskin	Soccer Madness Tour. (ann)	E	Staff Led	Youth	All			•			
Ruskin	King/Queen of Hrts Dance (ann)	E	Staff Led	Youth / Teen / Adult / Seniors	All			•			
Ruskin	Tiny Tot Valentine Party (ann)	E	Staff Led	Tots	All			•			
Ruskin	4 H Homeschool	P	Partnered	Youth	All		•				
Ruskin	Over 50 Basketball	P	Staff Led	Seniors	All		•				
Ruskin	Adult Open Play Basketball	P	Staff Led	Young Adult / Adults	All			•			
Ruskin	Adult Basketball	P	Staff Led	Young Adult / Adults	All				•		
Ruskin	Teen Development Basketball	P	Staff Led	Teens	All				•		
Ruskin	Youth Development Basketball	P	Staff Led	Youth	All				•		
Ruskin	Cheerleading	P	Special Interest	Youth	All				•		
Ruskin	Dance	P	Special Interest	Youth	All				•		
Ruskin	Over 55 Fitness	P	Staff Led	Seniors	All				•		
Ruskin	Adult 4 on 4 Flag F-ball League	P	Staff Led	Young Adult / Adults	All				•		
Ruskin	Youth Football Leagues	P	Staff Led	Youth	All				•		
Ruskin	Homeschool Basketball	P	Staff Led	Youth	All				•		
Ruskin	Homeschool Flag Football	P	Staff Led	Youth	All				•		
Ruskin	Homeschool Court Hockey	P	Staff Led	Youth	All				•		
Ruskin	Pickleball	P	Staff Led	Adults / Seniors	Intermediate / Advanced Beginner				•		
Ruskin	Pickleball	P	Staff Led	Adults / Seniors	Beginner				•		
Ruskin	Youth Soccer Leagues	P	Staff Led	Youth	All				•		
Ruskin	Tiny tots	P	Staff Led	Tots	Beginner				•		
Ruskin	Teen Basketball	P	Staff Led	Teens	All				•		
Ruskin	Adult Open Play Volleyball	P	Staff Led	Young Adult / Adults	All		•				
Ruskin	Weightroom	P	Staff Led	Young Adult / Adults	All		•				
Ruskin	Zumba	P	Special Interest	Young Adult / Adults	All				•		
Thonotosassa	Jr Explorers Nature Club	P	Staff Led	Youth	All				•		
Thonotosassa	SOAR w/Nature	P	Staff Led	Seniors	All		•				
Thonotosassa	Halloween Scream Party (ann.)	E	Staff Led	All	All				•		
Thonotosassa	Community Yard Sale (seas.)	E	Staff Led	Adults / Seniors	All				•		
Thonotosassa	Family Movie Night (ongoing)	E	Staff Led	All	All				•		
Thonotosassa	Ice Cream Party	E	Staff Led	Youth	All				•		
Thonotosassa	Kickball Tournament	E	Staff Led	Adults	All				•		
Thonotosassa	Cookies and Canvas	E	Staff Led	Youth	All				•		
Thonotosassa	Family Night Bingo (ongoing)	E	Staff Led	All	All				•		
Thonotosassa	Rummage Sale (seasonal)	E	Staff Led	Adults / Seniors	All				•		

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Thonotosassa	Earth Day Scavenger Hunt	E	Staff Led	Youth	All			•			
Thonotosassa	Easter Egg Hunt (annual)	E	Staff Led	Youth	All			•			
Thonotosassa	Winter Wonderland	E	Staff Led	All	All			•			
Thonotosassa	Kids Night Out (ongoing)	E	Staff Led	Youth	All			•			
Thonotosassa	Parents Night Out (ongoing)	E	Staff Led	Adults	All			•			
Thonotosassa	After School	P	Staff Led	Youth	All			•			
Thonotosassa	Gardening Club	P	Staff Led	Youth	Beginner	•					
Thonotosassa	Youth Flag Football	P	Staff Led	Youth	Beginner	•					
Thonotosassa	Youth Soccer	P	Staff Led	Youth	Beginner	•					
Thonotosassa	Youth Basketball	P	Staff Led	Youth	Beginner	•					
Thonotosassa	Senior Board Games & Crafts	P	Staff Led	Seniors	All			•			
Thonotosassa	Tone & Stretch	P	Staff Led	Young Adult / Adults	Beginner			•			
Thonotosassa	Zumba	P	Special Interest	Young Adult / Adults	All	•					
Thonotosassa	Tutoring	P	Staff Led	Youth	All	•					
Westchase	SOAR w/Nature	P	Staff Led	Seniors	All	•					
Westchase	The Great Westchase (annual)	E	Partnered	Youth / Teens / Young Adult / Adults / Seniors	All			•			
Westchase	Halloween Carnival	E	Staff Led	All	All			•			
Westchase	Easter Egg Hunt (annual)	E	Staff Led	All	All			•			
Westchase	Basketball Clinic	E	Staff Led	All	Youth / Teen			•			
Westchase	Adult Basketball League	P	Staff Led	Young Adult / Adults	All			•			
Westchase	Aerobics Lite	P	Special Interest	Adults / Seniors	All	•					
Westchase	After School	P	Staff Led	Youth	All			•			
Westchase	Appy Hour	P	Staff Led	Seniors	All	•					
Westchase	Badminton	P	Staff Led	Adults	All			•			
Westchase	Basketball Banquet (annual)	E	Staff Led	All	All			•			
Westchase	Youth Basketball	P	Staff Led	Youth	All			•			
Westchase	Blaze Fat Burning	P	Special Interest	Adults	All	•					
Westchase	Broadway Babies	P	Special Interest	Tots	All	•					
Westchase	Broadway Ballet	P	Special Interest	Youth	All	•					
Westchase	Cheer	P	Staff Led	Youth	All			•			
Westchase	Dance	P	Staff Led	Youth	All			•			
Westchase	Day Trips	P	Staff Led	Seniors	All			•			
Westchase	Fencing	P	Special Interest	Adults / Seniors	All	•					
Westchase	Flag Football Banquet (annual)	E	Staff Led	Youth	All			•			
Westchase	Youth Flag Football	P	Staff Led	Youth	All			•			
Westchase	Girls Volleyball	P	Special Interest	Youth / Teens	Beginner			•			
Westchase	Handball	P	Staff Led	Youth	All			•			
Westchase	Hands On Sports	P	Staff Led	Tots	All	•					
Westchase	Hip Hop Dance	P	Special Interest	Youth	All			•			
Westchase	Hockey	P	Staff Led	Youth	All			•			
Westchase	Insane Fit Girls	P	Special Interest	Adults	All			•			
Westchase	Insanity "Live"	P	Special Interest	Adults	All			•			
Westchase	Middle School After School	P	Staff Led	Teens	All			•			
Westchase	Music & Movement	P	Special Interest	Tots	All			•			
Westchase	Musical Theater	P	Special Interest	Youth	All	•					
Westchase	Open Gym Basketball	P	Staff Led	Young Adult / Adult	All			•			
Westchase	Open Gym Basketball Mid Sch	P	Staff Led	Teens	All			•			
Westchase	Open Gym Basketball HS	P	Staff Led	Teens	All			•			
Westchase	Open Gym Basketball Family	P	Staff Led	Youth / Adults / Seniors	All	•					
Westchase	Pickleball League	P	Staff Led	Adults / Seniors	All			•			
Westchase	Pickleball Lessons	P	Staff Led	Adults / Seniors	Beginner			•			
Westchase	Pickleball Open Play	P	Staff Led	Adults / Seniors	All			•			

Location	Program, Class, or Event	Program or Event	Type	Age Group(s)	Skill	Intro	Take-Off	Growth	Mature	Saturated	Decline
Westchase	Pure Art Class	P	Special Interest	Youth	All			•			
Westchase	Soccer Banquet (annual)	E	Staff Led	All	All			•			
Westchase	Youth Soccer	P	Staff Led	Youth	All			•			
Westchase	Senior Socials	P	Staff Led	Seniors	All	•					
Westchase	Tai Chi	P	Special Interest	Adults / Seniors	All			•			
Westchase	Toddler Time	P	Staff Led	Tots	All	•					
Westchase	Tone and Stretch	P	Staff Led	Seniors	All			•			
Westchase	Trivia	P	Staff Led	Seniors	All	•					
Westchase	Volleyball Skills Academy	P	Special Interest	Teen	Intermediate			•			
Westchase	Walking Club	P	Staff Led	Adults / Seniors	All		•				
Westchase	Wiffleball	P	Staff Led	Youth	All	•					
Westchase	Zumba	P	Special Interest	Adults	All				•		
Wimauma	RCMA - After School	P	Partnered	Youth	All			•			
Wimauma	RCMA - Summer	P	Partnered	Youth	All			•			

280 Active Programs and Classes
 132 One-time or recurring events

ATHLETIC FIELD CAPACITY LIMITS

The next few pages includes 2015 registered participant's data. In combination of each sports leagues total field capacity, and a goal of a mid-range capacity goal for fields to be in fair to good condition for safety, the trend is that the vast majority of all youth sports fields are at maximum capacity. The below matrix was developed based on an Athletic Field Use Study by the University of Florida. The study allows for three levels of field conditions. Consideration is given to the number of players per team, the number of teams per field, the number of hours per week, total number of fields, and the total number of allowable teams per field to sustain average field conditions. The below chart is a summary of the following pages.

BASEBALL

Total participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
11915	993	115	920	108%

SOFTBALL

Participants/Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
2601	218	24	192	114%

FOOTBALL

Participants/Year	Total # teams	# of Fields	PRACTICE		GAMES		
			Total Team Capacity	Actual Capacity	Game Fields	Team Cap	Actual Capacity
5209	121	42	198	61%	9	45	269%

SOCCER

Participants/Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
7920	660	36	604	109%

LACROSSE

Participants/Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
883	44	6	30	147%

CRICKET

Total Participants	Total Teams	Total # of Fields	Total Team Capacity	Actual Capacity
3300	165	4	48	344%

BASEBALL (12 players/team)

Teams / Field	# Hours / Team	# Hours / Year (30 weeks)	# Hours / Year	Field condition
1	3	90	200 hrs or less	Sustain good field conditions
2	6	180		
3	9	270		
4	12	360	400 to 600	Fair to good field conditions
5	15	450		
6	18	540		
7	21	630		
8	24	720	Over 800	Significant turf loss
9	27	810		

Total Participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
11915	993	115	920	108%

Baseball 2015

Cal Ripken

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Bloomington Youth Sports Assoc.	Bloomington	1191	99	8	64	155%
Citrus Park Sports Association	Citrus Park	569	47	5	40	119%
East Bay Youth Athletics	Vance Vogel	1155	96	8	64	150%
FishHawk Youth Baseball	FishHawk	1785	149	4	32	465%
Lutz Baseball	Oscar Cooler	1070	89	7	56	159%
North Tampa Athletics Association	Eber Park, Live Oak, Pride	1179	98	11	88	112%
North Brandon Youth Baseball	North Brandon	638	53	4	32	166%
		7587	632	47	376	168%

Little League

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Antioch Little League	Antioch	114	10	4	32	30%
Keystone Little League	Ed Radice	1162	97	8	64	151%
Northside Little League	Northlakes	192	16	6	48	33%
Northwest Little League	West	250	21	4	32	65%
Pinecrest Little League	Pinecrest	161	13	6	48	28%
Progress Village Little League	Larry Sanders	277	23	4	32	72%
		2156	180	32	256	70%

PONY

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
East Point Pony	Burnett	126	11	4	32	33%
Forest Hills Youth Baseball	Orange Grove	724	60	6	48	126%
South Brandon Baseball	Clayton	280	23	4	32	73%
Skyway Youth Baseball and Softball	Skyway	400	33	5	40	83%
Town and Country Pony Baseball	Shimberg	198	17	6	48	34%
		1728	144	25	200	72%

Travel Ball

Program	Location	Participants/year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Bullet Baseball	Dover/ Thonotosassa	180	15	7	56	27%
Tampa Thunder	Keystone	104	9	1	8	108%
BSAC	Rubin Padgett	160	13	3	24	56%
		444	37	11	88	42%

SOFTBALL 12 players/team				
Teams / Field	# Hours / Team	# Hours / Year (30 weeks)	# Hours / Year	Field condition
1	3	90	200 hrs or less	Sustain good field conditions
2	6	180		
3	9	270		
4	12	360	400 to 600	Fair to good field conditions
5	15	450		
6	18	540		
7	21	630	Over 800	Significant turf loss
8	24	720		
9	27	810		

Total Participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
2601	218	24	192	114%

Cal Ripken/Babe Ruth 2015

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Bloomington Youth Sports Association	Bloomington	295	25	3	24	102%
Citrus Park Sports Association	Citrus Park	84	7	1	8	88%
Lady Bandits	FishHawk	60	5	1	8	63%
Miss Tampa Bay Softball	FishHawk	361	30	3	24	125%
North Tampa Athletics	Eber Park / Bartels Middle / Cross Creek	128	12	2	16	75%
East Bay Youth Athletics	Vance Vogel	500	42	3	24	174%
Total		1428	120	13	104	116%

Dixie

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Brandon Leaguettes/Velocity	Brandon	347	29	2	16	181%
Total		347	29	2	16	181%

Little League

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Keystone	Ed Radice	227	19	2	16	118%
Total		227	19	2	16	118%

Pony

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Tampa Bay Velocity	Town and Country	474	40	2	16	247%
Lutz Leaguettes	Oscar Cooler	125	10	5	40	26%
Total		599	50	7	56	89%

Adult Softball

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Adult Softball East	Owen Pass	2000	167	4	32	521%
Adult Softball West	Ed Radice	2000	167	5	40	417%

FOOTBALL 43 players/team (cheer and football)				
Teams / Field	# Hours / Team	# Hours / Year (30 weeks)	# Hours / Year	Field condition
1	4	120	200 hrs or less	Sustain good field conditions
2	8	240		
3	12	360	400 to 600	Fair to good field conditions
4	16	480		
5	20	600		
6	24	720	Over 800	Significant turf loss
7	28	840		
8	32	960		
9	36	1080		

Participants / Year	Total # teams	PRACTICE			GAMES		
		# of fields	Total Team Capacity	Actual Capacity	Game fields	Team Cap	Actual Capacity
5209	121	42	198	61%	9	45	269%

Football

Mid Florida Football and Cheerleading

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Southshore Sharks	Riverview	150	3	1	5	70%
TOTAL		150	3	1	5	70%

Pop Warner League

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Antioch Redskins	Antioch	135	3	2	10	31%
FishHawk Wolfpack	FishHawk	200	5	2	10	47%
Valrico Rams	Valrico	188	4	2	10	44%
Southshore Longhorns	Vance Vogel	185	4	1	5	86%
TOTAL		708	16	7	35	47%

Tampa Bay Youth Football

Program	Location	Participants / Year	Total # teams	Game days	# of fields	Total Team Capacity	Actual Capacity	GAMES		
								Actual Capacity	Game fields	Team Cap
Tampa Bay Youth Football League	Skyway	760	0	18	2	10	0%	180%	2	10
Brandon Bears	Providence East	217	5	0	1	5	101%	0%	0	0
Brandon Ravens	Providence West	217	5	18	2	10	50%	180%	2	10
Keystone Park Bills	Keystone	217	5	0	1	5	101%	0%	0	0
Lutz Chiefs	Oscar Cooler	217	5	18	3	15	34%	120%	3	15
Mort Park Jr. Buccaneers	Mort	217	5	0	1	5	101%	0%	0	0
Kenly Jaguars	Kenly	217	5	0	1	5	101%	0%	0	0
Progress Village Panthers	Larry Sanders	217	5	18	2	10	50%	180%	2	10
Northside Dolphins	Northdale/TECO	217	5	0	1	5	101%	0%	0	0
Thonotosasa Bengals	Thonotosassa	217	5	0	1	5	101%	0%	0	0
Town and Country Packers	Alexander Park	217	5	0	1	5	101%	0%	0	0
Town and Country Saints	Timberlan	217	5	0	1	5	101%	0%	0	0
Westchase Colts	Ed Radice	217	5	0	2	10	50%	0%	0	0
TOTAL		2604	61	72	19	85	71%	135%	9	45

Tri-County Youth Football and Cheer

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Brandon Lions	EL Bing	155	4	2	10	36%
Brandon Broncos	JC Handley	175	4	1	5	81%
Brandon Cowboys	North Brandon	223	5	2	10	52%
Dover Patriots	William Owen Pass	200	5	2	10	47%
East Bay Bucs	Vance Vogel	250	6	1.5	7.5	78%
New Tampa Wildcats	Bartels Middle	200	5	1	5	93%
Pinecrest Pilots	Pinecrest	265	6	2	10	62%
Turkey Creek Trojans	Turkey Creek	188	4	2	10	44%
TOTAL		1656	39	13.5	67.5	57%

Sunshine Police Athletic League

43

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Plant City Eagles	Bealsville	91	2	1	5	42%
TOTAL		91	2	1	5	42%

SOCCER 12 players/team				
Teams / Field	# Hours / Team	# Hours / Year (30 weeks)	# Hours / Year	Field condition
4	5	150	200 hrs or less	Sustain good field conditions
6	8	239	400 to 600	Fair to good field conditions
8	11	319		
10	13	399		
12	16	479		
14	19	559		
16	21	638	Over 800	Significant turf loss
18	24	718		
20	27	798		

Total Participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
7920	660	36	604	109%

Program	Location	Participants / Year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
FC Rangers	Oscar Cooler	800	67	3	51	131%
Florida Hawks Futbol Club	FishHawk	1317	110	4	68	161%
Players Club of Tampa Bay	Heather Lakes	640	53	2.5	43	125%
Rural Youth Soccer Association	Wimauma	150	13	2	34	37%
Tampa Bay Soccer Alliance	Shimberg	1084	90	5	85	106%
Tampa Bay United	Ed Radice	1229	102	6	102	100%
Tampa Dynamo FC	Keith Waller/Summer.	500	42	5	85	49%
Westchase Soccer Association	Westchase	1000	83	1	17	490%
West Florida Flames	JC Handley	1200	100	7	119	84%
TOTAL		7920	660	35.5	604	109%

LACROSSE				
Teams / Field	# Hours / Team	# Hours / Year (30 weeks)	# Hours / Year	Field condition
1	4	120	200 hrs or less	Sustain good field conditions
2	8	240		
3	12	360		
4	16	480	400 to 600	Fair to good field conditions
5	20	600		
6	24	720		
7	28	840	Over 800	Significant turf loss
8	32	960		
9	36	1080		

Total Participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
883	44	6	30	147%

Program	Location	Participants/year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
FishHawk	FishHawk	400	20	4	20	100%
Northwest	Northlakes	483	24	2	10	242%
TOTAL		883	44	6	30	147%

CRICKET (11 players/team)				
Teams / Field	# Hours / Team	# Hours / Year (30 weeks)	# Hours / Year	Field condition
1	2	60	200 hrs or less	Sustain good field conditions
2	4	120		
3	6	180	400 to 600	Fair to good field conditions
4	8	240		
5	20	600		
6	12	360	Over 800	Significant turf loss
7	14	420		
8	16	480		
9	18	540		

Total Participants	Total Teams	Total # of fields	Total Team Capacity	Actual Capacity
3,300	165	4	48	343.75%

20

Program	Location	Participants / year	Total # teams	# of fields	Total Team Capacity	Actual Capacity
Classy Knights Cricket Club	Hamilton Park	1,200	60	1	12	500%
Florida Cricket Conference	Evans	1,060	53	2	24	221%
Intl. Cricket Association of Tampa	Rodney Colson	1,040	52	1	12	433%
TOTAL		3,300	165	4	48	343.75%

PUBLIC COMMUNITY MEETINGS AGENDA

Subject **Hillsborough County Parks and Recreation
Master Plan Public Workshop # ____**

Date **Tuesday, June ____, 2016** **6:30 p.m. to 8:00 p.m.**

AGENDA

6:30 p.m. Welcome and Introductions
and
Review of Project Purpose, Scope, Schedule and Methodology

Doc Dougherty, Hillsborough County Parks and Recreation Director

6:35 p.m. Parks and Recreation Presentation

Presentation will include current park amenities, and future aspirations

**6:55 p.m. Exercise 1: What is Your Vision for an
“Outstanding County Parks and Recreation System”**

Citizens will comment on what they perceive as success

7:00 p.m. Exercise 2: Comparable Examples

Citizens will comment on other comparable / successful parks and centers from throughout the state and/or country

7:05 p.m. / Closing Exercise 3: Facility Types / Program Types

Citizens will place stickers on facilities and programs they think are the most important – See Addendum A & B.

Park Design Tables

Citizens will be invited to review current park designs from within their region and offer suggestions for improvement

FOCUS GROUP MEETINGS

As indicated in Chapter V. Community Involvement, there were 20 community center focus groups convened to access the interests and concerns of each facilities direct benefactors. The following were the questions that were asked:

Community Center Focus Group Engagement Questions

Center Name: _____ Date: _____

1. When you think of the _____ Community Center, what do you like the most?
2. When you think of the _____ Community Center, what do you like the least?
(Ex. What could be improved? Programs/Grounds/Building?)
3. Who in your family uses our parks and facilities, including yourself?
(Ex. My child plays baseball in the baseball league / I take Zumba classes at the rec center)
4. What types of recreation activities do you enjoy?
(Ex. Athletics, educational, music, arts, etc...)
5. What obstacles, restrictions and/or barriers keep you from participating in our activities or enjoying our parks? *(Ex. Time, money, desire, obligations, lack of facilities, lack of someone to participate with, lack of skill or knowledge, transportation issues)*
6. What populations or needs are not currently being served by our Parks and Recreation programs in this part of Hillsborough County?
7. Are there any facilities (parks and/or centers) that you would like to see built or improved?
(Ex. Ball fields, walking trails, lighting, skate parks, dog parks)
8. Are there specific programs that you would like to see offered locally?
(Ex. Sports, dance, theater, mommy & me, STEM)
9. With what you now know, how would you define a successful Parks and Recreation Department Master Plan, and what should the Plan do for the County?
10. Is there anything you think I should have asked you, but did not?
11. Is there anything else anyone would like to say or add that has not already been mentioned today?

MAINTENANCE SPECIFICATIONS

The following information should be included in the specifications when bidding out the park maintenance contract.

Park Maintenance

Types of Parks

The Hillsborough County Parks and Recreation park maintenance standards should be divided into two specific levels – “A” Parks and “B” Parks. The misconception of having a third level of “C” parks, allows for many County parks to be in what could be considered “perpetually unmaintained condition”.

“A” Parks will consist of those parks that fall into the following categories:

- Community center parks
- Athletic ball field parks
- Parks with heavy to moderate public traffic and visitor density

“B” Parks will consist of those parks that fall into the following categories:

- Non-active parks
- Parks with moderate to low public traffic and visitor density
- Undeveloped/natural areas

In the determination of "good horticultural practices", the following maintenance specifications/guidelines should be used to establish a minimum standard of maintenance performance.

Specifications for Park Lawn Care

Mowing Maintenance

All grass areas shall be mowed at intervals as often as necessary to meet seasonal requirements. The final number of mowing cycles shall be dependent upon the weather and timing of the active growing season, but the park turf should be mowed as follows:

“A” Parks:

- Height of approximately 2.5" for Bahia.
- Height of approximately 1" for Bermuda
- 42-44 mowing cycles per year

“B” Parks:

- Height of approximately 2.5" for all turf
- 34-36 mowing cycles per year

- All grass clippings will be directed away from all landscaping beds, playgrounds, and clay ball fields
- All grass clippings are to be blown-off from sidewalks, parking lots, and other hard surfaces
- Excessive grass clippings that are unsightly and cannot readily be absorbed into the grass, and/or impacts the health of the lawn, shall be raked and removed from the site

Trimming/Edging

- Edge all sidewalks, borders, fences and other appropriate areas on the same schedule as the mowing
- All plant beds are to be maintained with a sharp and distinct edge that will separate the plant bed from the adjoining grass areas, curbs or walkways, and other surfaces
- Grass and weeds growing around trees, walls, walks, curbs, parts of buildings, bollards, electrical structures, dumpsters, bleachers, fence lines or other fixed objects, which are inaccessible to large mowing equipment, shall be trimmed using hand held trimming equipment on the same schedule as the mowing
- Stems of plants or trunks of trees shall be protected from bark injury by weed trimmers
- Round-Up may also be used on all areas except sidewalks, but treated areas shall not exceed 6" in width

Weeding

- All landscape areas, planters, shrub beds, structures of any kind, and any item above ground shall be kept free of weeds or grass higher than specified unless specifically excluded
- All areas underneath the bleachers shall be kept free of weeds
- Weed control in tree and shrub beds should be accomplished primarily through the use of mulch
- Where persistent weeds continue to grow in and around plant beds, the weeds are to be hand pulled to remove them
- Weeds can be controlled by chemical treatment where possible, or are to be hand pulled
- When chemicals are used to kill the weeds, dead weeds must be removed by hand and the site cleaned-up

Tree and Shrub Maintenance

- Prune shrubs and trees as necessary year-round
- Pruning shall be done on trees and palms to remove all dead, broken, unsightly, unsafe, diseased, insect, or wind-damaged growth for limbs of 1" or less in diameter up to 12' in height
- Contractor shall maintain a 12' clearance under tree branches. Exceptions to the 12' clearance requirement may be granted under special circumstances, by the Project Manager
- Trees that grow over parking lots shall be pruned to maintain a 12' clearance of limbs of 1" or less in diameter
- Place 4" of organic mulch around each tree within a minimum 18" ring
- Remove hazardous limbs and plants immediately upon discovery
- Pruning shall be done within 2 working days from time requested
- All cut branches will be removed from the site and disposed of properly

Verticut

- Once a year, all parks are to be verticut, with the thatch removed

Aeration

- Once a year, all parks are to be core aerated, with the cores to be mowed when dry

Litter Control

- Police and pick-up all litter from all areas: lawns, planter boxes, shrub beds, etc...
- Debris such as paper, plastic, excessive amounts of cigarette butts and packages, cans, etc., shall be removed from areas before mowing and may be placed in the facility solid waste containers
- All walks, roads, grounds, sidewalks, and drainage systems, which could become littered by grass clipping from the mowing or the edging operation, shall be swept clean after each mowing and debris removed
- All grass and weeds shall be cut and removed from all drainage systems to facilitate water flow
- The Contractor shall be responsible to remove all excess grass, weeds, sticks, palm fronds, tree limbs, leaves and other large amounts of yard type products from the property

General Maintenance and Support Services

- Twice a year, remove sand, dirt, and organic debris from paved parking lots
- Inspect fences, gates and other landscape structures four times a year and report issues as soon as possible
- Remove debris and glass immediately upon discovery
- Remove trip hazards from pedestrian areas immediately upon discovery

Irrigation System Maintenance

- Inspect ball field irrigation systems a minimum of once per month
- Routinely check irrigation heads, quick couplers, and valve boxes for proper adjustment to compensate for dry areas or excessively wet areas
- Initiate repairs to non-functioning systems within 24 hours of discovery during the dry season and within 5 days during the wet season
- Be on call for emergency repairs as needed

Suggested Post-Emergent (Pos Em) schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Over-seeded Bermuda Grass with Rye Grass and/or South Florida Bermuda Grass Fields	--	Pos Em	--	--	--	Pos Em	--	--	--	--	--	--
Bahia Grass	--	--	--	Pos	--	--	--	--	--	--	--	--

Disease and Fungus Control

It is the responsibility of the Maintenance Department to scout all turfgrass areas for disease and fungus. To maintain aesthetic exceptions and prevent stress to turf, disease and fungus problems shall be managed on a case by case basis.

Suggested disease and fungus (Dis) control schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Over-seeded Bermuda Grass with Rye Grass and/or South Florida Bermuda Grass Fields	--	--	--	--	--	Dis	--	--	--	--	--	--
Bahia Grass	--	--	--	--	--	--	--	--	--	--	--	--

B. Category II - Scope of Services specific for Insect Control and Prevention

Insecticide applications shall be made to prevent any stress to turf related to the presence of insects.

Fire Ant Treatment

In order to reduce the appearance of fire ants, a yearly broadcast treatment of granular Top Choice should take place. The product also removes such pests as mole crickets, fleas, and ticks.

Suggested fire ant (Fire) schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Over-seeded Bermuda Grass with Rye Grass and/or South Florida Bermuda Grass Fields	--	--	--	--	Fire	--	--	--	--	--	--	--
Bahia Grass	--	--	--	--	Fire	--	--	--	--	--	--	--

Other Insects

Insecticides to control turf damaging insects shall be applied for initial prevention and on an ongoing basis as needed.

Suggested insect control (IC) control schedule

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Over-seeded Bermuda Grass with Rye Grass and/or South Florida Bermuda Grass Fields	--	--	--	--	--	--	--	IC	--	--	--	--
Bahia Grass	--	--	--	--	--	--	--	IC	--	--	--	--

C. Category III - Scope of services specifically for Turf Maintenance Services

Maintenance of turf playing surfaces consists of three (3) separate applications that are only successful when done in conjunction with one another to minimize downtime on turf playing surfaces. Core Cultivating, Dethatching, and Top Dressing penetrates the soil in an effort to promote new and continued growth, healthy soil and grass, and level playing surfaces. These services shall only apply to Bermuda grass playing surfaces.

FUNDING SOURCES

Beyond the many funding strategies as detailed in Chapter IIIV, the below chart indicates many other additional funding sources that should be considered.

Program	Amount	Requirements	Eligibility
American Dermatology Academy Grants	\$500- \$8,000	50%	Projects developing shade structures in high-use public areas, with a concentration on facilities that serve children and seniors.
American Recovery and Reinvestment Act (ARRA) Broadband Technology Opportunities Program (BTOP)	Not specified	20%	Projects that provide new or expanded access to broadband services for customers residing in under-served areas of the country, community anchor institutions, and stimulate the demand for broadband, economic growth and job creation.
Boating Infrastructure Grant Program	\$15,000 – \$1,500,000 (no specific minimum or maximum)	Minimum matching funds of 25% additional points are awarded to projects with higher matching funds.	Transient slips for these recreation boats, mooring buoy, day docks, floating docks, safe harbors, dinghy docks, fixed piers, fixed and floating breakwaters, retaining walls, bulkheads, channel markers, buoys, directional information, support facilities designated for transient recreational boats such as restrooms, pump-out stations, dockside utilities, fueling stations, recycling and trash receptacles, debris deflection booms, and one-time dredging.
Coastal Partnership Initiative (CPI)	No more than \$30,000, no less than \$10,000 for planning, design and coordination activities – No more than \$60,000, no less than \$10,000 for construction projects, habitat restoration, invasive exotic plant removal, or land acquisition	100% - no more than one half (50%) provided by third party	Public access, creating remarkable coastal places, working waterfronts, and community stewardship.
Community Development Block Grants (CDBG)	N/A	N/A	Rehabilitation and preservation of housing, water and sewer improvements, street improvements, economic activities, downtown revitalization, parks and recreation projects, and drainage improvements.
Culture Facilities	\$500,000 maximum award	1:2	Renovation construction or acquisition of cultural facilities.
Economic Development Administration (EDA)	Variable	Variable	Public Works investments to support the construction or rehabilitation of essential public infrastructure and facilities.
Florida Boating Improvement Program (FBIP)	Dependent upon annual appropriation by legislature	Projects with matching funds are awarded additional points	Facilities, aquatic plant control, boating education, and economic development initiatives that promote boating.
Florida Clean Energy Grant	\$500,000	No match required	Implementing, expanding, upgrading or demonstrating energy efficient products, equipment and materials
Florida Forever Program (FCT)	\$6.6 million maximum	Communities with less than 10,000 – no required match. Communities with more than 10,000 – 75:25 match	Acquisition of land for community – based parks, open spaces, and greenways that were identified as needs in local government comprehensive plans.
Florida Office of Trade Tourism and Economic Development Program	TBD	N/A	Infrastructure projects such as public gateways, water facilities, downtown improvements, and other facilities promoting economic development.

Florida Recreation Development Assistance Program (FRDAP)	\$200,000 maximum	Grants up to \$50,000 – no match requirements. Grants more than \$50,000 and up to \$150,000 – 75:25 Grants over \$150,000 – 50:50	Acquisition and development of recreational facilities.
Florida Urban Forest Health Initiative	Minimum of \$2,000 and up to \$30,000	Match Required (TBD)	Revision of tree ordinances, tree inventories, management plans, master plans, in-house training, temporary staffing, student internship, and equipment purchases.
Historic Preservation – Special Category Grant	\$50,000 - \$500,000	Minimum 25%	Acquisition, preservation, protection, restoration, rehabilitation and stabilization of historical and archaeological sites, investigation of archaeological sites, photography, the preparation of measured drawings and other records that record historical/archaeological sites and properties threatened with damage or destruction, planning for eligible Acquisition and Development activities, such as the preparation of plans and specifications.
Land & Water Conservation Fund (LWCF)	\$200,000 maximum	1:1	Acquisition or development of recreational facilities.
Lowe's Neighborhood Grants	Grant request range from \$2,000 to \$100,000	N/A	Neighborhood beautification projects, educational programs and community resources such as parks and safety programs.
Major League Baseball Tomorrow Fund	Maximum \$40,000	50%	Development and renovation of baseball facilities in underserved areas.
Recreational Trails Program (RTP)	\$200,000 for mixed-use and non-motorized trail projects. \$510,000 for motorized trail projects	50:50, 60:40 or (Higher match results in additional points) – 80:20	Projects that construct, renovate or maintain recreational trails, trailheads and trailside facilities.
State Energy Efficiency Grant Program	Energy Efficient Retrofits for Public Facilities – No specific minimum or maximum	N/A	Replacement of indoor lighting/light fixtures, insulation upgrades, replacement of HVAC unit and ducts, installation of energy management systems, replacement of security lighting on building exterior.
Transportation Enhancement Program (TEP)	\$45 million to \$50 million annually	N/A	Facilities for pedestrians and bicycles, safety and educational activities for pedestrians and cyclists, acquisition of scenic easement and scenic or historic sites, scenic or historic highway programs, landscaping and other scenic beautification rehabilitation and operation of transportation buildings, structures or facilities, reservations of abandoned railways corridors, control and removal of outdoor advertising.
Urban & Community Forest	\$10,000 - \$25,000	50%	Tree ordinances, tree inventories, management plans, master plan, in-house training, staffing, student internships, tree planting, tree protection, maintenance projects, educational programs and Arbor Day.
US Department of Housing and Urban development ARRA Capital Fund Recovery Competitive Grant	Varies (\$1.93 billion available)	10%	Purchase and redevelopment of foreclosed and abandoned homes and residential properties.
US Tennis Association Public Facilities Grant	\$4,000 - \$55,000	50%	Development and renovation of tennis facilities located in underserved areas.
Water Project Grant Program	\$50,000 - \$3,600,000	Not required but recommended at 50%	Drinking water, wastewater, storm-water, surface water recreation and other water management projects.
Waterways Assistance Program, Florida Inland Navigation District	District allocates - \$6.2 million annually	50:50	Navigation channel dredging, channel markers, navigation signs or buoys, boat ramps, dock facilities, fishing and viewing piers, waterfront boardwalks, inlet management, environmental education, boating safety programs, law enforcement equipment, beach re-nourishment, dredge material management, environmental mitigation and shoreline stabilization.