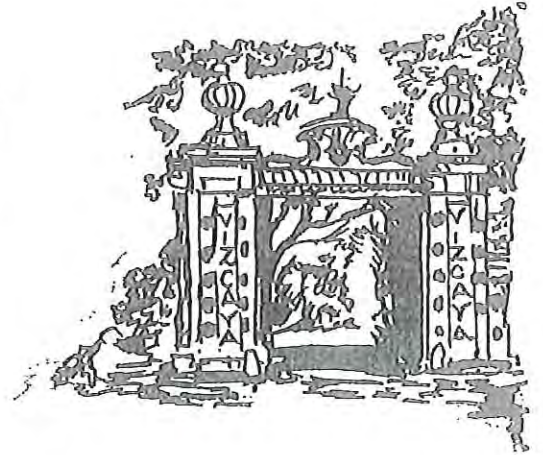
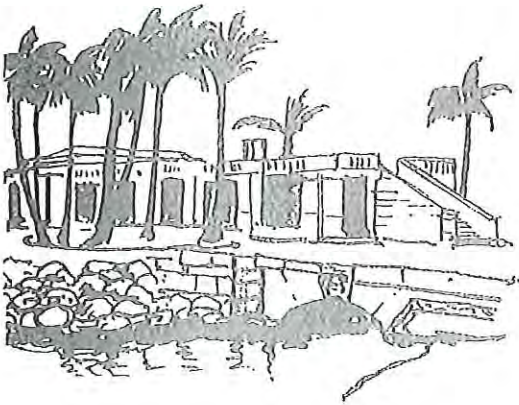




HISTORY
OF THE
DADE COUNTY
PARK SYSTEM

The First
Forty Years

by
A. D. Barnes



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CHAPTER II
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CHAPTER II MAKE WORK PROJECTS OF THE 30'S

The Park Department's Roadside Improvement Program was in operation at the time various "make-work" programs came into being during the Great Depression. They are important for several reasons: (1) the permanency of the work and improvements completed under these programs; (2) they also indicate the tie-in with other regular projects and show the rapid progress of County programs during a period of low financing; (3) the important part they played in the Roadside Program and park plans and development (4) and, some of them show how projects can get off-track and then be corrected when full and complete information is available.

In the early 1930's Dade County, through the Park Department and County Charity Office, initiated a program providing able bodied men with short periods of temporary work. Nellie Bush, the County Charities Officer, would issue work slips to those who applied to her office for assistance, indicating the number of days they would work. The slip indicated the reporting day, time and place (west side of Courthouse). The Charities Officer in turn informed the Park Department of the names of those receiving work slips and when they were to report. A Park Department truck picked up the men at the Courthouse and transported them to the job. There were never more than six or eight on any one day (the transporting truck was only a Model T dump truck with plank seats). When the individual had completed the number of days work called for on the work slip, the Park Department signed the slip and the worker received his pay for the work at the County Charity Office.

The plan worked out very well. Those needing help were able to work for the money they received, and the Park Department had available a small work crew that would be used on miscellaneous small jobs. At that time the only other help was an assigned prison labor crew where their use was controlled pretty much by the guards. Also, the prison crews averaged from 14 to 20 men, a work force ideal for heavy labor in a concentrated area but impractical for use on small jobs scattered over a large area.

The Roadside Improvement Program with limited budgeted funds, received a much needed boost with the Dade County work-for-pay project. Shortly thereafter, similar State and Federal work programs became available.

The first application (July, 1933) for a program directly under the Federal Government involved the Civilian Conservation Corps (C.C.C.) of the Emergency Work Administration. A separate chapter covers that very important contribution to Dade County Parks and the people of Dade County.

FERA Program

When the Florida Emergency Relief Administration (FERA) came into being, the Dade County Park Department submitted several applications for programs. One of the first approved involved the construction of a lath house, head house, storage shed and the installing of a pump and well to create a plant nursery at Matheson Hammock in the section of the property allowed by deed restrictions. This project also involved moving the nursery from the Kendall Home where its location on the west end of the property made it subject to flooding and frosts were a problem.

Another important program under FERA in 1932 was the clearing, grading and landscaping of the strip of land between Red Road and Snapper Creek Canal from North Kendall Drive on the north to the point where the canal cuts away from Red Road. This program was actually an extension of a previous program that filled and graded a park strip or widened shoulder on either side of Red Road from Sunset Drive to North Kendall Drive.

Native Mahogany trees grown from seed collected on Elliott Key by the U.S. Coast Guard and the Dade County Park Department were planted on the newly graded strip. All of the fill needed to bring up the grade of the road shoulder through the two block area immediately north of North Kendall Drive came from the canal excavated overburden in the new project area. With the removal of this surplus material the possibilities of making a nice developed area between the Snapper Creek Canal and Red Road became evident and thus the extension of the project.

Although the strip still contained a good portion of the material excavated to create the canal, it also contained many native trees and shrubs. Using the large amount of hand labor available the grading operation saved most of the native growth. When completed, it became almost an instant park and picnic ground. The large number of families picnicking on this attractive, inviting, waterfront strip was the incentive for going all out to create more parks and picnic areas. (At this time Matheson Hammock was the only other public picnic area).

Another FERA program in the early thirties was a roadside improvement project on U.S. 1 (Miami Homestead Highway) from South Miami to Perrine. The Works Progress Administration (WPA) later picked up at Perrine and continued on into Homestead.

There were other FERA park projects mostly involved with the Roadside Improvement Program but the Greynolds Park Boy Scout Camp should be covered in more detail. Greynolds Park was under construction by the C.C.C. with plans developed by the Dade County Park Department and approved by the National Park Service. By early 1934 much of the clearing at the north end of the Park had been completed. At a regular County Commission meeting the portion of the Park lying north of Miami Gardens Road was leased to the Dade County Council of the Boy Scouts of America. (One of the County Commissioners was also on the Boy Scout Council.) The Board of County Commissioners submitted an application to FERA for the construction of a Boy Scout Lodge. They had no plans so FERA furnished a set of plans for what they called their "Small Standard Community House". The same basic plan was used at South Miami, Perrine and other places in Dade County. The Park Department was not involved in any of these except the one at Greynolds and there it was only minimal.

As time went on and the building began to take shape, news articles also appeared in the press. It wasn't too long before the Girl Scouts requested a lease on several acres on the south side of Miami Gardens Drive for their own camp. Following the Girl Scouts came the YWCA and the YWHA with requests for their own piece of land. Both of these groups had strong camping programs at the time. The C.C.C. was still building picnic facilities in the wooded north end of the park and the area was an important part of the Master Plan. Relations between the National Park Service and Dade County Parks started to get a little bit sticky. The Commissioners, not having any direct contact with the National Park Service or its Regional Inspectors were unaware, of the meaning of the Master Plan and the problems created by leases of developed public lands to various organizations.

In the end, the Boy Scouts lease was cancelled and the Park Department was instructed to finish the building and make it available to all groups. It wasn't quite the end, however, because although the building was not complete, bad construction made necessary several

alterations, and last, but not least, the C.C.C. while still working on the park would not pick up and finish the building. At a later date a WPA project completed the work.

During the summer of 1935, the U.S. Army moved a semi-portable C.C.C. camp with all its equipment from Folkston, Georgia to property the County made available to the Federal Government on North Kendall Drive just west of U.S. 1. When the new camp was occupied, the C.C.C. work force began work on Matheson Hammock. Small jobs remained incompleated at Greynolds and application was made to W.P.A. to finish the job.

Late in 1935 application was made to W.P.A. for completion of the roadside improvement project on the Miami Homestead Highway. A FERA project covered the area from South Miami to Perrine and the W.P.A. project continued it on into Homestead.

During the latter part of 1935, the County Engineer and the Park Department prepared a joint application to W.P.A. and P.W.A. (Public Works Administration) which called for the removal of the rails of the abandoned Coral Gables Rapid Transit on Coral Way from Douglas Road (S.W. 37th Avenue) to S.W. 12th Avenue and on S.W. 3rd Avenue from S.W. 12th Avenue to S.W. 15th Road. The two thoroughfares were to be completely rebuilt to include a median. The Park Department W.P.A. project covered the trimming, digging and moving of the Ficus altissima trees, planted in 1929 by the County, to the center median.

In 1938 the County had completed purchase of a number of lots in Tatum's Ocean Beach Subdivision which was later to become Haulover Beach Park. At this time also, the public had become aware that the County was buying the lots and it was publicly announced that it was the intent to establish a public beach. It was decided that some concreted effort should be made to make the public cognizant of the County plans. Application was made for a W.P.A. project that would clear and grade a portion of each lot purchased and install pit rock stabilized parking areas. Some plantings would be made and limited picnic facilities were built. A1A Highway at that time was only a twenty foot paved surface with very little, if any, shoulder. Signs placed at each lot explained the County plan. It was also believed that this indication of a purpose would be helpful in selling the citizens on a bond issue to purchase the remaining lots, for the Park.

Greynolds Park was officially dedicated on March 29, 1936. About two years later, the attendance had grown to the point that the meager facilities completed by the C.C.C. work program were totally inadequate. In August of 1938 an application was made to W.P.A. covering the construction of two group picnic shelters, additional picnic tables, a new pump house, an incinerator and other miscellaneous items. Group picnic shelter designs were copied from a set of books published by the National Park Service. Using the designs saved valuable time.

The roadside improvement project on the Miami-Homestead Highway had tapered off. During its progress, however, the Park Department had identified a total of eight parcels of County-owned property. Several had been utilized as rock pits to build County roads. Others had more interesting histories of acquisition by the County. All eight areas were made available to or placed under the Park Department jurisdiction by action of the Board of County Commissioners. A rather sizeable application was made to W.P.A. for the improvement of these areas as Wayside Parks. The completion of the project resulted in a tremendous gain for the Park Department in park areas and responsibilities.

In 1938 picnic tables were in short supply in established parks and were also needed in the new Wayside Parks. The project was set up near available labor at the No. 2 County Equipment Yard at N.W. 79th Street and N.W. 19th Avenue and utilized salvaged railroad ties from Coral Way as well as cypress poles.

By the middle of the summer of 1938, the attendance crunch had made almost useless the small boat house, refreshment stand and restrooms constructed by the C.C.C. on the entrance road overlooking the lagoon at Greynolds Park. Luckily, WPA was still functioning and an application was made to build a new pavilion and boat house. Again, a design from the National Park Service books furnished the basis for the plan and saved time. The pavilion was built but boat house construction has never been undertaken.

In summary, in less than ten years the various make-work programs were almost entirely responsible for the tremendous expansion of Dade County park areas and facilities. Budgeted County funds were small and used mainly as the sponsoring agency's percentage of the make-work projects. The Park Department work force remained small and limited mostly to combination truck-driver foremen. One, and sometimes two, prison work crews were however available on almost a daily basis.

The FERA and WPA projects all contributed with minimum County funds to a very rapidly expanding Dade County Park system.

CHAPTER III
IMPACT OF THE CIVILIAN CONSERVATION CORPS (C.C.C.) PROGRAM

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On March 31, 1933, the United States Congress passed legislation creating the Civilian Conservation Corps. Five days later on April 5th, President Franklin D. Roosevelt issued the executive order creating the C.C.C. organization; arranging for the appointment of a Director; and the cooperation of the several Government departments in the administration of the program. The first man was selected for enrollment on April 7 and the first camp (200 men) was established on April 17, 1933. From March 31 to April 17, there couldn't have been much red tape or there were people there to cut it!

The executive order directed that the U.S. Army be charged with the responsibility of housing and feeding the enrollees. The work projects were to come under the jurisdiction of the Departments of Interior and Agriculture. The National Park Service handled projects for Interior Department and the U.S. Forest Service supervised projects for Agriculture Department. The C.C.C. was to become a very important part of the Emergency Conservation Work (ECW).

The first camp established on April 17, 1933 was followed by many others throughout the National Parks and U.S. Forests. Some camps were allocated to State Parks and Forests. The early housing of the enrollees was generally in Army pyramidal tents and large tents were used for mess halls, kitchens, and storage.

Most of the camps activated during that first period, in the spring and summer, were in the north and northwestern parts of the United States. With fall and winter approaching, authorities had a problem with the tent housing. Dade County with summer all year long got a break. Late in the summer a news item appeared in one of the Miami papers. It recited the concern of National Park and Forest officials in being able to provide adequate housing before the winter snows set in. Some progress had been made in building army type winter barracks, but they were still in short supply. Doug Barnes cut the newspaper item from the paper, attached it to a Dade County Park Department letterhead and wrote underneath, "Why not send a camp to Miami for the winter". The letter was then addressed to Mr. Conrad L. Wirth, Assistant Director of the National Parks, who was responsible for locating camps on National and State parks.

Things started moving fast and also became a little bit embarrassing. Dade County at that time had one park, Matheson Hammock. With a total of only eighty acres, it was hardly large enough for the assignment of a two hundred man work force. Doug Barnes received a telegram with the information that Harold E. Weatherwax was arriving late that afternoon and to please wait in the office for him. Instead, Barnes went to the airport to meet the plane. There was no problem in picking him out at the airport, although Barnes had not seen Harold since college days at Massachusetts Agricultural College almost eight years before. The plane arrived. Harold came into the terminal and almost before greetings could be exchanged, he popped the question: "Where is this park where you want a CCC camp located? Can we go and look at it before dark?" It was then very late in the afternoon. Those questions of course tied him into the National Park Service. Up until then, Doug Barnes had no idea why he was in Miami or that he was with the National Park Service. It was noticed, however, that when Harold came into the terminal he was carrying a bright new efficiency case. It turned out that it was new -- his first trip for Park Service!

In the meantime, Barnes was trying to figure out the best way to let him know that Dade County had only the one eighty acre park. When the truth finally came out, Harold was all for taking the next plane back to Washington. It finally was agreed, however, that Harold would have dinner and spend the night at the Barnes home. It was a long evening. During the course of the evening, Barnes learned that the Florida Federation of Women's Clubs had been trying to get a CCC camp allocated to Royal Palm State Park. The area was not truly a state park as at that time the State of Florida had no park organization. The Florida Federation of Women's Club had obtained the land lying several miles southwest of Florida City; constructed a lodge (Royal Palm Lodge); and hired an innkeeper and caretakers. It was open to the public and meals were served. The area is now the Royal Palm Center in the Everglades National Park.

Also, during the evening Doug Barnes explained that he had observed a tract of land in the northern part of Dade County with many attractive natural features. The Board of County Commissioners was not interested in the land for a park as they were convinced it was "too far out in the woods and nobody would go there". (Today it is Greynolds Park.) There was about two hundred acres in the desired tract, and Weatherwax still insisted that even two hundred acres was small for a camp. He did consent to make a physical inspection of the north Dade area. He also wanted to inspect Royal Palm in South Dade. Because of distances, it would be impossible to look over both areas in one day and Weatherwax had to return to Washington the next evening.

Early the next morning, the Commander of the Coast Guard Station was contacted and a flight was approved over both areas. The Coast Guard was very cooperative and Commander von Paulsen himself piloted the plane. The County Park Department had assisted the Coast Guard in developing and landscaping the highway frontage when the Coast Guard Base was built on South Bayshore Drive. On the basis of this over-flight of the areas, Weatherwax prepared his report.

In addition to the work areas or projects, the housing of the enrollees presented another problem. The North Dade area was too small to serve both as the project and an area for housing. Dade County had a ready answer on the housing. During the construction of the new Court House at one stage, the old Court House housing county offices, courts and jails had to be demolished. A temporary jail and courtrooms had been constructed on County land at N.W. 7th Avenue and N.W. 28th Street. Some buildings, used a number of years before in connection with the Poor Farm formerly located on the western portion of the same property, were vacant. These buildings, together with a vacant two story building, were completely adequate to house and feed 200 enrollees. The first floor had housed the kitchen and mess hall. A good part of the equipment, including stoves and mess tables, were still in place. With a minimum of repairs, the installation would be available to receive the enrollees.

Late in the afternoon of that same day, a tract of vacant land on the west side of Krome Avenue just south of Homestead business district was located for building a "CCC Camp tent city". A vacant restaurant across the street would serve as kitchen and mess hall. The owners would be contacted later by the Army to work out the leases for a base of operations for the Homestead Royal Palm camp.

In one day, two proposed park sites over fifty miles apart and two proposed enrollee housing areas some thirty miles apart had been inspected by air. That night, Weatherwax headed back to Washington with a briefcase full of notes but not much else in the way of specifics. He did promise verbally that he would report favorably on both projects, Greynolds Park and Royal Palm on one condition - Dade County must acquire two hundred acres of land for the Parks in the next thirty days.

The Royal Palm project was pretty well set. A Mrs. Jennings of Jacksonville was the President of the State Federation of Women's Clubs, and became the designated "Local Park Authority" responsible for the using agency's approval of all plans and projects. Doug Barnes was appointed U.S. Government "Procurement Officer" for the Royal Palm project with authority to submit purchase bills, contracts and payrolls to the U.S. Army Finance Officer at Ft. McPherson, Georgia for payment. This applied only to National Park Service business directly related to the CCC Camp at Homestead.

Doug Barnes was also designated "Local Park Authority" for the Dade County Park project, which was a little more complicated. Some two hundred acres of land had to be acquired in some manner. The ownership of the land was not even known and there was no money in the budget for purchase. The County Commission had to formally apply for the allocation of the camp and pledge cooperation to the fullest extent possible. The County also had to execute a lease allowing the U.S. Army the use of the temporary jail and other N.W. 7th Avenue property and buildings. There was a problem in that the Dade County Agriculture Agent had been using the buildings once a year in connection with the Dade County Fair. A lease was finally executed and the U.S. Army immediately set to work to get the buildings ready for occupancy.

The land acquisition program got off to a fine start when it was found that Dade County already owned one small portion of the Greynolds site. The County of Palm Beach owned a very sizeable acreage, and a resident of West Palm Beach owned the balance although there were several years delinquent taxes and liens against the property. The very interesting story of the acquisition of the land for what was to become Greynolds Park is covered in the history of that park.

Almost at the same time that Dade County received notice of approval for the CCC Camp, the Army had moved in and placed the housing in readiness. Within weeks the Army put the County on notice that a Company of enrollees then located in tents in a U.S. Forest at Missoula, Montana were to be loaded on a train with all their equipment and head for Miami, Florida, a distance of three thousand miles more or less.

Things were again moving fast. Before the men arrived, a telephone call from a local Chevrolet dealer informed Barnes that they held a U.S. Department of the Interior purchase order for ten new trucks and where were they to be delivered?

The enrollees arrived and camp was set up in November 1933.

The selection of a Camp Superintendent and other supervisory personnel was in process. All the supervisory personnel were selected by the Local Park Authority, but the one procurement office clerk was selected by the Congressional Democratic Whip (Lex Green of Jacksonville). The clerk appointed was a resident of Jacksonville - Mrs. Martile Willis. The Camp Superintendent selected by Barnes was Prentiss French.

There were many other incidents between the first letter to the National Park Service and the start of work on what by then had become known as Greynolds Park. It can be stated without hesitance that the assignment of the CCC Camp to Dade County was the greatest thing that had happened to the Dade County Park Program. Almost overnight Dade County Parks had become big time. National Park Service planning procedures filtering down through inspectors covering a broad spectrum were brought to the local people and interests for the first time. There was also personal contact with experienced park people from all over the southeastern United States through periodically scheduled meetings of Procurement Officers and Local Park Authorities who, for the main, were State and National park officials. These meetings were of tremendous value in accumulating new

ideas. The involvement of Doug Barnes with government officials in a number of departments and agencies was to become invaluable in making progress.

The Fairchild Tropical Garden also came into being when land adjoining Matheson Hammock was acquired by Colonel and Mrs. Montgomery. The CCC development of Matheson Hammock was in full swing at this time. Application to include the Garden in the project was made to the National Park Service and a justification was submitted. With the approval to include the Garden, work started almost immediately. W.L. "Bill" Phillips, the Camp Superintendent at Royal Palm during the first period transferred to Greynolds during the second period and was now on the Matheson project. Phillips was also the Landscape Architect for the project so his services became available for preparing the plans that had to follow the approval for including the Garden in the project. Soon, specific item plans were submitted to the officers of the Garden for approval and then on to the Richmond Regional Office of the National Park Service for their approval.

The CCC work force did the original clearing and selective cutting on the land. CCC work crews constructed the Old Cutler Road boundary walls, the vine pergola, the two story gate keepers lodge, the overlook and garden amphitheater. Most of the original terracing was installed also by the CCC forces. Although the Matheson Hammock work suffered, the Fairchild Tropical Garden received a boost with tremendous activity at a time when money was scarce and much was needed to be done to get the Garden established.

Dade County Park Department was becoming recognized Nationwide, only four or five years away from what had started out as a Roadside Beautification Program!

The names of people signing the communications or referred to are listed below with a brief explanation of who they were and their connection, with CCC Program in Dade County:

ROBERT FECHNER -- an Executive Secretary of the International Machinists Union appointed by President Roosevelt as Director of Emergency Conservation Work and to organize the Civilian Conservation Corps a major part of that program. His home was in Wollaston, Massachusetts with offices in Boston. He was personally acquainted with and had had business relations with W. Carlton Barnes owner of the Jarvis Engineering Company of Boston. Barnes was Doug Barnes uncle.

MRS. CLARA B. HOLBROOK -- Secretary to the Director of CCC.

MISS JO COFFIN -- Asst. Government Printer. A close friend of Mrs. Fechner and Clara Holbrook.

CONRAD L. "CONNIE" WIRTH -- Assistant Director of National Park Service, liaison with Director Fechner and responsible for all CCC Camps allocated to National and State Parks. He graduated in 1923 from Massachusetts Agricultural College (now University of Massachusetts) with major in Landscape Architecture. Before becoming Assistant Director he was in private practice in New Orleans.

FRED MORRELL -- Assistant Chief of U.S. Forest Service, responsible for CCC Camps allocated to National Park Service. Also CCC Camps in Puerto Rico fell under the jurisdiction of the Forest Service while Camps

in the Virgin Islands were the responsibility of the National Park Service.

HAROLD E. WEATHERWAX -- Inspector and later Regional Officer of National Park Service. A 1924 graduate of "Mass Aggie" with a major in Landscape Architecture.

J. HERBERT "DOC" GLADSBY -- Inspector and later Regional Officer of National Park Service. A 1925 graduate of "Mass Aggie" with a landscape major. He had previously been in private practice and Landscape Architect with Reasoner Brothers Nursery. He joined the City of Miami Park Department after Doug Barnes left the City to work for Dade County.

CARROL TOWNE -- Landscape Architect for T.V.A. A 1922 graduate of "Mass Aggie" with a landscape major. Landscape Architect in the early "twenties" for Reasoner Bros. Nursery and later associated with "Doc" Gladsby.

WILLIAM A. COOK -- Inspector of National Park Service assigned to the Virgin Islands. A graduate in Landscape Architecture from Cornell University, he was early associated with Reasoner Bros. Nursery and was at Reasoners when Dade County Park Department made its first purchases from that nursery to start the Roadside Improvement Program. Just before entering his duties with the National Park Service, he was Landscape Architect with the Exotic Gardens in Miami. He resigned from the Park Service and returned to Miami to pursue a longtime ambition illustrating Spanish language books. In between his trips to Spain, he worked part time for the Dade County Park Department on special assignments. He did the research and prepared the "Park and Recreational Area Study for Dade County 1941" a report required by the National Park Service at that time. When Doug Barnes was called for active duty with the U.S. Army in February 1942 Bill Cook was retained by Dade County as Acting Park Director. An accident later on in the year rendered him physically unable to carry on his duties in the opinion of the County Commission.

C. R. "RAY" VINTEN -- Inspector for the Florida area with the National Park Service. A 1922 graduate of "Mass Aggie" in Landscape Architecture. After graduation, he was in private practice and later employed by Roebing Co. in the acquisition, preservation and limited development of Highlands Hammock State Park near Sebring, Florida. Privately owned, but open to the public, Highlands Hammock was given to the State of Florida about the time that the State Park Division was being created in 1934. The CCC Camp assigned to Royal Palm State Park in November 1933 was transferred to Highlands Hammock in the spring of 1934 after the State had added several hundred acres to the Hammock. The Camp Superintendent of the Camp while at Homstead did not wish to move to Sebring and Ray Vinten became the new superintendent. Shortly, however, he joined the National Park Service as an Inspector in the CCC program. After the CCC was phased out, Ray continued with the National Parks basic organization with various assignments in Florida and the southeastern U.S.

GOVERNOR CRAMER -- Virgin Islands Governor visiting Miami on a stopover between the Island and Washington.

PRENTISS FRENCH -- Camp Superintendent for first period of CCC Camp at Greynolds Park. A Landscape Architect and instructor at "Mass Aggie" in the early twenties and later Chief Landscape Architect and planner of Venice, Florida and a friend of Bill Phillips and Bill Cook.

W. L. "BILL" PHILLIPS -- Camp Superintendent for one period at Royal Palm State Park and then Camp Superintendent at Greynolds Park and Matheson Hammock from 1934 to 1942 when the Camp was deactivated. A graduate from Harvard University School of Landscape Architecture and for a long time associated with Olmstead Brothers in Boston, Massachusetts with assignments in the Panama Canal Zone during canal construction, Graves Registration and Memorials in France after World War I and Mountain Lake Sanctuary (Bok Tower) in Florida.

A. D. "Doug" Barnes -- graduated from "Mass Aggie" in 1925 with a major in Landscape Architecture.

Personal Notes on C.C.C. Days By A. D. "Doug" Barnes

"Following are some of my personal experiences involved in the progress of the C.C.C. program and accomplishments".

"Shortly after the C.C.C. program got underway, I received a telegram from Connie Wirth asking me to meet Mr. Robert Fechner, due in Miami on an afternoon flight from Washington. I had never met Mr. Fechner, but I had seen his pictures in the news. Connie said Fechner would be at the gate looking for me, and I was to take him to the Columbus Hotel where he was to stay overnight and get a plane next day for a flight to Puerto Rico. We had no trouble getting together. I introduced myself, and on the way to the Columbus Hotel he asked me what part of the country I came from. When I said "Massachusetts" he immediately said he was very well acquainted with a W. Carleton Barnes from South Weymouth. I replied that he was my uncle and owned the Jarvis Engineering Company in Boston. Before Fechner's appointment as Director of the C.C.C., he had been Executive Secretary of the International Machinists Union and lived in Wollaston, Massachusetts only a short distance from where my uncle lived. Because of the nature of my uncle's business, they had had many meetings. Connie had also asked me to fill Mr. Fechner in on the Greynolds Park project. I had worried a little about that because the 200 acre project was so far removed from other camps located on areas of many, many hundreds of acres or up into the thousands. When we arrived at the Columbus Hotel, Mr. Fechner insisted that I come up to his room and have a "highball" with him. When he asked me what I wanted and I replied, "rum and soda" he said he might have known a Yankee drinks rum. He himself ordered a rum swizzle. The ice was then broken. I soon learned that he was apparently not interested in the number of acres in the project. His almost total interest was in the enrollees, where they would be housed; were they well fed and were they occupied on worthwhile projects and learning something. Before I left, Mr. Fechner said that on his next trip south he wanted to check the entire project work assignments, living quarters, and menus.

He did return soon accompanied by Connie Wirth of the National Park Service, Clara Holbrook his secretary, Mrs. Fechner and Jo Coffin, a close friend of both Mrs. Fechner and Clara Holbrook. In the morning, the ladies stayed at the hotel and we spent the

morning and part of the afternoon visiting the camp and the park. Before going out to dinner, all six of us joined my wife at our home for cocktails. This visit to our home was just one of several that followed over the years.

The acquaintanceship matured and at one time when Clara Holbrook was recovering from an illness, Mr. Fechner phoned me and asked me to make reservations at a small quiet hotel on the beach at Miami Beach for Clara Holbrook and Jo Coffin.

The assignment of the C.C.C. Camp to Dade County was a great event that, almost overnight started fully developing County parks."

Coincident with the approval of a C.C.C. Camp for Dade County, the Secretary of the U.S. Department of Interior appointed the Director of the Dade County Parks, A. D. "Doug" Barnes, as Procurement Officer giving him the power to organize a staff for the camp, purchase materials, supplies and equipment and prepare payrolls using U. S. Government appropriations and guidelines. At the same time, to meet National Park Service requirements the Board of County Commissioners designated the Director of Dade County Parks as the local park authority with the power to prepare, approve and submit plans to the Regional Office of the National Park Service.

The leadership and planning required of such projects must not be overlooked. "Doug" Barnes acquired the services of William Lyman Phillips who became Camp Superintendent from 1934 to 1942 when the camp was deactivated.

"Bill" Phillips, locally considered the Dean of Landscape Architects, previously had worked on the (Bok Tower), Mountain Lake Sanctuary in Florida, and had been in charge of the Homestead C.C.C. Camp, working on the Royal Palm State Park.

He designed Greynolds, Haulover, Crandon, Matheson Hammock and Fairchild Tropical Gardens.

At Greynolds, the development included all the operations incidental to the initial development of the park. Approximately two miles of roads were constructed within the area to make available picnic areas and other facilities. Picnic grounds were cleared and a number of combination picnic tables and benches were installed. A boat house and refectory were constructed from native rock found within the boundaries of the park. Cypress logs were split into shakes to form a covering for the roofs. Hand split shakes were once very common throughout Florida and South Georgia. One of the foremen picked for the supervisory staff had learned the craft as a child. The log sections had to be marked in a precise way to get the maximum of even width shakes from a section of log.

The main entrance to the park is distinguished by a very fine masonry wall and posts. The native oolite limestone masonry consists of blocks of varying sizes faced by hand on five sides by the use of hatchets. The buildings are of similar masonry.

A well publicized and much photographed feature of the park is "The Mound" at the end of the entrance drive. The area, once a commercial rock pit, was cluttered with abandoned and rusting heavy machinery and large concrete footings. Rather than dump it in the water areas, it was cut up and broken up and piled up where the mound was to be constructed. Overburden from one of the lagoons covered the debris and allowed the mound to be shaped with lines similar to a volcano. A walled lookout platform was used to top-off the mound. The observation point was reached by a terraced walkway spiraling up the sides.

The first camp located in Miami during November, 1933, to develop the newly acquired Greynolds Park area continued in operation until the summer of 1935 and the park was dedicated and opened to the public on March 29, 1936.

At the dedication program, a tableau was acted out by the C.C.C. enrollees bringing out the very interesting history of the 200 acres land ownership. Mr. Rober Fechner, the organizer and director of the program under an appointment from President Roosevelt, was the principal speaker.

In the meantime, a second application had been prepared for work at Matheson Hammock County Park, to the South of Miami. This application was approved and the activities of the camp were transferred from Greynolds Park to Matheson Hammock in the summer of 1935.

Besides the original 80 acres donated to the County by the late W. J. Matheson, the County purchased an additional 420 acres. The enlargement of the Matheson Hammock area carried the boundaries of the park to the shores of Biscayne Bay and fronting for a mile on that body of water. Although the bayfront in itself was an extremely valuable acquisition, due to its possibilities for the development of facilities for bathing and boating, it was separated from the main park area by approximately three-quarters of a mile of marl prairie and mangrove swamp.

The development program included a pit rock filled road across the prairie and marsh making it possible to further work on the bay front area. The road serves not only the atoll pool on the north, but an additional area on the south end that is used as a wading beach.

To reach the wading beach, it was necessary to construct a vehicle bridge 120 feet in length over one of the meandering mangrove lagoons. The bridge, of solid masonry pier construction set on creosoted piling, was one of the outstanding achievements of the program.

The program also included the development of numerous parking areas serving picnic grounds, group picnic shelters, boat anchorages, a harbor master's house, a combination office and concession building as well as living quarters for the attendant in charge of the anchorage. A nursery unit for the propagation of plants to be used in landscaping parks was also constructed.

Two projects at Matheson were of considerable interest to all visiting National Park Service personnel, but were of tremendous interest to Mr. Fechner and the top park service people who never failed to check on them when in the area. One was the stone quarry that used the "wire saw" method of cutting rock and the other was the dredging operation.

The rock cutting equipment was developed in Belgium and introduced in Pennsylvania for their slate quarry operations. A local man that lived near Old Cutler Road and Davis Road purchased some of this equipment to cut rock for his residence. Then the C.C.C. decided this was the way to go and also purchased equipment for Matheson. It was either cut rock at the site or bring in cut stone from the Keys. The cutting was done by a "reverse lay three strand wire." The actual cutting used a mixture of water and sharp sand placed on the moving wire. Local sand was not sharp enough, so Lake Wales sand was purchased.

The dredge required to provide a harbor and the atoll pool was also constructed at the site. One of the C.C.C. foremen had been a dredge operator so, under his guidance the suction dredge was built. First, a barge was constructed. Then a large suction pump was installed. At the front of the barge, a "ladder" was constructed to hold the suction line and tip. Water jets were installed near the suction tip to stir up the bay bottom so that the material consisting of sand and muck would be placed in suspension and could be sucked up and deposited by pipe line supported by floats to the land. No "rock cutter" was used.

The C.C.C. forces also installed a water system at Matheson Hammock Park consisting of 2,000 gallon pressure storage tank, six inch pump and several thousand feet of service mains and laterals.

The Civilian Conservation Corps was a remarkable program. It enrolled unemployed youths, housed and fed them, furnished transportation and engaged them in projects generally of a conservation nature. The work accomplished was good and the morale was high. Many showed unusual interest in their jobs and went on into the regular work force in civilian life. In the company assigned to Dade County, many of the original enrollees and early replacements came from the New York City area. Their interest was demonstrated when after the war, that many served in, they married and raised families, and from time to time a former enrollee would drop in at Greynolds or Matheson and proudly point out to their families "the things I built when I was an enrollee." Most of them looked up the superintendent in the park and identified themselves and discussed their work as an enrollee and their contribution in the parks development.

As evidence of those early impressions and their lasting effect on the individual enrollee, a group of these enrollees banded together in 1977 and formed the National Association of Civilian Conservation Corps Alumni or NACCCA. The organization was "dedicated to the preservation of American pride-principle-purpose-progress." The membership now totals over twelve thousand with over 600 life members. A monthly "journal" is published for members and there are numerous local chapters in cities and states throughout the country. A biennial convention is held with the third one in 1983. The National Association is backing a bill now in Congress to create CCC II."

CHAPTER IV
PARK AND RECREATIONAL AREA STUDY

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PARK AND RECREATIONAL AREA STUDY FOR DADE COUNTY, FLORIDA - 1941¹

As the Nation began recovering from the Great Depression in the late 1930's, the Federal Government's many assistance programs throughout the states began to better define the role to be played in the future by the National Parks, state parks and local parks. On June 23, 1936, United States Congress enacted the "Park, Parkway, and Recreational-Area Study Act", and directed the Secretary of the Interior through the National Park Service to cooperate with the various states and their political subdivisions in the preparation of comprehensive studies which would be a part of the nation-wide recreation area plan.

Dade County had become an outstanding leader in Florida for the county park movement, largely through its participation in the Federal "make-work" programs.

Therefore, Dade County was first once again, in requesting on April 15, 1941 assistance from the National Park Service to make a study of the recreational resources, areas, facilities, and needs of Dade County.

On May 1, 1941, National Park Service Director "Connie" Wirth sent a letter to the County indicating Federal cooperation and designating the Dade County Park Director to prepare the report.

Bill Cook, who had been with the National Park Service and was preparing special projects for Dade County Parks, was perfectly qualified to do the research and preparation of the report.

The report was to the people of Dade County, not only on the current extent and development of the County park system, but also stated many key recommendations for establishing the policies and future developments of the park system. This report and recommendation truly became the foundation upon which modern urban county park systems, and particularly the Dade County park system, were established.

This chapter presents the key policy and development recommendations that guided the Dade County parks through its dynamic next 30 years.

PLANNING:

The report praised Dade County as an outstanding leader in the park movement among the counties of the State and its recognition by Federal agencies. However, the key recommendation of the report was: "It is important to appreciate the very great urgency there is for planning now for still further area acquisitions against future needs of rapidly increasing population and national interests."

This recommendation launched Dade County Parks into a prominent role in the comprehensive planning of Dade County to include the preservation of its natural assets: ocean and bay waters and beaches, woodlands, hammocks and open spaces, fitted into the anticipated boom that was bound to happen in the County.

DEFINITION OF COUNTY PARKS:

National parks were defined as: "large areas set aside chiefly because of their unusual beauty or character and their national significance in the American scene without any regard as to where located . . ."

¹Park and Recreational Area Study for Dade County, Florida: Prepared by the Dade County Park Department; 1941.

State parks were defined as: "designed for the particular service of people of the State as a whole, assuring them large scale outdoor recreational areas within much closer range than the National Parks. (State parks) plan to develop at least one area within each outstanding region of the State based upon population distribution, endeavoring to select sites of particular interest or value . . ."

City parks were defined to "cater to the urban population on its home grounds, are strictly local in character and usefulness, . . . and are limited in area both because of high land values and more intense use."

County parks were defined to meet the need that "urban populations are using more and more larger scale-of-town parks with their opportunities for enjoyment of more rural recreation . . . (and) acquisitions of large outlying areas beyond . . . corporate limits, providing increased facilities for such activities as hiking, horseback riding, picnicking, swimming, boating, camping and the like, as well as more varied activity programs . . . These County areas also open up recreational vistas for the large rural population which cannot satisfactorily avail itself of city park facilities."

Thus, Dade County Parks role was crystalized to not only establish and preserve the larger and significant open spaces outside the cities and available to all people of the County, but paved the way for servicing the "rural" population which became the "suburban" population in the unincorporated areas of the County through the population explosion of the 1960's and led to the community and neighborhood recreational role for the Department.

PRESERVE NATURAL, HISTORICAL, AND CULTURAL HERITAGE:

The report charged County Parks to "preserve...ancient archaeological monuments and the forest and wildlife from unrestricted County development." This policy led to the Department's early acquisition of historical sites such as Vizcaya and ecological and environmental areas starting from Matheson Hammock, Castellow Hammock, and Owaisa Bauer Hammock, together with protecting the mangrove shoreline of the County through large acquisitions at Matheson Hammock, Chapman Field, Homestead Bayfront, and acquisition of the barrier island dune and beach at Crandon Park, Key Biscayne; and development of cultural heritage through such future facilities as the Museum of Science and Natural History and Dade County Historical Museum and cultural productions at the Dade County Auditorium.

POPULATION EXPLOSION AND TOURISM:

The report forewarned of the population explosion noting that County population had increased by 2,000 percent from 1910 (12,000) to 1930 (143,000) and identified tourism and "snow birds" (winter population) as additional people to be serviced by the park system and its programs. This forecast certainly proved true as the population increased to 1.3 million in the next 30 years and tourism remained one of the keystones of the County's economy while the climate and subtropical beauty of the area and its parks continued to lure visitors.

WATER RECREATION:

Water recreation, then and now, continues to be the top attraction for recreation in the County. This led to the Park Department not only preserving the beaches and providing marinas and boat launching ramps for access to the water, but in providing ponds and lakes to contribute interest and beauty and usability to the inland parks. The Department even provided swimming in the salty southbay area by developing unique "atoll" shoreline swimming pools through which ocean water could be pumped and clarified.

ACCESS TO THE BAYSHORE:

The report stressed acquiring and developing future access to the bayshore for its scenic and recreation values, and cited the Department as a pioneer in working bay access park plans together with preservation of the mangrove and sensitive shoreline areas.

ACQUISITION OF KEYS:

The report set an immediate priority for the acquisition of oceanfront island areas of park sites and for designating them as offering the greatest recreational interest to the County, urging that the acquisition be made before the islands were opened by highways; thus, stimulating pre-emption of the oceanfront lands with commercial and residential developments.

This policy was continued with the acquisition of Crandon Park on Key Biscayne and Virginia Key Park on Virginia Key and the original Elliot Key Park on Elliot Key, which later became the core of the Federal Biscayne National Park.

ZONING:

The report recognized Dade County as first in Florida to adopt countywide planning and control of occupancy and use of lands.

Thereafter, the Department has continuously and fully participated in comprehensive land use planning, and in particular has participated in the review of all plats and applications presented for Dade County land uses, that ultimately resulted in donations to the County of extensive parcels of open space and park lands within developments.

PARKWAY SYSTEM:

The report recommended development of a parkway system linking key developed areas of the County.

WATER RECREATIONAL FACILITIES:

In addition to the general interests of access to the oceans and bays for recreational pursuits, the report specifically addressed the need for additional mooring space for boats, citing the need for boat harborages not only adjacent to the bay, but in the rivers and canals leading to the bay. The report acknowledged that boating and marina facilities could best be accomplished by the municipalities and County working together on a comprehensive and constructive program to develop a system of a boat basins located at strategic points and in attractive environment along the entire County waterfront.

This policy led to the County's development of marinas within its major waterfront parks at Haulover, Crandon, Matheson and at Homestead and the inclusion of marina plans and land acquisitions for Black Point.

COUNTY - CITY RELATIONS:

The report hinted a cooperative beach program between County and City of Miami Beach since the beach at that city virtually hosted most of the County population at city expense. This ultimately led to State/City/County cooperation in maintaining and operating the Miami beach.

Interestingly, the report suggested that the City of Miami Park Department "be taken out of the present political background and placed within the jurisdiction of a competent nonpartisan park commission or board of control." The County Parks were assigned a role as acting as a relief valve to the cities in which limited park facilities would become overcrowded.

PARK POLICY:

Policies governing the operation of the Park Department had become crystalized over its formative years, and were stated in the report.

A. Policy on land acquisition - The urgent part of the acquisition policy was to "round out all incomplete areas by additional purchases" and this applied to finishing acquisitions at Greynolds, Matheson, and Haulover to assure their proper future development and protection.

The policy further recommended acquisitions of entirely new areas in all classes of parks with emphasis on accessibility to large residential areas, preferences of people with respect to activity, and suitability of lands to the types of recreation needed.

The chapters of this book detail the long battles fought to acquire park lands according to these policies and to defend against their diversion to other uses.

B. Policy on Park Design - The basic policy was to design each new area with a view to the solution of the County park problem as a whole.

The design policy favored a naturalistic style in landscape design and preservation of natural features characterized by the area, and directed that the design work be entrusted to the best local professionals available that were familiar with the local background and problems.

Facilities developed were to meet the immediate needs of the people and fit into the terrain of the park.

Park roads were to be reduced to the minimum necessary for making park features accessible, not only as a matter of economy but to preserve the inherent character and interest of the areas that they served.

Throughout the following 30 years the Department enjoyed dedicated and creative landscape, facility and design people, at least up to the time that the rush was on to "mass produce" the community and neighborhood parks.

C. Policy on Concessions - Policy on concessions required the Park Department to operate them and keep them under its control and for most of the following years the Department did just that, with the only concessions being the Lighthouse Restaurant at Haulover, the fishing pier at Haulover, the miniature train at Crandon Park, and the Seaquarium on Virginia Key.

An attempt to lease all facilities out for commercial concessions in 1957 failed.

D. Policy On Use of Areas - The policy was to service the needs of the people so far as they did not conflict with the established general policy in any given area. Some flexibility was the keynote to be able to adjust to meet the problems of changing conditions in a rapidly expanding park program. The report acknowledged that rules and regulations governing park uses might have to be more structured in the future.

The simple and common sense park rules and regulations guiding uses of the parks by people that were developed in the early days, stood the test of time. They were formalized by County Ordinance 59-14 and became part of the Metro Code "Chapter 26" in 1959 with the advent of Metro Government. The rules were never challenged in all

those years. More importantly, the Department always concentrated on training its people to attend the visitors in the parks in a positive way and to prevent park abuse or disruption. The parks were essentially well cared for by the people of the County and visitors and were appreciated and were relatively crime free.

E. Policy on Construction - This policy simply demanded sound engineering and public safety with no cheap construction ever to be undertaken. Construction design had to fit the immediate environment and serve the use for which it was built.

F. Policy on Plant Materials - All planting and landscaping was to fit the environment with a preference for native species.

All of the original plantings were made without the prospect for irrigation systems. These plantings are alive and well today. As more intensive use facilities were developed, more exotic ornamentals were used that required irrigation systems and additional maintenance. The original policy on plant materials still has the most merit.

G. Policy on Education - This policy set the role of the Park Department to collect and coordinate available information on geology, floral and wild life as exemplified by the parks, and set a public information role for the Department. Throughout the years, the Department used the public press and media to keep the people informed about what was going on in the parks, and thereby earned the support of the people and the press for the conduct of its policies and programs.

Later, this policy led to the addition of the Recreation Program in 1959 aimed at helping people to use their leisure time for health and recreation and particularly in the parks.

H. Policy on Park Classifications - Five original classifications were set. They were County Parks, Wayside Parks, Playground Areas, Special Areas, and Parkways.

The County Park classification eventually became known as the Metropolitan Parks, large areas of true park character serving the whole county citizenry and preserving the unique attributes of the environment such as the beaches, hammocks and open spaces.

The Wayside Parks were important in the first phase of Department's history in developing the Roadside Improvement Program, providing reststops and oases and breaking up the commercial and residential areas that were sure to be developed along the traveled roads.

Playground Areas were to be developed "in rural communities that, being unincorporated, have neither funds nor equipment to construct their own." In 1941 the only "playground" was Perrine playground.

Nevertheless, this policy forecasted the time when Metro Government did provide community and neighborhood parks throughout the unincorporated area utilizing the "unincorporated area county tax" and unique other financing such as the Florida Power & Light franchise tax to fund the development of the community and neighborhood park system and its recreation services, described in future chapters.

Special Areas designated those of historical, cultural or special function interest. All of these parks in the future, added variety and flavor to the park system.

Parkways were to be arteries designed especially for pleasure traffic rather than commercial, with a park-like character along the entire way with plantings of considerable width of importance.

The report mentioned the possibility of a "belt-line passing around the heavily populated concentration area of Greater Miami."

During the big road building boom days in Dade County after World War II, the Department was unfortunately little involved in landscape design for the roadway system. Periodically, County roads were turned over to the Park Department for maintenance with a tree or two stuck in the median.

I. Miscellaneous - It is interesting to note that the report forecasted the need for swimming pools and the County eventually acquired or built 20 swimming pools throughout the unincorporated area.

The report also noted that no County area had been dedicated exclusively to golf course development, noting that an 18 hole course was planned for Crandon Park. The Department embarked on its golf program by building its first course at Greynolds Park and consequently added Crooked Creek, Palmetto, Haulover and the Key Biscayne course, which became the number one rated public golf course in the State of Florida.

ACTIVITY POTENTIAL:

The report suggested nature trail walks as a public participating activity, which eventually led to the development of the Department's countywide Interpretative Naturalist Program and the development of its Nature Centers at Greynolds Park and Castellow Hammock.

The report suggested special events to advertise the beauties and recreational values of the parks. Even before the recreation activity role was assigned to the Park and Recreation Department formally in 1957, and led by the Recreation Division in 1959, the Department always promoted special activities and programs through a section in the Department.

The report suggested a Natural History Museum which eventually came about with the creation of the Museum of Science and Natural History on park property at Vizcaya.

Assisting large groups and planning supervised excursions and outings was suggested which led to the development of the park "Outing Service" program.

MAJOR REPORT RECOMMENDATIONS:

The report generally recommended Federal assistance to the local and county governments that had been engendered by the "make work projects of the 30's". Ultimately, the Federal Government went far beyond this in creating Everglades National Park and Biscayne National Park in the County, and through the "Open Space Program" and many other grants and assistance that took place in Dade County during the next 30 years.

The report suggested that in 1941 the State could not assist local governments with land acquisition, but could be of help in a consulting capacity. Eventually, the State was able to develop Cape Coral State Park in the County on Key Biscayne as Dade County's first State Park, and assisted the Park Department through distribution of State funds for development of launching ramps through the State Boat Registration Fund, and improvement of other facilities via state grants after the advent of Metro Government.

The report recommended continuing acquisition of park lands and development of recreational facilities, stating that "Dade County was built mostly upon the need of the nation for a great winter recreational center for which this section is particularly adapted and it is the opportunity of the County and the State to fulfill that need by devoted effort in developing and expanding the recreational facilities of this area."

The report forecasted that the Department should offset some of its general fund expenditures by earnings from its operations of special facilities, such as marina docking, refreshment stands and special area use fees. Subsequently, the Department did operate many special facilities and services and kept its books on a business like basis and produced a profit to the people of the County in excess of its operating expenditures for the services and facilities. These facilities and services eventually became known as "revenue facilities."

Interestingly, the report noted that in 1929 the State Legislature passed an enabling Act permitting Counties to levy a tax up to two (2) mills for acquiring, developing and maintaining parks. At that early date, the County did not take advantage of this act because all the incorporated cities and town were collecting taxes for the same purpose within their corporate limits. In fact, the County never did levy this tax, but the Department fared quite well through its other innovative financing methods.

The report set the duties and standards and qualifications of the key personnel that would operate the park system. The basic qualification state that "the public expects an interested and helpful attitude from park employees." During the next 30 years the Park Department became the largest employer of County employees of all of the Departments. Fine and progressive people were attracted to work for the Park Department and the few "bad apples" left for lack of friends quickly. Overall, the Department enjoyed a high reputation for morale, character and public service.

SUMMARY:

The Park and Recreational Area Study for Dade County, Florida in 1941 most importantly solidified the basic policies by which the Department would grow through the next 20 years until the Metro Government was formed. The next adoption of a comprehensive park policy statement by the County Commission did not occur until 1958.

CHAPTER V
PARK BONDS - A LOOK TO THE FUTURE

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On February 17, 1932, Dade County obtained a permit to open up a public beach on an old U.S. Government house of refuge site (Coast Guard), which the County later named Surfside Park. In 1941, the United States government property was declared surplus. The park attendance had grown tremendously during the eight or nine years of County operation. The park was within the city limits of Miami Beach and when the property became available for purchase, the City of Miami Beach expressed the desire to acquire the property and expand the city park system. Dade County consented to release the property and gave the City of Miami Beach one half of the cost of purchasing the tract. Dade County turned over all interest it held in Surfside Park as of December 31, 1941.

Because of the popularity of the beach park from the very beginning, County officials became aware of the need for more public beach. Early in 1935 the County Commission, by mutual consent, decided to acquire a major portion of the undeveloped beach north of Haulover Cut to the Sunny Isles property line. The small amount of money put in the Park Department budget to acquire the property was proving too little and too late. In 1939, the Chairman of the Park Committee then proposed a general obligation bond issue to speed up the acquisition. A publicity campaign was in the process of being organized when Edmund Friedman, County Engineer, who had offices adjoining the Park Department offices, and who worked very closely with the Department, proposed to the Chairman of the Park Committee that if some beach front in the central or southern part of the County could be located and was available, that it might be a whole lot easier to sell the bond issue to the public.

Charles Crandon, Chairman of the Park Committee, immediately went to work on the only logical choice which was the beach on Key Biscayne. Working through Fred Cason, the County Attorney, and Senator Hudson, attorney for the Matheson estate, both attorneys in the law firm of Hudson and Cason, a number of meetings were set up with the individual Matheson heirs. After several meetings, an agreement was reached in which the three Matheson heirs would rearrange their several holdings on Key Biscayne so that they could and would deed to Dade County the north, approximately two miles of beach which was one half of their combined holdings on Key Biscayne. The County agreed to build a causeway to Key Biscayne and appropriate a reasonable sum of money to start developing the land that was deeded to the County. That reasonable sum of money was translated into a proposed one million dollar bond issue.

Thus, the one million dollar bond issue proposed to acquire the approximately one and a half miles of beach north of Haulover Cut grew into two million with the addition of the one million for Key Biscayne. Early in 1940, the Commission voted to submit a bond issue for two million dollars to the freeholders, i.e. landowners of Dade County, at a public referendum on May 28, 1940.

A large scale publicity campaign was started to acquaint voters with the bond issue. "Trailers" were prepared containing aerial movie shots of the two beach areas together with pertinent information on the properties. The "trailers" were run in local movie theaters for several weeks before the May 28th voting date. Illustrated brochures were printed and distributed widely throughout the County by Park Department personnel. Talks were made before local clubs. At that time the County listed 55,000 freeholders, the only voters that were allowed to vote on bond issues.

While approved by voters almost 8 to 1, the issue failed because only 24,075, less than the majority of freeholders, cast ballots in the May poll. Approving the proposed bond issue were 21,346 voters while 2,729 property owners expressed their disapproval. It was obvious that the freeholders who voted, overwhelmingly favored the bond issue.

The Commission set November 7, 1940, as the date for a second vote on the park bonds. More than a majority of the freeholders participated in this second election, with 38,432 voters approving the issue against 4,046. Action at the ballot box answered the public's demand for a more adequate County beach park system. The money from these bond issues allowed the County to continue the purchase of the North Beach lots and start development on the Key Biscayne beach. It became evident, however, in 1946 that more money would be needed to develop North Beach and round out the improvements at Key Biscayne. So, another bond issue was submitted to the voters in 1947 and was approved. The new two million dollar issue contained one million for Key Biscayne, \$750,000 for North Beach and \$250,000 for Homestead Bayfront Park.

On the same bond referendum ballot was \$750,000 for the construction of the Dade County Auditorium which upon completion became the Park Department's responsibility. The issue also contained an item of two million dollars for an aquarium to be built at the north end of Key Biscayne. The auditorium bonds were approved but the aquarium bonds were turned down.

The property on Key Biscayne was conveyed to the County, without cost, by Mrs. Willis D. Wood, Mr. Hugh Matheson and Mr. Malcolm Matheson with the stipulation that the County construct a causeway to the Key. The circuit court, in February of 1941, validated issuance of \$4,000,000 in revenue bonds to finance construction of the Rickenbacker Causeway.

At the outset, opposition came from a few landowners. They charged the causeway project was an "unnecessary expenditure" of public money despite the fact it was to be financed by private funds. Their futile action, as demonstrated later, delayed construction of the project at a cost of an additional \$2,000,000 to the financial backers, and eventually the people. The delays made the parks unavailable to thousands of service men and women stationed in the area during the war, and to the public for more than four years. An additional \$2,000,000 bond issue later supplemented the original \$4,000,000 in causeway bonds. Because no pledge of tax money to amortize the bonds was involved, public approval of revenue bonds was not required (as was necessary on the \$2,000,000 parks bond issue). Causeway bonds were payable from a special fund built out of revenue derived from causeway toll charges. The \$6,000,000 Rickenbacker Causeway, therefore, did not constitute a general fund debt to Dade County.

As a result of these bond issues, the operation and responsibilities of the Park Department more than quadrupled. Also, during the latter part of the Bond Improvement Program, the population of Dade County in the unincorporated area was exploding. Developers kept pushing north, west and south beyond existing city limits. Soon, much of unincorporated Dade County had a denser population than some sections of many incorporated areas. Although this move to the suburbs was made in many cases to avoid city taxes and regulations, it soon became evident that the new residents wanted city services and improvements such as neighborhood parks, playgrounds and swimming pools. The County was not collecting taxes to pay for such local services.

In an attempt to satisfy this type of demand, the County set up the mechanics for voters in a specifically defined area to create their own special tax district to get whatever improvements that they all would vote for. This worked well for street lighting and

sidewalks, where the benefits were visible and definable. It was not as attractive for park and recreation improvements where the areas of benefit were not so definable.

In 1959, the Graham Companies approached the County with its plan to create a "New Town" development "Miami Lakes" on the Graham Farms in northwest Dade County. The company would develop a system of parkways and parks within Miami Lakes at no cost to the County, but would the County Park and Recreation Department maintain these parks?

The answer was "yes--if" Miami Lakes property owners would pay additional assessments through a "Special Taxing District" since these parks would be of specific benefit to the property owners.

The original Dade County ordinance establishing special tax districts provided for street lighting, road improvements and the like. In 1960, these ordinances were repealed and replaced by Ordinance 60-7 that permitted special taxing districts to be created for recreation facilities (and park) improvements and maintenance.

The Graham Companies (later incorporated as Sengre Corporation) petitioned the County in 1961 for establishment of the Miami Lakes Street Lighting and Park Special Tax District. The first batch of Miami Lakes parks were dedicated by County resolution R-7608 on June 5, 1962. The property owners election approved the tax district on January 8, 1963, and the Park and Recreation Department accepted and began maintenance of the parks on October 1, 1964. By 1969, there were 53 parks in the Miami Lakes District.

This hallmark project and County ordinance enables communities within the County to develop additional quality parks and recreation facilities, beyond the general public need, by property owners paying for the additional benefits through special taxes and assessments.

The Metro Commissioners then established a franchise tax against Florida Power and Light Company upon an agreed formula, taking into consideration the property taxes paid by Florida Power and Light. A schedule of estimated revenues were worked out enabling the County to set up a Revenue Bond Issue. On the first such issue, eight million dollars of bonds were sold and designated for neighborhood park and recreation improvements. This full amount was never available, however, because the Old Tamiami Airport was transferred from the Port Authority to the County Park and Recreation Department and three million dollars of Bond Funds were used to buy the land for the new Tamiami Airport. Five million dollars was used to build neighborhood parks, swimming pools and regional parks throughout the County from just north of Homestead to Opa Locka and Ojus.

Although not in the form of bond issues, the County Park Department was helped on at least two occasions by a financing arrangement worked out by the County Finance Director. In 1967, the County secured a one million dollar bank loan to finance the purchase and renovation of the Palmetto Golf Course and Club, pledging as security the revenue from operation of the Course and the Club, and the revenues from the 9-hole Greynolds Golf Course and the Haulover par 3 course. In a similar loan arrangement, the County obtained \$250,000 to enlarge the marina facilities at Matheson Hammock, pledging revenues from that expanded operation, plus revenues from marinas at Homestead, Crandon and Haulover.

During the first forty years of existence of the Dade County Park and Recreation Department, only the two million dollar General Obligation Bond Issues for Crandon and Haulover and the one General Obligation Bond Issue each for Homestead Bayfront Park

and the Auditorium covered all of the acquisition, construction and development costs for the Park System. The expansion program was supplemented by the Revenue Bond issue for the neighborhood areas and the bank loans for two specific items. All of the rest of the land acquisition, construction and improvements, and of course the maintenance and operation of the system, was accomplished solely from annual budget items and operational profits.

CHAPTER VI
THE WAR AND EARLY POST WAR YEARS

CHAPTER VI
PERSONAL NOTES AND OBSERVATIONS BY A. D. BARNES
The War And Early Post War Years

"I held a Commission in the United States Army Reserve by way of an appointment dating back to college graduation in 1925. In January, 1942, I received an official U.S. Army questionnaire from 4th Corps Area Service Command in Atlanta, Georgia. It allowed me to make a choice of immediate active duty or a deferment. To allow me plenty of time to get my personal affairs in order and properly turn over my responsibilities as Park Director to a successor, I requested a full ninety day deferment. Nevertheless, late in February I received orders to report on March 2, 1942, to Charleston, South Carolina for active duty for the duration of the war.

I would like to note that two U.S. Army Reserve Officers on detached service duty with the C.C.C. Camp, working on Matheson Hammock, had requested immediate active duty, but they remained on duty with the C.C.C. until the whole program was deactivated late in 1942.

The short time given me to report for active duty created many problems, both personal and jobwise. At that time, the Park Department had a working arrangement with a William A. Cook. I had first met Mr. Cook back in 1929 when I was negotiating purchase of street trees with Norman Reasoner. Bill Cook had joined the National Park Service where he was assigned as an inspector for the National Park Service C.C.C. Camps in the Virgin Islands. While there, he collected and sent back to the Dade County Park Department seeds from many of the native plants on the Virgin Islands. Bill also contacted me on his trips back to the States. In the late thirties, Bill had resigned from the National Park Service and returned to Miami.

This was about the time that the National Park Service ordered all agencies utilizing the services of C.C.C. Camps to prepare a report and 5 year program. Guidelines for the report were established. Park Department staff personnel consisted only of a Director and part-time secretary-bookkeeper, plus five or six field foremen or supervisors. Some services were provided by the office of County Engineer such as surveying, drafting room help and property acquisition. It, therefore, was decided to employ Bill on an hourly basis to research and draft the report. Bill was admirably suited for this assignment because of his background and familiarity with Dade County and Park Department.

After being granted a military leave of absence by the County Commissioners, the Park Committee of the Board asked me to recommend a man to take my place. To me there was only one man I could think of, and that was Bill Cook. I had perfect confidence in him and he reluctantly allowed me to recommend him. He was accepted and given an appointment as Acting Director. He worked closely with me during my last two or three weeks before I reported for active duty with the U.S. Army.

During my first seven or eight months with the Army, Bill Cook frequently sent me letters reporting on progress or special events and problems he had encountered. I answered all of these letters until one day in the early part of 1943, I received word through my wife that Bill Cook had slipped and fallen in one of the wayside parks still under improvement, and had fractured his hip. He was confined to the hospital for some time. A couple of months later, Mr. Crandon sent me a copy of a letters he had written to Mr. Bill Cook and Mr. Don Martin. They said:

March 15th, 1943

Mr. W.A. Cook,
Dade County Park Department,
Miami, Florida.

Dear Mr. Cook:

On several occasions, since the beginning of the budget year, the board has discussed expenses of the Park Department, and, as you know, they were very materially reduced. Also, you are aware of the fact that the Road and Bridge operations were cut even more than the Park Department, and, at the present time, we are operating only a patch truck in each of the five districts. The publicity budget was entirely eliminated - except for the one item of the University of Miami.

The board feels that inasmuch as this war might be prolonged for quite a period of time, and since we are only carrying on by keeping up maintenance, and do not plan or contemplate the development of any new areas until the end of this thing is more in sight, that we can get along without your services. Mr. Martin, who has been outside maintenance man, can continue to carry on as he did during your recent illness.

Once this tragic war is over, or the end in sight, there is no doubt but what we would like to again have the benefit of your services in our Park Department, if you are available at that time. Of course, Mr. Barnes will return to us, or at least we sincerely hope so.

It has been my understanding that you were at one time connected with the U.S. Park Department, and it may be you will be able to make a connection with them by or before May 1st.

The county desired to show its appreciation of your services, and, as you know, we have carried you on the payroll during your illness, resulting from an accident. The board, at a recent meeting, agreed to carry you on the payroll until May 1st.

If there is anything further that you would like to discuss with me, please contact me at the office.

With best wishes, I remain

Cordially yours,

Signed C.H. CRANDON

CHC-j

"It should be noted that in Mr. Crandon's letter to Bill Cook, he refers to Mr. Martin as an 'outside maintenance man' and that is a good description. Also, in Mr. Crandon's letter to Mr. Martin, please note carefully the entire last paragraph.

Mr. Martin had previously been one of the supervisors on the staff at the C.C.C. Camp working on Greynolds and Matheson Hammock parks. He had been separated from that position on the Camp payroll because of personality problems. The Dade County Park Department, experiencing a shortage of qualified personnel, gave him employment as foreman of a landscape maintenance and construction crew. He had been brought to Mr. Crandon's attention earlier when Mr. Crandon built a new home on Red Road, just south of the Coral Gables Canal. Mr. Crandon had asked me to prepare plans for landscaping the home and grounds. I worked several weekends on the project and had asked Mr. Martin to help me. He and I did all of the staking and Mr. Martin worked a number of weekends supervising workers who Mr. Crandon hired to do the planting.

The information in Mr. Crandon's letters bears out the fact that I knew from experience that Mr. Martin had little sympathy for office or paper work. After Bill Cook was terminated, I no longer received any communications from the Park Department or anybody in County Government.

During the war, the County continued its program of acquiring lots in Tatum's Ocean Beach subdivision at Haulover by purchase and/or condemnation. Originally, it was not in the plan to acquire the southernmost four lots on which were located the Lighthouse Restaurant; a trailer park with an excess of over forty trailers, rest rooms, wash rooms, laundry buildings, office building; and on the bayfront, a small pier with half a dozen charter fishing boats, and a small snack bar.

From what I was told when I returned from military service and resumed my job with Dade County, the Commissioners had felt that the continued operation of the restaurant, trailer park and docks would create problems for the park, over which the County would have no control. The decision was then made to acquire the lots and all the business thereon. I also found that one of the problems was parking. The businesses and activities on the four lots were utilizing land they did not own for parking cars.

The acquisition of the lots that constitute the present Haulover Beach was not simple. Ownership of the lots was held by people all over the United States and in foreign countries. Another legal problem was acquiring ownership of the right-of-way for Bayshore Drive which had been dedicated on the original recorded plat and crossed near the western end of each lot.

After the start of World War II and after I had left for active duty, the Civilian Conservation Corps was deactivated and the C.C.C. Camp and the combination Park Office and C.C.C. Procurement Office in the Courthouse were closed. Orders called for the termination of all C.C.C. employed personnel which included the one Secretary-Clerk in the Park Department Office, and the shipment of all government property and records to the Quartermaster in Atlanta, Georgia. It was at this time that some Park Department records and files got shipped to Atlanta by mistake, because nobody then on duty with the Park Department was in the office or familiar with the files. Because of the short time of my call-up for active duty, I did not have sufficient time to separate the records. It might not have made much difference because on my return to work with the County, I found most of the old park files had been stored on one of the upper floors of the Courthouse and had been severely damaged, during the 1945 hurricane.

May 13, 1943

Mr. Don Martin,
Dade County Park Department,
Miami, Florida.

Dear Don:

This is to advise you that at our Board meeting on Tuesday, you were made Superintendent of the parks of Dade County, at a salary of \$250.00 per month.

We are counting on you, as we feel sure we can, to carry on the work that Mr. Barnes started, in as near as possible the same manner. Be sure and keep all records up to date, and report to me any matters which should come to my attention.

And now that you are the head of this department, I am going to make a rather personal suggestion, one which I know will not offend you. You will be expected to watch your personal appearance as to clothing, clean shirts, etc., and by this we do not want you to infer that you are to go around in a stiff shirt and tuxedo; moreover, we do not want you to infer from this remark that you have not been properly dressed, but now, as the head of one of our important departments, personal appearance counts not only with your men, but with the public at large, and I know you will understand this suggestion.

Cordially yours,

SIGNED C.H. Crandon

CHC-j

The only other major project of the Park Department during the war years as far as I know, in addition to the continuing acquisition of Tatum's Ocean Beach lots at Haulover, was some dredging and filling at Key Biscayne. Numerous inspections had been made of the property deeded to the County by the Matheson family before and after the transfer of title. These inspections revealed the fact that the land areas between the Airline Road, running north and south, constructed as a light duty access road, and the coastal dunes area were low and swampy. Mosquito ditches in the areas were connected to similar mosquito ditches, west of the road, by culverts under the road.

The beach area itself also presented problems. On the central and south central bathing areas the water was very shallow between the low tide mark and the sandbar off shore, and the bottom was covered with a heavy growth of ribbon or eel grass and a three or four inch layer of fine silt. Underneath all of this was a deep layer of clean shell sand. The south end of the beach did not have this problem. Since a large section of the beach was not at all attractive to bathers, either by looks or feeling on the feet, a decision was made to sweep the grassy area by suction dredge and by pipeline, to fill the low marshy areas that were to become the parking areas. The idea was good but the results were not good. Bids for the dredging and fill were prepared and contracts let after I had left for active military duty.

I am not acquainted with the content of the specifications or the controls exercised over the contract work itself. Nevertheless, it had been the intent of the project to sweep the bottom to remove the ribbon grass and silt only to a sloping depth of two to five feet, or enough to allow the dredge to float and maneuver. The dredge was allowed to stay in one spot too long and excavated a broad trench to a depth of eight to ten feet. This became a problem when the park was opened to the public. It was a dangerous beach. Bathers walking out from the shore and walking in knee deep water would suddenly step off into a ten foot deep trench. Signs were posted at regular intervals warning of the deep water but the public tended to not notice or believe them because they could see about one hundred or one hundred fifty yards beyond the sand bar that was almost exposed at low tide.

The beach with its deep water trench only forty or fifty feet off shore also became hazardous to bathers when boaters found the deep water and cruised up and down the beach, often towing water skiers. Then, the boaters complained to the Coast Guard that the signs warning bathers of the deep water were hazardous to boaters and wanted them illuminated at night. Regulations finally were approved, preventing boaters from using the bathing area between the shore and the sandbar. It also prevented boats from pulling up onto the beach to load or unload passengers.

I arrived in the United States from overseas Military Duty early in December, 1945, and through orders issued at Camp Blanding, I returned to inactive duty in the Army Reserve at the end of my leave on February 3, 1946. I informed the Board of County Commissioners that my military leave from Dade County should be terminated and I was ready to return to my duties with the Dade County Park Department. Inasmuch as I had been away from home almost four years, I had hoped to take advantage of my accumulated leave and spend some time with my family. Charles Crandon, Chairman of the Park Committee of the the Board of County Commissioners expressed a desire that I resume my duties with the County before the end of my military leave in February. I finally agreed to return on January 1, 1946. It didn't take me long to find out that there was a lot of hard work ahead. It appeared that everything was on hold and everybody was waiting for something to happen.

To complicate matters further, the Acting Director was in poor health and was using one of the truck driver-foremen as a driver for his car, picking him up in the morning at his home and returning him in the afternoon. The Park Department Office in the Courthouse had been reduced to one desk in the County Engineers Office. All paper work was handled by a clerk under the County Engineer. The problem I faced was almost starting from scratch again, although this time there were problems of personnel, jurisdiction and responsibilities not present when the Department or program was started in 1929.

The office activities of the Acting Director were apparently quite minimal, and there was very little in the way of files or records to help me pick up the work and get the Park Department back on its feet and get things moving again. It was evident that the public had approved a two million dollar bond issue and expected to attain for their use two large beach parks. The two areas were a long way from being ready to accommodate the public. A quick study showed that immediate action needed to be taken was to build a staff of competent people, solve some operating problems at Baker's Haulover, survey and produce plans for Key Biscayne and Baker's Haulover and complete repairs on hurricane damaged facilities at Matheson Hammock.

Fortunately, after the County had received title to the land on Key Biscayne before the war and was aware of the need for transportation to the Key, the Park Department had purchased a 24 foot raised deck cruiser. They also had prepared specifications and received bids for the building of a boat that would be capable of transporting 30 men at a speed that would shorten as much as possible the running time to Key Biscayne. It was known that the workers and equipment operators employed to work on the key would have to be paid from the time they left the staffing area at Matheson until their return to Matheson. The bid was finally accepted and the boat purchased had twin Chrysler Marine engines, seated thirty people and made the run to Key Biscayne from Matheson in thirty minutes. The specifications had also called for provisions for two small barges.

When work crews had been organized, a War Department Surplus LCI (Landing Craft Infantry) was purchased together with a small flat top barge. The Matheson family permitted the County to use their docking facilities until the County could construct their own loading and unloading pier near the north end of the Key just south of the present marina. At this point, a usable natural channel ran south from the deep water in Bear Cut to within about ten feet of the mangrove shoreline. It was a simple operation to construct an unloading dock, which was later enlarged by the contractor who was awarded the contract to construct and pave the divided land parkway from the Bear Cut bridge to the southern park boundaries and the two parking lots on the north and south sides of the central esplanade. The unloading dock and tie-ups thus enlarged could accommodate three large barges at a time, transporting the large quantity of pitrock needed for the paving, and all the trucks and heavy equipment needed for road building.

With the transportation to Key Biscayne problem already solved by previous planning and action, the next step was to assemble a staff and the necessary personnel to get action underway on the two large and complicated park projects. Fortunately, two key people were available, W.L. Phillips and Raymond Ward. Both had been members of the National Park Service Supervisory Staff of the Civilian Conservation Corps Camp working on Greynolds Park and Matheson Hammock until their employment had been terminated by the deactivation of the program in 1942. Phillips was a nationally known Landscape Architect and had been superintendent of the projects.

Ray Ward's qualifications were that of a land surveyor and civil engineer. At one time, he and his partner George Crawshaw operated their own Engineering and Survey firm. During the C.C.C. days, he did all of the surveying and engineering on both Greynolds Park

and Matheson Hammock projects. He also had produced plane table sheets on each of these two parks.

Bill Phillips did not want to go on the County Park Department payroll, but arrangements were worked out with him so that he was retained on a consulting basis. He was also furnished space in a portion of the County Engineer's drafting room and assigned to the Park Department. Ray Ward was placed on the County payroll and they both ended up sharing space in the Drafting Room adjacent to the office of the Dade County Park Director.

With the transportation available, a survey party was soon organized and survey work began on Key Biscayne. It soon became evident that there needed to be some sort of a headquarters administrative setup on Key Biscayne to be used also as headquarters for the survey party. The element of time was important and we decided that a portable type building of some sort that could be erected quickly would be the answer. After locating a company in Central Florida that represented a firm manufacturing Quonset Huts, one of the buildings was selected and purchased. As soon as blueprints were received, a concrete slab was laid on Key Biscayne at a convenient spot just back from the beach near the center of the County-owned land. Provisions were also made for the installation of toilet facilities in this building as well as storage space for surveying equipment. There was also room for a large drafting board and work tables.

In addition to the surveying work being done by the Park Department it was also necessary to contract with an engineering firm to produce surveys, plans and specifications for the construction of the permanent roads through the park and the paving of the parking areas. We were able to make a very fortunate connection with Edmund Friedman who had been County Engineer up until 1942 when I was called to active duty with the Army, and who himself had left the County and signed up with the U.S. Army Engineering Corps. Ed had not returned to his position as County Engineer when he was discharged from the service. He had joined the firm of Maurice Connell and Associates and since he had been familiar with all of the work leading up to the acquisition of both the Haulover property and Key Biscayne property, it seemed only natural that a contract be worked out with Maurice Connell and Associates so we could secure the services of Edmund Friedman. A recommendation was made and was readily accepted and approved by the Board of County Commissioners, and the firm started immediately procuring the necessary plans and specifications working and consulting with Bill Phillips and the Dade County Park Department.

It shortly became evident that the north end of Key Biscayne, just south of the end of the Bear Cut Bridge, was low and swampy and would need a considerable amount of fill before any road could be constructed in that location. The contract with Maurice Connell and Associates was then expanded to include the bulkheading and dredging of the Marina, thus producing fill for the road location and at the same time a bulkhead and piers were designed.

While all of this surveying and planning work was going on, advertisements were given out for the purchase of tree-moving equipment and also the purchase of a wide track bulldozer. A small work crew had been organized and was being transported daily from Matheson Hammock to Key Biscayne. Their primary job was to clear out a large number of Australian Pines that had been broken up badly during the '45 hurricane and others that were killed during the dredge and fill operations for the parking areas. The cut-up Australian Pines trees ended up as numerous, very large piles of wood scattered along the eastern edge of the filled-in parking area. One individual on the Key Biscayne work crew had considerable experience in the making of charcoal, in the Sunny Isles area, from

mangrove wood 20 years before. This individual suggested that it would be possible to take the large quantities of Australian Pine and produce large quantities of charcoal. This was done, and after the park was opened up, the charcoal was bagged and sold at the refreshment stands to the public. It was also used by the Park Department in connection with some of their organized barbecues.

Shortly after the County had acquired title to the Key Biscayne property, a caretaker had been hired and placed in one of the old plantation houses in the Park. A small work crew had been used during the war doing some clearing in connection with the dredge and fill operations. After several large piles of trash and debris had been accumulated, they were set on fire and they produced large columns of smoke. A camera crew suddenly appeared on the scene and started filming the burning piles of debris and brush! It happened that a film "They Were Expendable" was being filmed on the privately owned property on Key Biscayne making use of a number of the facilities owned by the Matheson family, including Hurricane Harbor and the canal which at one time ran through from the Bay almost to the beach. Some of the scenes were shot at Miami's Bayfront Park Marina. The film director had planned to stage some fires and when he was aware of the fires that had been set to burn trash in the middle of the Key he rushed his camera crews to that spot and spent considerable time filming that sequence.

Another time of high priority was speeding up the repair work on the hurricane damaged beachfront at Matheson Hammock. The 1945 storm induced high tides that had completely inundated the beach buildings resulting in severe damage. At the beach pavilion, all of the doors and windows, as well as the counter, and equipment inside the building was washed out and none was ever salvaged. The wash rooms suffered damage to doors and windows and interior partitions. The shower installations were completely wrecked. The Harvey Matheson house suffered damage only to the first floor and there was very little damage to the piers and bulkheads. The beach refreshment stand was still under lease to a private concessionaire and he was very critical on the delay in putting the facility back into operation. The job there was difficult because the high waters had filled all of the electrical conduits throughout the walls and ceilings of the building making it necessary to remove and install new conduits, wiring switches, etc.

Stoves, grills, refrigerators, soft drink boxes and other equipment were ordered and placed in storage so they could be installed immediately upon completion of the repair work. When the building was put back into operation, there still remained some problems with the concessionaire relative to personnel and operation, but these will be discussed further on in the story.

The biggest problems that remained concerned the land that the County had acquired at Haulover on which was located the Lighthouse Restaurant, trailer camp and small refreshment stand, and charter boat piers. In the case of the Lighthouse Restaurant, the County had acquired the property but still wanted the lease held by Mr. Spiros Macris, the long time operator of the Lighthouse Restaurant. The restaurant had been closed a great part of the time during the war period because of beachfront blackouts. Before full scale operations got under way again, the County and Macris had agreed upon an enlargement of the dining facilities by building a new kitchen onto the building and converting the old kitchen to a new dining area. The alterations were not proceeding as fast as they should.

To get the remodeling work underway at an early date and in the absence of complete plans, the County had entered into a contract with the builder to proceed under a "cost plus" basis. A preliminary check indicated that there could possibly be some discrepancies on the payrolls and also on materials bought and supposedly delivered to the job. Corrections were made, but the Lessee still remained a very difficult individual to work

with. It was not until about a year later that better relations were established with the Lessee.

The remaining facilities located at Haulover on property just west and northwest of the Lighthouse Restaurant remained the biggest operating problem. The County had purchased the land and all of the structures on the land outright, and had honored the existing leases with some 80 to 85 trailer occupants in taking over the office for the trailer camp. The County also retained the services of the couple that were living in the building and had previously worked for the former owners of the trailer park. The couple had been placed on the County payroll and certain procedures had been set up to comply with County rules and regulations. The operator of the small refreshment stand had been retained and an agreement had been worked out with him which gave the County a percentage of his receipts.

There were two combination restrooms and shower buildings in the camp and a combination laundry and ironing room in the center of the camp. The laundry was equipped with coin operated washing machines and the ironing room had coin operated electrical outlets installed where electric irons could be plugged in. Numerous clotheslines were strung about the camp for drying clothes as there were no dryers in the laundry room. I soon found out that there was considerable unrest in the trailer camp among the occupants and that at times, especially on weekends, numerous fights broke out in or around the laundry facilities. On weekends, it seemed that with all the plumbing in the restroom, showers and laundry, that plumbing problems arose, and it was almost impossible to get a plumber to drive to that location to make repairs on a Friday night, Saturday or Sunday.

The manager of the camp and his wife appeared not to exercise too much control over the occupants of the trailers, but the unrest problem was at least partially solved when I learned that the occupant of one of the trailer, was a Miami Beach Police Sergeant who had been a member of the force for many years. Although he actually had no police powers in the area, we worked out an arrangement with him to be on duty or on call Friday nights and over the weekend. His long experience with the Police Department seemed to be a positive influence, especially when the word was posted that he was on the Park Department payroll.

The plumbing was a little more difficult to solve until one morning when I was reading the Miami Herald, I noticed a classified ad item: "Job Wanted, Plumber, many years experience." The ad gave us a contact, a letter box at the Miami Herald. I immediately had a telegram delivered to the box at the Miami Herald and the next morning there appeared in my office a man by the name of Woodward. After I talked to him for a few minutes, I hired him and he agreed to use his own car for transportation until the County could provide transportation. He went on the County payroll at a monthly salary and we immediately purchased tools that he requested. Arrangements were also made that his work days included Friday nights, Saturdays and Sundays. This effectively solved the plumbing problems that continuously arose at Haulover Trailer Park.

Docking agreements had also been worked out with the owners of the five or six charter boats that continued to operate from the small pier at the bayfront end of the property.

The preparation of the Master Plans for both Key Biscayne and Haulover proceeded smoothly. It was only a short time before we were able to stake out the alignment for the roads and the parking areas. With the arrival of the new tree-moving equipment, we were able to start removing the coconut palms within the right-of-way of both the north and south main drives and replanting them into permanent locations in the esplanade area and

at various locations between the parking areas and the beach where the coconut plantings were thin. The contract for constructing the main roads was let before the right-of-way was completely cleared, and many coconut palms ended up in temporary locations well back from the southbound lane of the main park drive. The time element was important and a minimum of facilities within the park area had to be completed before the causeway could be opened up to traffic. At that stage of the game, access into the park area was the only outlet from the causeway itself. The dredge and fill operations at the north end of the Key were not advanced sufficiently so that any of the plant material could be moved to that location.

The work on the Master Plan for Haulover was coordinated with the State Road Department because at the request of the State Road Department, the County had dedicated a new relocation of AIA Highway through the park well back from the old highway along the beach. The new alignment through the park tied into the new bridge under construction across Haulover cut which lined up with the relocated highway through Bal Harbour. The plan from the very beginning was to keep parking areas back from the beachfront and they, therefore, were located immediately west and adjacent to the new AIA Highway. Three underpasses were planned to allow the public access to the beach from the parking lots without crossing the busy AIA Highway. The underpass bids were let, and construction was finished before the State Road Department completed the Highway through the park. As soon as the Master Plan had been completed, contracts were let for the bulkheading of the area along the Bayfront designated at the Marina. In the meantime, bids had been taken for the dredge and fill operation and that work was soon underway."

CHAPTER VII
REORGANIZATION AND PROGRAM RENEWAL

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Up through the war years the Department was operated almost as a one man unit. There was no division or delegation of authority and responsibility. The Director had direct contact with all of the Park employees. The Director had direct contact with the Commissioners, the County Attorney, County Purchasing Agent, and other County Departments. In 1947, when activity within the Department increased materially and numerous individuals and specialists were added to the payroll, it was very plain that some sort of reorganization had to take place to expedite the bid improvement and development program made possible by the Bond Issues. To spread responsibility, the Park Department was reorganized in 1946 into three divisions:

- 1) Plans & Design
- 2) Operations & Activities
- 3) Maintenance & Construction

A Chief was appointed superintendent of each division and reported to the Director.

The Plans and Design Division was very important, as the earlier tie-in with the National Park Service during its CCC Program had demonstrated. This Division was primarily and basically responsible for all of the overall park planning and design of the various facilities. Tentative Master Plans were prepared for all work areas and circulated for comment to the other two divisions before approval by the Director. After approval of the Master Plan, additional site plans were prepared for grading, planting, irrigation, and other details as were needed. This Division also relied heavily upon graduate Landscape Architects for the planning process. They were able to follow a project from the planning stage through completion of construction by acting as supervisors or inspectors. Any construction done by the Park Department's own forces or on contract, was supervised by the Plans and Design Division.

The Operation and Activities Division was responsible for activities and programs, which in that period, were confined mostly to special events. The Operation Division was also responsible for the actual operation of all parks and facilities including revenue facilities that were then in existence.

The Maintenance and Construction Division handled all the grounds, building facilities and equipment maintenance as well as small construction projects.

In addition to the three divisions, a Personnel Section was organized and a little bit later, a Finance Section. The Personnel Section was responsible for interviewing and hiring employees for the Department and also for the maintenance of all personnel records, including leave of absence and payroll records. The Finance Section handled all requisitions and purchase orders for material, equipment and supplies. This section was also responsible for the preparing of the Department budget and maintaining records of expenditures, and revenues. The heads of the two sections reported directly to the Park Director along with the chiefs of the three divisions.

Also, at this time, The Vizcaya Museum Director was under the direct supervision of the Park Director who was also a member of the Vizcaya Policy Committee. This Policy Committee of three members was created under the terms of the resolution setting up the Vizcaya Bond Issues. One member of the Committee, the Park Director, was appointed by

the Board of County Commissioners. The second member was appointed by the bond holders and the third member of the Committee, to represent the community interest, was chosen by the first two members. All Committee members had to be approved by both the bond holders and the Board of County Commissioners.

In 1954, in order to improve and secure more efficient and responsive department operations, the following five divisions were activated and a position of Assistant Director was created.

DIRECTOR

Assistant Director

Administrative Division - Chief
Plans & Design Division - Chief
Museum Division - Director

Park Division
Zoological Division

The new Administrative Division, with a Chief, became responsible for the Personnel and Finance Sections. The Plans and Design Division, with its Chief, continued as previously outlined. The new Park Division, with a Superintendent, absorbed expanding Operation and Activities, and Maintenance and Construction Divisions. The Zoo at Crandon Park with a Superintendent, Veterinarian, and other personnel became a new Division, as did the Museum Division with its Vizcaya Director and staff. The Administrative, Plans and Design and Museum Divisions continued to report directly to the Department Director while the Assistant Director became responsible for Parks and Zoological Divisions with their expanded sections. The Administrative Division, with its Personnel and Finance Sections worked directly with the other four Divisions. This organization continued until the new Metro form of government came in, in 1958.