

10.2.2 – Staff Training on how to Evaluate Programs, Services, and Facilities

Standard: The agency shall provide training on how to evaluate programs, services and facilities for personnel involved in managing facilities and delivering programs and services.

Suggested Evidence of Compliance: Provide examples of recent evaluation trainings completed by the agency, including curriculum content, training dates and participant lists. Examples of training subjects could include but are not limited to qualitative and quantitative measurement, identification of applicable evaluation tools, data analysis and use of findings.

Informational reference in the *Management of Park and Recreation Agencies*, (2010), 3rd Ed., Chapter 23 – Evaluation and Action Research, p. 644.

Informational reference in the *Management of Park and Recreation Agencies*, (2016), 4th Ed., Chapter 20 - Needs Assessments, Evaluation and Action Research, pp. 722.

The Community Recreation Department maintains a complete Department matrix of all required evaluations and reports which are required for determining effectiveness and efficiency of internal programs, activities & events; facilities & parks; division supervision; and department administration.

Attached is the updated parks and facility department matrix which includes two newly acquired park properties and the addition of two new facilities. Date of last review is March 2023 and included internal department staff as well as the city's asset manager, Communications Department and representatives from the Historical Resources and Cultural Arts Department.

The Department holds a variety of training courses and workshops to assist with the different types of required evaluations. Each year at the annual meeting, which includes all full-time personnel, training is provided on safety which includes training on how to evaluate each facility and park using monthly facility and park inspections as well as training on the budget process. See attached annual meeting presentation with sign-in from meeting held in December 2023.

In addition, the department holds monthly mandatory supervisor meetings as well as weekly training meetings which address monthly evaluations of programs, special events, customer feedback and cost analysis. See attached training meeting examples of the monthly reports and evaluation training held in January of 2023.



**City of Coral Gables - Community Recreation
All Full Time Staff - Annual Meeting Agenda
Wednesday, December 7, 2022 from 8:00 a.m. to 1:00 p.m.**

Time:	Topic:	Speaker:
8:00 a.m.	Breakfast sponsored by Commissioner Kirk Menendez	Kirk
8:30 a.m.	Welcome & team building ice breaker	Fred/Carolina
9:00 a.m.	Community Recreation Business Plan & Recreation Programming Plan Summary:	All
	<ul style="list-style-type: none">• Department Executive Summary & History - Fred• Department Mission, Vision, Values & Goals - Mitch• City & Department Organizational Structure - Fred• Department Core Programs, Services & Facilities - Mitch• Marketing Analysis: Segregation, Service Area, Competition & Trends - Fred• Department Operations Analysis: Expenses & Revenues, Operating Standards, CIP Needs and Strategic Plan - Carolina• Department Implementation Strategies: Marketing, Branding, Pricing Strategies & Organizational Needs – Mitch	
10:00 a.m.	Break	NA
10:15 a.m.	The Power of Positive Leadership workshop	Carolina
11:30 a.m.	Policies & Procedures, Employee Handbooks, Personnel Involvement City Safety Manual / General Security Plan / Risk Management Plan / Vehicle Safety / Playground Safety / Golf & Maintenance Safety / Emergency Procedures & Contact Flowchart / Workers Compensation	Mitch
11:50 a.m.	Community Recreation Master Plan Update, ADA Transition Plan Update, Records Disaster Mitigation and Recovery Plan Update & Future Planning	Carolina
12:00 noon	Presentation: New RecTrac WebTrac Customer View	Sarah
12:10 p.m.	In-Service Trainings - Law Enforcement / Active Shooter	Carolina
12:20 p.m.	Customer Service Standards & Training	Carolina
12:25 p.m.	Work Environment & Ethics Training <ul style="list-style-type: none">• Sexual Harassment• Gift Policy• Honor Code	Mitch
12:30 p.m.	Lunch & Announcements	All
1:00 p.m.	Annual Picture, Feedback, Q&A & Closing	All



**City of Coral Gables - Community Recreation
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12:30 p.m.	Lunch & Announcements	All
1:00 p.m.	Annual Picture, Feedback, Q&A & Closing	All

Annual Meeting Sign-In: Wednesday, December 7, 2022

Albritton, Frank _____

Anderson, Katherine K Anderson

Butler, John John Butler

Centurion, Art Art

Correa, Yonas Yonas

Couceyro, Fred Fred

Espino, Sarah Sarah

Garcia, Valentin Valentin Garcia

Gavarrete, Norma Norma

Gilman, Daren Daren

Gomez, Robert Robert

Guerrero, Manuel Manuel

Hall, Troy Troy W. Hall

Hannah, Ana Ana

Iskandar, Elie Elie

Jacques, Jean Jacques

Johnson, Bruce Bruce

Jones, Jerry Jerry L. Jones

Kakouris, Candy _____

Knight, Mark Mark Knight

Hastings, Catie Caspian Catie

Larkin, Kenneth Kenneth

Laurenceau, Max "Kiki" Max

Llompant-Santi, Carlos Carlos

Morcate, Marilyn Marilyn

Moreno, Peter Peter

Nuñez, Jose José

Pichardo, Carlos Carlos

Pinion, Valerie _____

Rocha, Michael Michael

Rodriguez, Fabio Fabio

Rodriguez, Farah Farah Rodriguez

Rodriguez, Yanessa Yanessa

Sanchez, Daniel Daniel

Sliva, Maria-Lorena Maria-Lorena

Vester, Carolina _____

Vilar, Jose Jose

Warren, Roderick Roderick Warren

Walters, Gregory Gregory Walters

Zuriarrain, Mitchell Mitchell

City of Coral Gables

COMMUNITY RECREATION

VISION STATEMENT:

“Enhancing your lifestyle by making leisure our passion.”

MISSION STATEMENT:

“To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences.”

VALUES:

Leadership through dedication and passion

Enjoyment & fun

Integrity

Safety

United family

Recreation for all

Environmentally conscious



For additional information,
email us at parks@coralgables.com
or visit www.gablesrecreation.com

COMMUNITY RECREATION

GOALS AND OBJECTIVES:

Customer Focused Excellence

Provide leisure opportunities innovatively that elevate the customer experience while preserving our history.

Workforce Excellence

Empowering leisure professionals with the tools and guidance to provide excellent services.

Financial Excellence

Utilizing financial resources efficiently and ensuring sustainable cost recovery through responsible processes.

Process Excellence

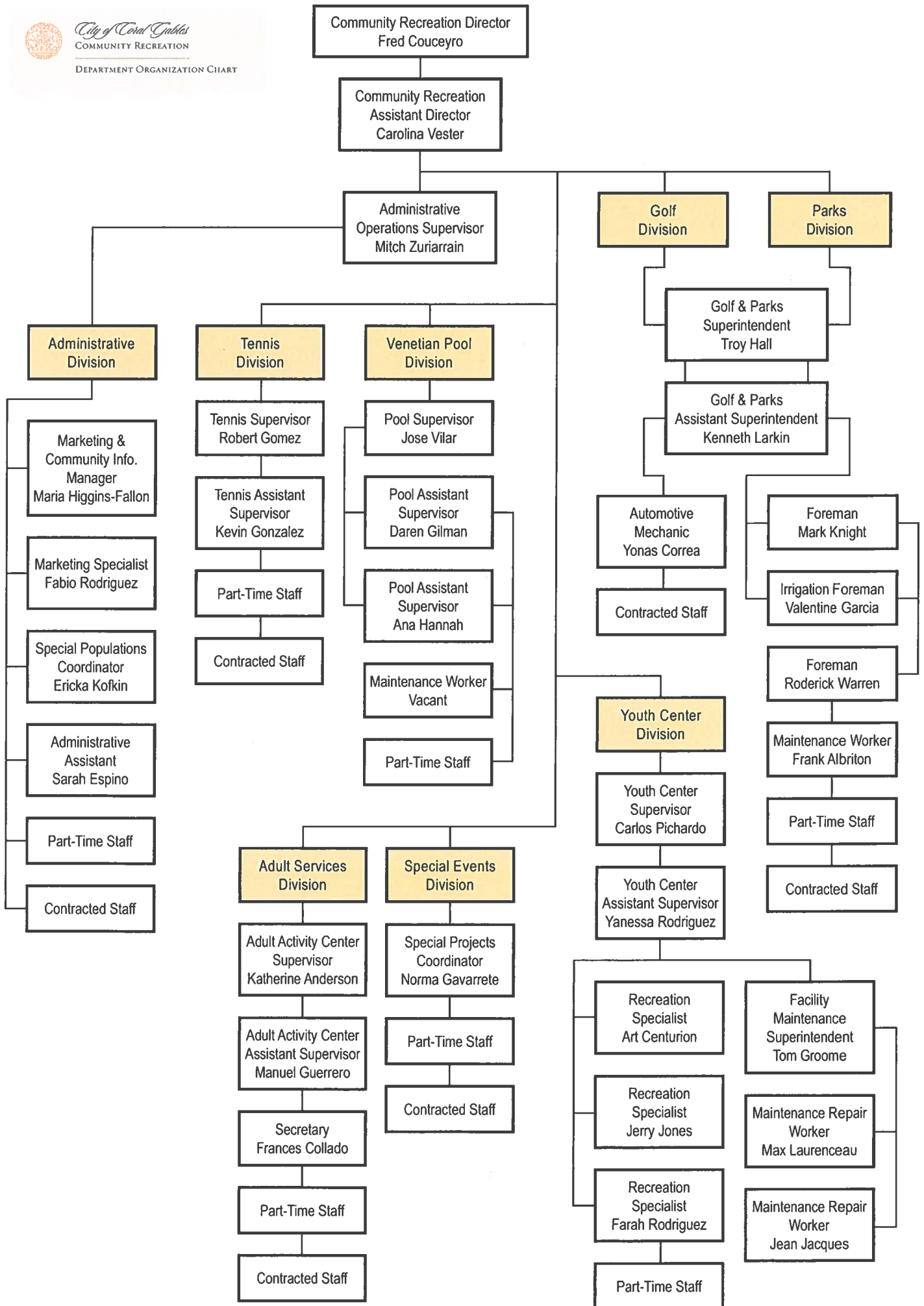
To ensure efficient and consistent processes by optimizing business practices

Community-focused Excellence

Align with our Community's expectations by providing world-class facilities and services.

Sustainability-focused Excellence

Protect and preserve the changing environment by identifying efficient, innovative and sustainable practices.





City of Coral Gables

RECREATIONAL BENEFITS FOR CITY EMPLOYEES



EMPLOYEE CATEGORY	RECREATIONAL BENEFIT
<p>Teamster Employee General Employees Union Employees</p>	<p>Employee, spouse and immediate family members seventeen (17) years of age and under are entitled to the benefits below:</p> <ul style="list-style-type: none"> • Venetian Pool - No charge for daily admission. • Tennis Centers - No charge for daily court fees • Youth Center - 50% OFF residential rates for memberships and 50% OFF camps and other programs. <p>Golf at Biltmore & Granada (Cart fees apply at all times):</p> <ul style="list-style-type: none"> • Monday thru Friday - No charge • Saturday, Sunday and Holidays - Before Noon - Twilight fees apply - After Noon - No charge
<p>Confidential Employees Elected Officials Excluded Non-Union Employees</p>	<p>Employee, spouse and immediate family members seventeen (17) years of age and under are entitled to the benefits below:</p> <ul style="list-style-type: none"> • Venetian Pool - No charge for daily admission. • Tennis Centers - No charge for daily court fees • Youth Center - 50% OFF residential rates for memberships and 25% OFF camps and other programs.
<p>IAFF (Local 1210) Employees Firefighters</p>	<p>Golf at Biltmore & Granada (Cart fees apply at all times):</p> <ul style="list-style-type: none"> • Monday thru Friday - No charge • Saturday, Sunday and Holidays - Before Noon - Twilight fees apply - After Noon - No charge
<p>FOP (Lodge 7 Employees) Police Officers</p>	<p>Golf at Biltmore & Granada (Cart fees apply at all times):</p> <ul style="list-style-type: none"> • Monday thru Friday - No charge • Saturday, Sunday and Holidays - Before Noon - Twilight fees apply - After Noon - No charge
<p>Part-Time Professional Employees (Non Seasonal)</p>	<p>Employee is entitled to the benefits below:</p> <ul style="list-style-type: none"> • Youth Center - 50% OFF residential rates for fitness memberships.
<p>Retired Employees</p>	<p>Retired Employee is entitled to the benefits below:</p> <ul style="list-style-type: none"> • Venetian Pool - No charge for daily admission. <p>Golf at Biltmore & Granada (Cart fees apply at all times):</p> <ul style="list-style-type: none"> • Monday thru Friday - No charge • Saturday, Sunday and Holidays - Before Noon - Twilight fees apply - After Noon - No charge
<p>Board/Committee Member</p>	<p>Board/Committee Member is entitled to the benefits below:</p> <ul style="list-style-type: none"> • Venetian Pool - No charge for daily admission. • Tennis Centers - No charge for daily court fees <p>Golf at Biltmore & Granada (Cart fees apply at all times):</p> <ul style="list-style-type: none"> • Monday thru Friday - No charge • Saturday, Sunday and Holidays - Before Noon - Twilight fees apply - After Noon - No charge

City of Coral Gables Community Recreation

Annual Strategic Meeting
December 2022

**CORAL
GABLES**
THE CITY BEAUTIFUL



AGENDA FOR THE DAY:

- Loyalty Recognition & Opening Remarks
- Department Accomplishments & Announcements
- Review Community Recreation Business Plan
- Positive Leadership Workshop
- Policies & Procedures / Personnel Involvement
- Master Plan Update & Future Planning
- Customer Facing WebTrac Review
- Law Enforcement Training
- Customer Service Training
- Work Environment: Ethics, Sexual Harassment & Gift Policy

CONGRATULATIONS

Katherine Anderson

For 5 Years of Service

CONGRATULATIONS

Valentin Garcia

For 5 Years of Service

CONGRATULATIONS

Troy Hall

For 5 Years of Service

CONGRATULATIONS

Roderick Warren

For 5 Years of Service

CONGRATULATIONS

Robert Gomez

For 15 Years of Service

CONGRATULATIONS

Carolina Vester

For 15 Years of Service

CONGRATULATIONS

Mark Knight

For 25 Years of Service

FISCAL YEAR 2022 ACCOMPLISHMENTS:

Continued the development of the Special Populations Initiative with inclusion services provided to participants.

This year, Department staff created new programs, innovations and initiatives such as Camp Wild: an inclusive wilderness educational program for teens and My Squad Social Club: a club for adults with intellectual disabilities and autism.

The Department also moved to rename the initiative from Special Populations to Diversity, Equity and Inclusion in order to properly detail the mission.

FISCAL YEAR 2022 ACCOMPLISHMENTS:

Developed service innovations and resource additions that increased customer service, cost savings and quality of life goals including:

Use of digital applications to enhance programming such as ProCare for the afterschool program and Sling for scheduling of staff, integration of several services to reduce chemical and water usage on the golf course and parks including organic bio-stimulants on the golf course, irrigation upgrades of the golf course and conversion to different sods at three neighborhood parks.

Introduced a satellite Golden Passport Office at the Adult Activity Center and introduced online tickets sales for admission at Venetian Pool.

FISCAL YEAR 2022 ACCOMPLISHMENTS:

Implemented several program innovations that brought an ever-increasing diversity to the Department program profile.

These included Mini Kickers Soccer, Girls Youth Basketball Clinic, Yoga Therapy, Barre Intensity for Adults, Teen Basketball tournament, MS Amigos class, Arts, Crafts and Conversation class and Lifeguard Certification Instructors course.

The Department assumed operations of the Coral Gables Golf and Country Club.

Services offered included the operation of the fitness and pool areas, Café operations and event venue rentals.

FISCAL YEAR 2022 ACCOMPLISHMENTS:

The Department introduced several new event innovations to the community:

The Literacy Festival which is aimed at reading and literacy to combat the summer slide, Welcome Back to Sports Event to celebrate the return of youth participants to the Youth Center sports programs, The Halloween Pumpkin Float Event at the Venetian Pool, collaboration with Bikewalk Coral Gables for Cycle Day and Bike and BBQ event, Movies at the Gables Art Cinema series, and the introduction of a new Harvest Market.

FISCAL YEAR 2022 ACCOMPLISHMENTS:

The Community Recreation Department received several accolades and recognitions:

- Venetian Pool was awarded the Jeff Ellis and Associates Platinum Award.
- Director Fred Couceyro appointed Florida Recreation and Parks Association (FRPA) Vice President of Finance.
- Assistant Director Carolina Vester selected as instructor for FRPA Abrahams Management Program.
- Supervisors Mitch Zuriarrain and Katherine Anderson graduated from FRPA Abrahams Management Program.
- Administrative Assistant Sarah Espino , Supervisor Carlos Pichardo and Asst. Supervisor Yanessa Rodriguez completed the FRPA Emerging Leaders program.
- Troy Hall, Mark Knight and Mitch Zuriarrain were named Employees of the Month for the City.

FISCAL YEAR 2022 ACCOMPLISHMENTS:

Assisted in the development and renovation of parks and facilities including:

- Salvadore Playground Expansion.
- Salvadore Playground Replacement.
- Lamar Loiose Curry Park.
- Pierce Park.
- Kerdyk Park Fitness Trail Renovation.



Team Building

Activity

CORAL
GABLES
THE CITY BEAUTIFUL

DO YOU REMEMBER OUR WHY STATEMENT?

Why do we come to work to do what we do each day?

“To enhance daily life so that we can inspire
a sense of community”

3 “P” Achievement

*List your proudest personal
professional achievement while
having worked for the City.*

CORAL
GABLES
THE CITY BEAUTIFUL

Achievements

*As a group select one achievement
to that you think had the biggest
impact to the community we serve.*

**CORAL
GABLES**
THE CITY BEAUTIFUL

*City of Coral Gables
Community Recreation*

2022 BUSINESS PLAN &
DEPARTMENT REVIEW



Executive Summary



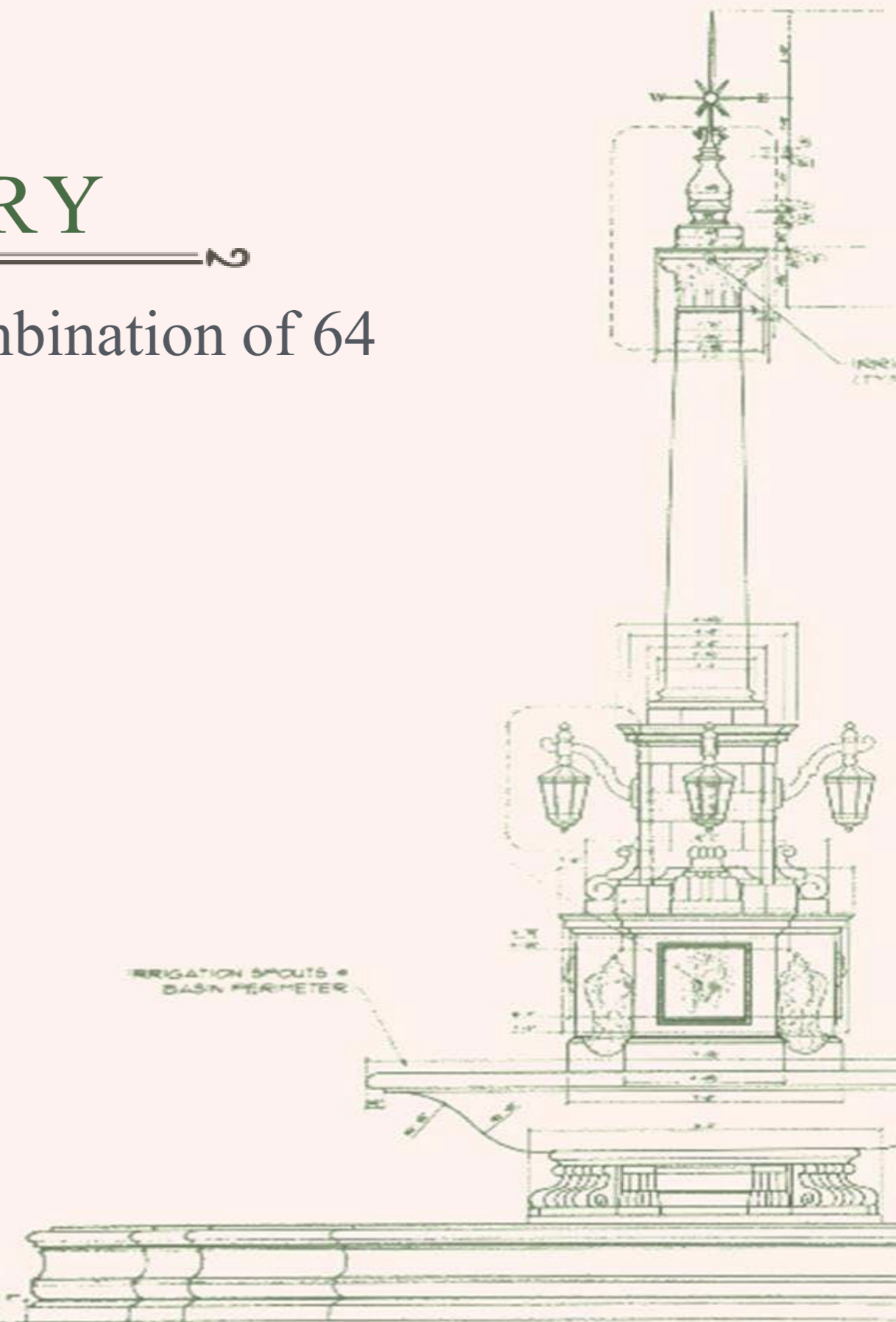
EXECUTIVE SUMMARY

The Department manages, maintains and operates a combination of 64 facilities, neighborhood parks and open spaces.

This year we grew by two! Any guesses?

Facilities Include:

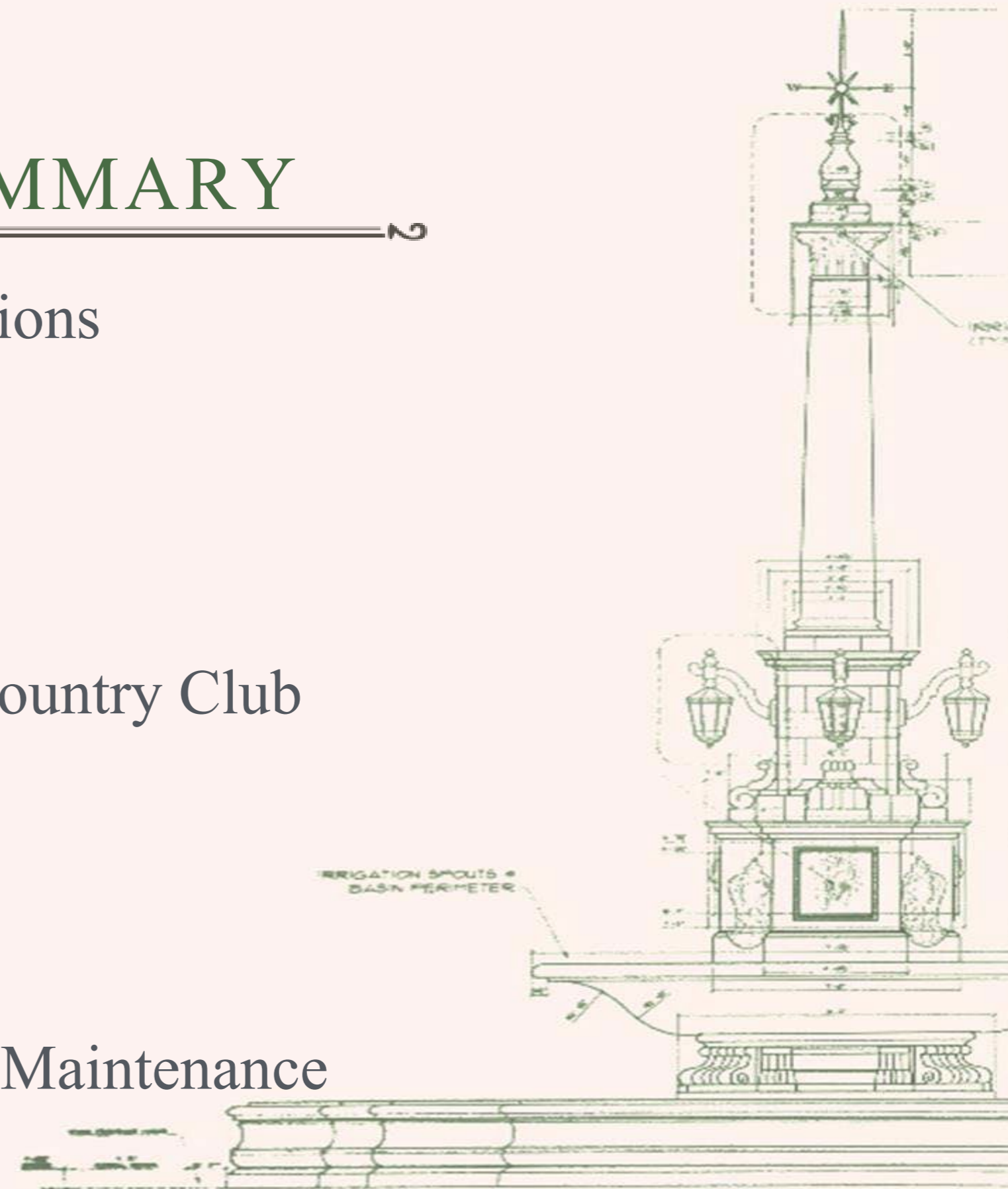
- Adult Activity Center
- Coral Gables Golf & Country Club
 - Granada Tennis Center
 - Granada Golf Course
- My Squad Lodge
- Salvadore Tennis Center
- Venetian Pool
- War Memorial Youth Center
- William H. Kerdyk Biltmore Tennis Center



EXECUTIVE SUMMARY

The Department consists of 8 Divisions

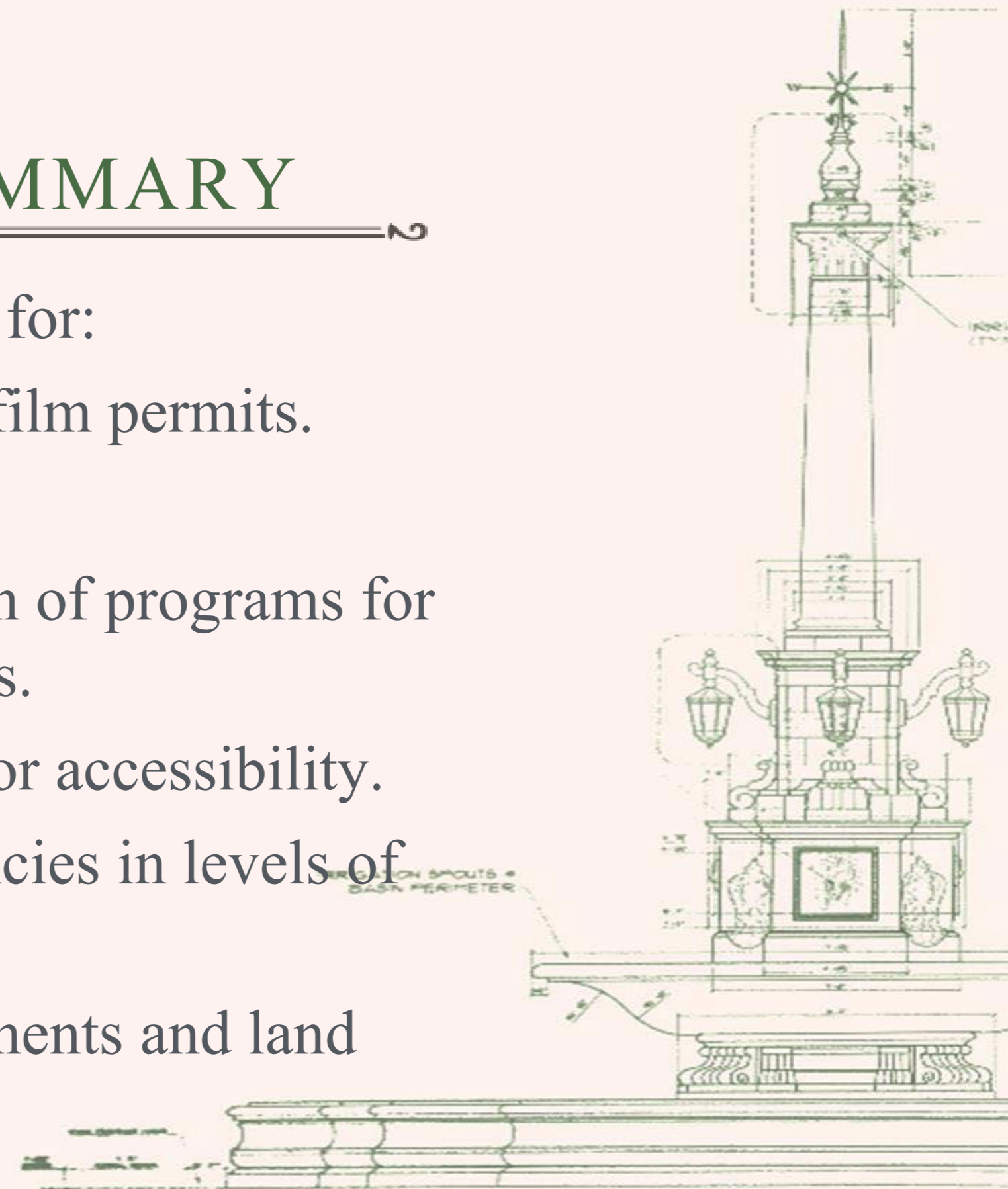
- 6000 – Administration
- 6010 – Tennis
- 6020 – Aquatics
- 6030 – Coral Gables Golf & Country Club
- 6050 – Youth Center
- 6060 – Adult Services
- 6065 – Special Events
- 6070 – Golf Course and Parks Maintenance



EXECUTIVE SUMMARY

The Department is also responsible for:

- Permitting of special events and film permits.
- Coordination of special events.
- Development and implementation of programs for cultural and recreational activities.
- Principles of inclusion to allow for accessibility.
- Identifying geographical deficiencies in levels of service for walkable parks.
- Coordination of capital improvements and land acquisitions.



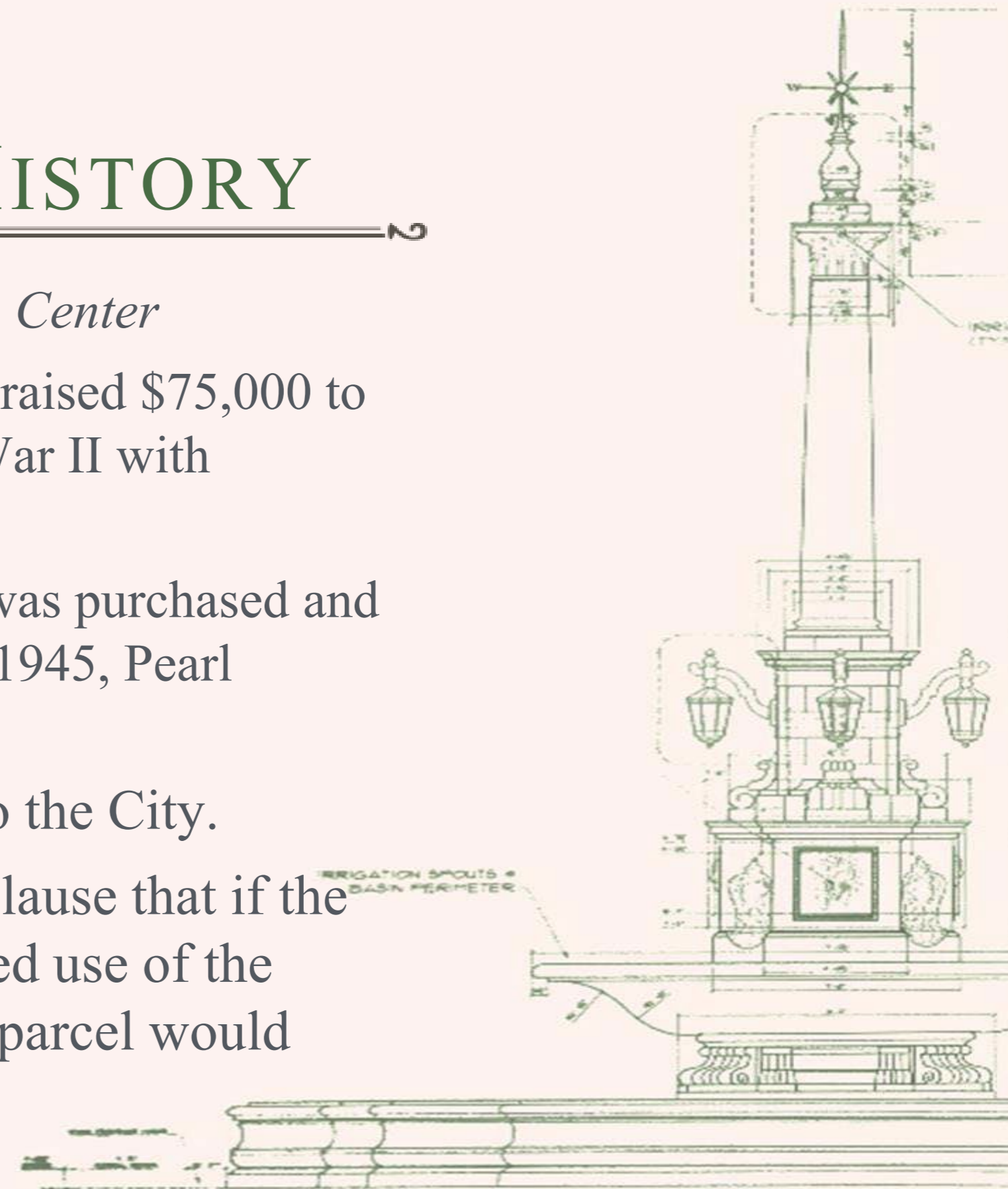
Business Identification



DEPARTMENT HISTORY

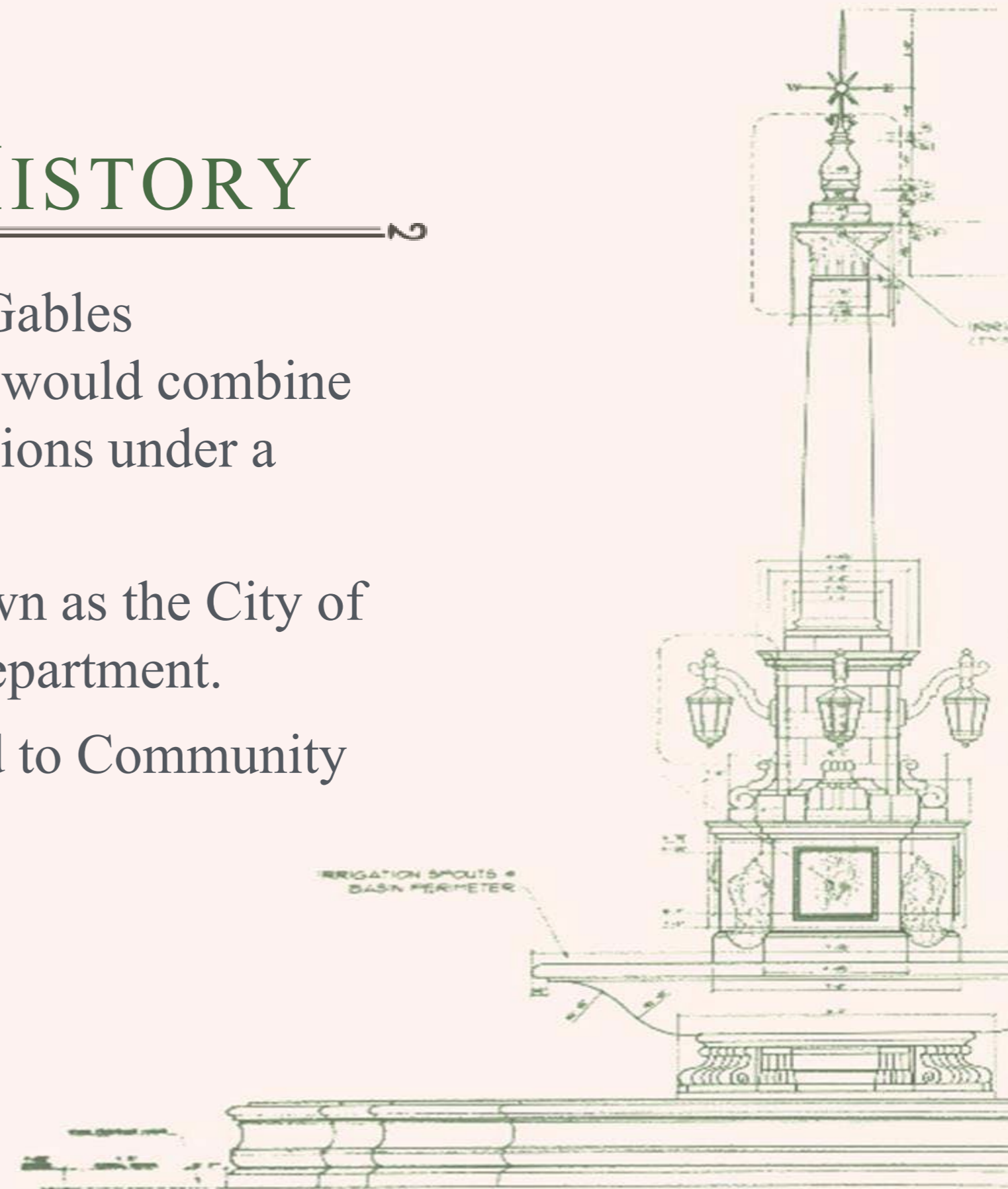
It all started with the War Memorial Youth Center

- In 1944 the War Memorial Association raised \$75,000 to honor the youth who served in World War II with founding a youth recreation center.
- A site of 48 lots on Andalusia Avenue was purchased and the first center opened on December 7, 1945, Pearl Harbor Day.
- In 1956 the Center was turned over to the City.
- The Association included a reverter clause that if the City of Coral Gables ever discontinued use of the property as a youth center, the entire parcel would revert to the Association.



DEPARTMENT HISTORY

- In March of 1974, the City of Coral Gables implemented a new ordinance which would combine several different departments as divisions under a single department.
- The new department came to be known as the City of Coral Gables' Parks & Recreation Department.
- In 2018 the Department was renamed to Community Recreation Department.



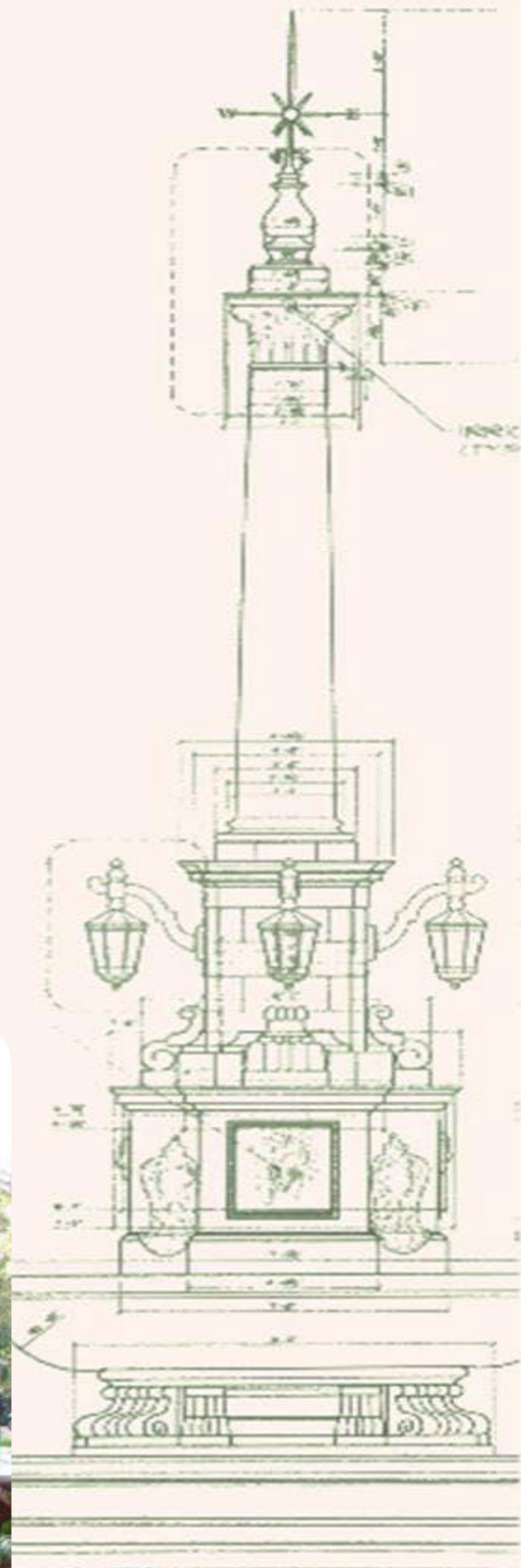
MISSION, VISION, VALUES & GOALS

MISSION:

To enrich the quality of life for residents and guests through inclusive recreational opportunities, facilities, services, and events that create memorable life experiences.

VISION:

Enhancing your lifestyle by making leisure our passion.



MISSION, VISION, VALUES & GOALS

2

2



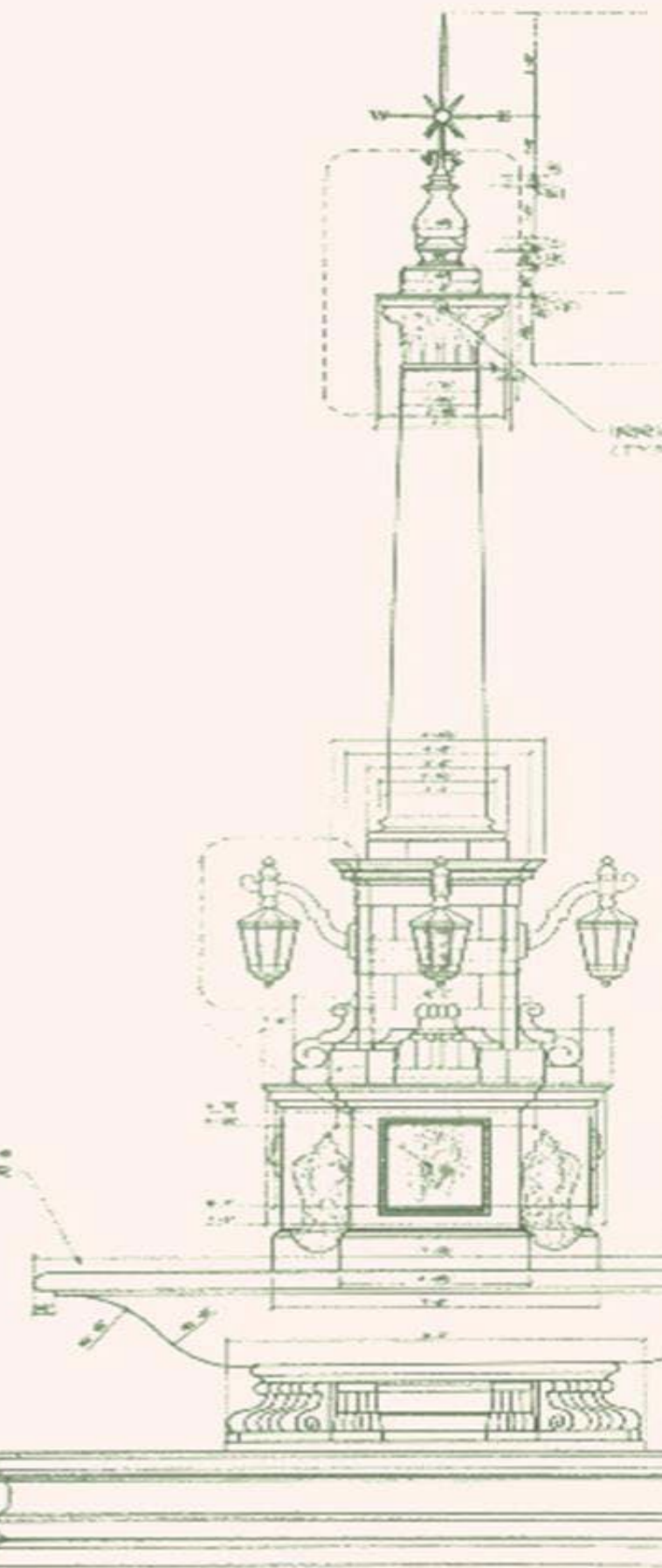
VALUES:

- Leadership through dedication and passion
- Enjoyment & fun
- Integrity
- Safety
- United family
- Recreation for all
- Environmentally conscious



FOCUS AREAS & GOALS

- **Customer Focused Excellence:** Provide leisure opportunities innovatively that elevate the customer experience while preserving our history.
- **Workforce Excellence:** Empowering leisure professionals with the tools and guidance to provide excellent services.
- **Financial Excellence:** Utilizing financial resources efficiently and ensuring sustainable cost recovery through responsible processes.
- **Process Excellence:** To ensure efficient and consistent processes by optimizing business practices.
- **Community-focused Excellence:** Align with our Community's expectations by providing world-class facilities and services.
- **Sustainability-focused Excellence:** Protect and preserve the changing environment by identifying efficient, innovative and sustainable practices.



CITY OF CORAL GABLES



VINCE C. LAGO
MAYOR



MICHAEL MENA
VICE MAYOR



JORGE L. FORS, JR.
COMMISSIONER

MIRIAM RAMOS, ESQ., B.C.S.
CITY ATTORNEY



RHONDA A. ANDERSON
COMMISSIONER

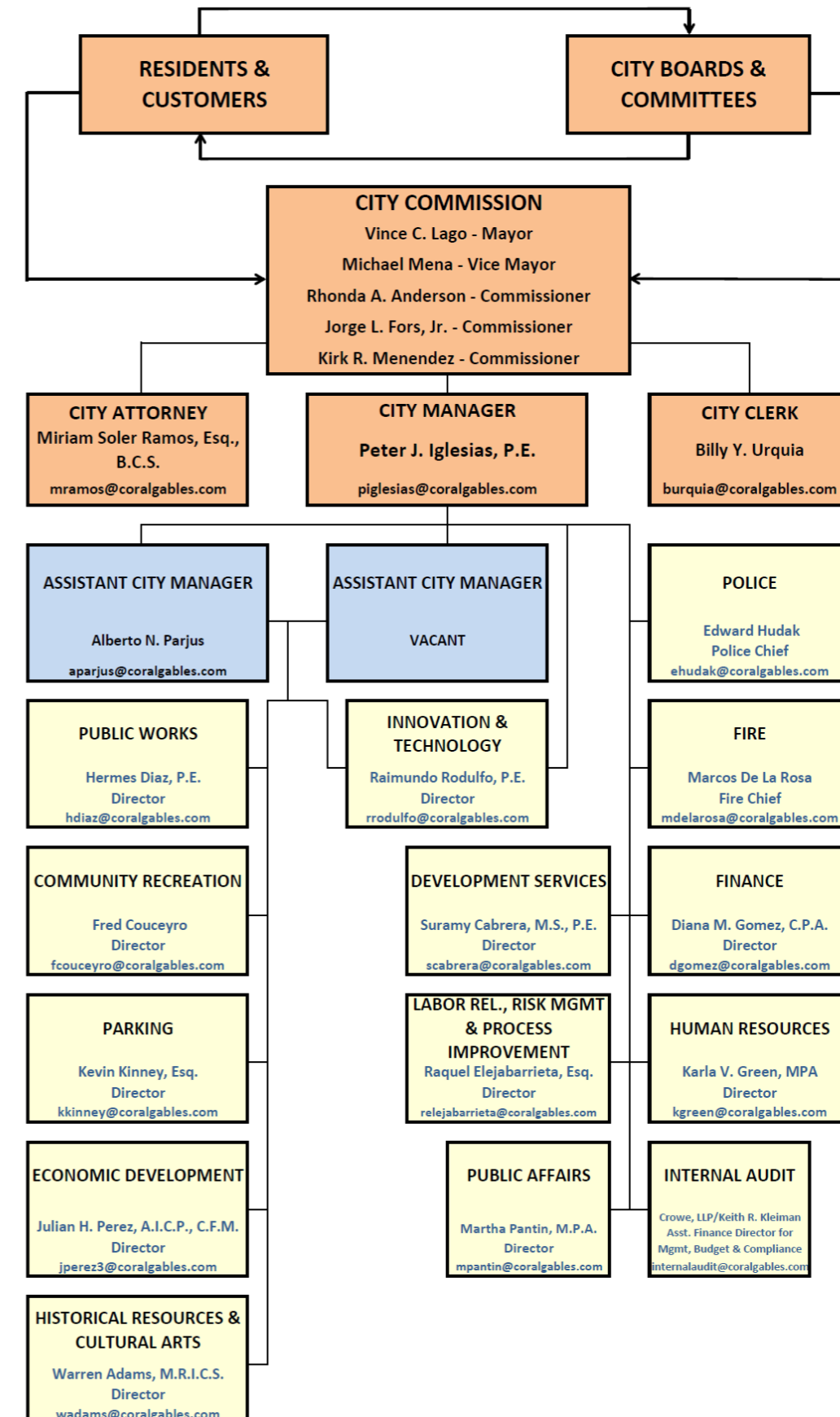


KIRK R. MENENDEZ
COMMISSIONER

PETER J. IGLESIAS, P.E.
CITY MANAGER

BILLY Y. URQUIA
CITY CLERK

CITY OF CORAL GABLES, FLORIDA ORGANIZATION CHART 2022-2023 BUDGET ESTIMATE





Community Recreation Director
Fred Couceyro

Community Recreation Assistant Director
Carolina Vester

Administrative Operations Supervisor
Mitch Zuriarrain

Administrative Division

Marketing Specialist
Fabio Rodriguez

Multimedia Specialist
Michael Rocha

Special Populations Coordinator
Catie Hastings

Administrative Assistant
Sarah Espino

Part-Time Staff

Contracted Staff

Tennis Division

Tennis Supervisor
Robert Gomez

Tennis Assistant Supervisor
Manuel Guerrero

Tennis Assistant Supervisor
Marilyn Morcate

Part-Time Staff

Contracted Staff

Venetian Pool Division

Aquatics Supervisor
Jose Vilar

Aquatics Assistant Supervisor
Daren Gilman

Aquatics Assistant Supervisor
Ana Hannah

Maintenance Worker
Bruce Johnson

Part-Time Staff

Adult Services Division

Adult Activity Center Supervisor
Katherine Anderson

Adult Activity Center Assistant Supervisor
Gregory Walters

Part-Time Staff

Contracted Staff

Special Events Division

Special Projects Coordinator
Norma Gavarrete

Part-Time Staff

Contracted Staff

Golf Division

Parks Division

Golf & Parks Superintendent
Troy Hall

Golf & Parks Assistant Superintendent
Kenneth Larkin

Automotive Mechanic
Yonas Correa

Contracted Staff

Foreman
Mark Knight

Irrigation Foreman
Valentine Garcia

Foreman
Roderick Warren

Maintenance Worker
Frank Albriton

Part-Time Staff

Contracted Staff

Youth Center Division

Youth Center Supervisor
Carlos Pichardo

Youth Center Assistant Supervisor
Yanessa Rodriguez

Recreation Specialist
Art Centurion

Recreation Specialist
Jerry Jones

Recreation Specialist
Farah Rodriguez

Part-Time Staff

Facility Maintenance Superintendent
Peter Moreno

Maintenance Repair Worker
Max Laurenceau

Maintenance Repair Worker
Jean Jacques



Community Recreation Director
Fred Couceyro

Community Recreation Assistant Director
Carolina Vester

Country Club Division Director

Cafe Space (Concessionaire)

Venue & Banquet Halls

Maria Lorena Sliva
Manager x 1

Valerie Pinion
Venue Specialist

Part-Time

Special Projects Specialist x 5

Marketing Specialist x 1

IT / AV Technician x 1

Athletic Club Fitness & Pool

Carlos Llompart
Manager x 1

Daniel Sanchez
Lead Lifeguard

Part-Time

Guest Services Specialist x 2

Guest Services Representative x 5

Program Assistant x 2

Life Guard III x 1

Life Guard II x 3

Life Guard I x 3

Tennis - Phase II

Manager x 1

Part-Time

Guest Services Specialist x 1

Guest Services Representative x 3

Golf - Phase II

Manager x 1

Part-Time

Guest Services Specialist x 1

Guest Services Representative x 3

Building & Grounds Maintenance

Elie Iskandar
Manager x 1

Pool Maintenance / Foreman x 1

Jose Nunez
Maintenance Repair x 2

Part-Time

Maintenance Worker x 4

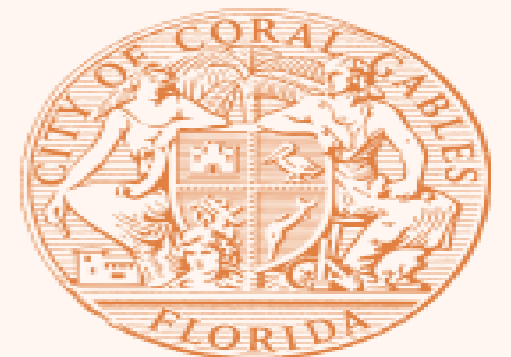


Trivia

Question #1



HOW MANY DIVISIONS ARE
THERE IN COMMUNITY
RECREATION?

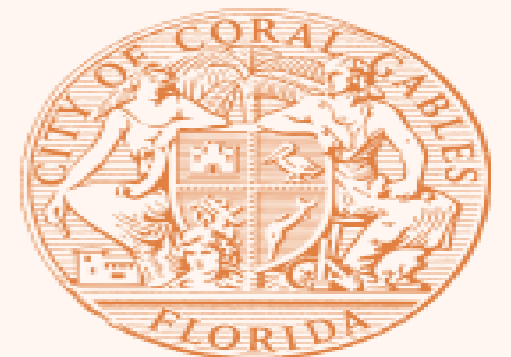




Correct Answer to Question #1



EIGHT DIVISIONS



A photograph of a stone archway leading to a green door. The archway is made of rough-hewn stone and is flanked by a lamp post on the right. The scene is set in a lush, green environment with trees and bushes. A white text box is overlaid on the left side of the image.

*Core Programs,
Services & Facilities*



Administration – Division 6000



Tennis—Division 6010



Aquatics Venetian Pool— Division 6020





Youth Center—Division 6050



Adult Activity Center—Division 6060



Special Events & Permits—Division 6065

5 Minute

Break

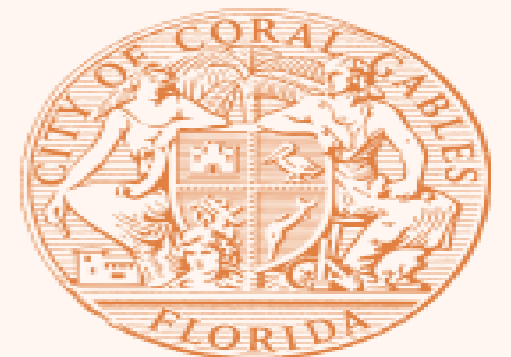
CORAL
GABLES
THE CITY BEAUTIFUL



Trivia *Question #2*



WHAT IS THE CITY'S VISION
STATEMENT?

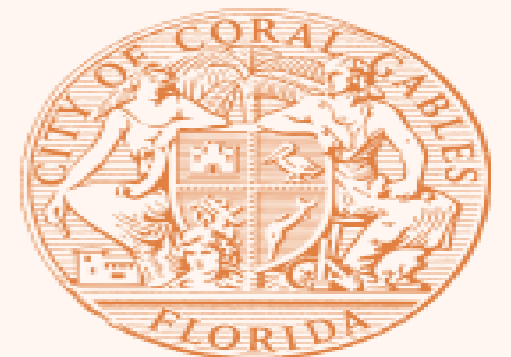




Correct Answer to Question #2



*“A WORLD-CLASS CITY
WITH A HOMETOWN FEEL”*



A photograph of a grand, classical-style building, likely a government or institutional structure. The building features a prominent clock tower with two clock faces on the upper level. The main facade is composed of a series of tall, fluted columns supporting a balcony with a decorative balustrade. In the foreground, a bronze statue of a man in a suit stands on a stone platform. An American flag is visible on the left side of the image. The sky is blue with some light clouds.

Marketing Analysis

MARKET SEGREGATION

- Coral Gables serves a population of approximately 50,999 based on the 2020 estimate.
- The Department serves over 12,000 registered participants each year.
This does not include one-time transactional customers and visitors.



CORAL GABLES AT A GLANCE

- Incorporated in 1925
- Commission-City Manager Form of Government
- Five-member City Commission, nonpartisan
- City Manager, City Attorney, and City Clerk (Appointed by City Commission)

Demographics

Population per United States Census Bureau

1950	19,837
1960	34,793
1970	42,494
1980	43,241
1990	40,091
2000	42,249
2010	46,780
2016	50,815
2017	51,095
2020	50,999

Median Age **40.8**

Median Just (Market) Value of a Home **\$707,275**

Average Household Income **\$100,843**

Education

Number of Public/Private Schools **18**

- Elementary Schools **11**
- Middle Schools **2**
- High Schools **3**
- Universities **2**

Department of Education School Ratings

- Coral Gables Preparatory Academy **A**
- George W. Carver Elementary School **A**
- Sunset Elementary School **A**
- Henry S. West Laboratory School **A**
- George W. Carver Middle School **A**
- Int. Studies Preparatory Academy **A**
- Ponce De Leon Middle School **B**
- Coral Gables Senior High School **B**
- David Fairchild Elementary School **B**

Source: Florida Department of Education

Land Use Statistics

Land Area **12.92 sq. miles**

Land Use Types

- Residential **43%**
- Commercial **3%**
- Waterways **9%**
- Developed **42%**
- Underdeveloped **3%**

Economic Statistics

Office Space **11.7 million sq. ft.**

Retail Space **3.9 million sq. ft.**

Principal Taxpayers (% of City's Taxable Value):

- City of Coral Gables **0.91%**
- Merrick Park LLC **0.82%**
- Banyan St Gap Douglas **0.53%**
- LG Coral Gables LLC **0.51%**
- Prisa Ponce De Leon LLC **0.50%**
- Agave Plaza Trustee LLC **0.46%**

Property Tax Millage Rate

- City of Coral Gables **5.5590**
- School Board **7.0090**
- Miami-Dade County **5.9584**
- Regional **0.2995**

Bond Ratings

- Moody's **AAA**
- Standard & Poor's **AAA**
- Fitch **AAA**

Fiscal Year 2023 Budget Est.

- Total Budget **\$230,118,728**
- Capital **\$26,332,913**

Fire Assessment (Single-Family) **\$70**

Solid Waste Fee

- Early Payment Option **\$770**
- Paid on Tax Bill Option **\$902**

Storm Water Fee (per ERU) **\$20.54**

SERVICE AREA

- The City of Coral Gables Community Recreation Department provides priority access to City of Coral Gables residents through early registration opportunities and reduced resident fees.
- Approximately 53% of its registered customer base are Coral Gables Residents.
- Approximately 47% are non-residents, and include Miami-Dade County residents and other national and international visitors.



THE CITY OF CORAL GABLES IS LOCATED IN MIAMI DADE COUNTY AND IS A VERTICAL CITY THAT RUNS FROM NORTH TO SOUTH. THE CITY BORDERS THE CITY OF WEST MIAMI, CITY OF SOUTH MIAMI, CITY OF PINECREST AND CITY OF COCONUT GROVE.

THE CITY IS HORIZONTALLY DISSECTED BY MAJOR ARTERIAL ROADS SUCH AS TAMiami TRAIL, CORAL WAY, BIRD ROAD, US1, AND SUNSET DRIVE.

TWO POTENTIAL ANNEXATIONS INCLUDE LITTLE GABLES IN THE NORTH AND HIGH PINES IN THE SOUTH.



POINTS OF INTEREST

<p>• Locally designated historic sites ** Nationally & locally designated historic sites *** Florida Historical Marker</p> <p>GOVERNMENT & COMMUNICATIONS</p> <p>MUNICIPAL:</p> <p>1 Coral Gables City Hall** E-4 2 Coral Gables Police and Fire Station E-4 3 Fire Station #2 D-7 4 Doris & Phil Sanford Fire Station #3 B-15 41 Coral Gables Museum** E-3</p> <p>COUNTY:</p> <p>5 Miami-Dade County District Court E-4 6 Coral Gables Public Library D-5 7 Metrorail Station (University) C-8 8 Metrorail Station (Douglas Road) E-6 10 Passport Acceptance Facility E-6</p> <p>FEDERAL:</p> <p>12 U.S. Post Office (two locations) E-4, F-4</p> <p>HISTORIC SITES, FOUNTAINS, PLAZAS AND ENTRANCES</p> <p>152 Alcazar Avenue Historic District D-3-E-3 153 Alhambra Circle Historic District B-4-E-3 14 Alhambra Entrance F-3 15 Alhambra Plaza* F-3 16 Alhambra Water Tower C-3 17 Balboa Plaza* D-4 18 Biltmore Hotel and Country Club*** C-5 134 Campina Court Historic District* F-1 19 Cartagena Plaza E-10 100 George Washington Carver School* E-7 154 Castille Ave/Plaza Historic District B-3-C-3 20 Chinese Village* D-7 50 Church of the Little Flower Historic District* B-4 21 Cocoplum Woman's Club* B-10 1 Coral Gables City Hall Historic District* E-4 24 Coral Gables Congregational Church** C-4 101 Coral Gables Preparatory Academy** E-3 25 Coral Gables Merrick House** C-3 137 Coral Gables Waterway*** D-6-F-10 26 Coral Gables Woman's Club** E-2 27 Coral Way Entrance B-3 156 Coral Way Historic District C-3 28 Country Club of Coral Gables* C-3 29 Country Club of Coral Gables Historic District* B-3, D-3 30 Country Club Prado Entrance* B-2 31 Doc Dammers' House* C-3 32 De Soto Fountain* C-4 33 Douglas Entrance** F-2 34 Dutch South African Village* E-9 157 H. George Fink Studio E-4 23 Florida Pioneer Village* C-4 25 French City Village* C-8 36 French Country Village* D-8 37 French Normandy Village* E-5 38 Granada Entrance* C-2 77 Granada Golf Course* D-3 39 Granada Plaza* C-3 40 Italian Village* D-6 127 MacFarlane Homestead Historic District** E-6 82 Matheson Hammock Country Park and Marina* C-13 11 Miracle Mile Gate F-4 67 Miracle Theatre* E-4 138 Old Cutler Road*** E-10-B-15 41 Old Police and Fire Station/ Coral Gables Museum** E-3</p>	<p>151 Obispo Avenue Historic District B-3-D-3 42 Pinewood Cemetery* D-10 105 Ponce de Leon Middle School* C-8 43 Rotunda at the Colonnade Hotel* E-3 150 Santa Maria Street Historic District C-6 135 Santiago Street Historic District* D-2 44 Venetian Pool** C-4 47 White Way Lights D-5 136 Women Take Action in Coral Gables*** (The Roncy O'Neal Bolton House) B-3</p> <p>HOSPITALS</p> <p>45 Coral Gables Hospital E-4 46 Doctors' Hospital C-7</p> <p>HOUSES OF WORSHIP</p> <p>48 Cathedral of St. George E-4 49 Central Christian Church of Dade County E-2 50 Church of the Little Flower* B-4 51 Coral Gables Baptist Church D-8 24 Coral Gables Congregational Church** C-4 52 Episcopal Church Center, Uof M/Chapel of the Venerable Bede C-8 53 First Church of Christ, Scientist, of Coral Gables and Reading Room E-4 55 First United Methodist Church of Coral Gables D-4 56 First United Methodist Church of South Miami B-9 58 Granada Presbyterian Church C-5 59 Hillel Jewish Student Center, Uof M C-8 60 Miami Friends (Quaker) C-10 61 Riviera Presbyterian Church C-10 62 St. Augustine Catholic Church B-8 63 St. James Evangelical Lutheran Church E-2 64 St. Mark's Lutheran Church of Coral Gables E-5 126 St. Mary's First Missionary Baptist Church E-6 65 St. Philip's Episcopal Church C-4 128 St. Thomas Episcopal Church B-11 66 Temple Judea D-8 68 University Baptist Church D-5 69 Wesley United Methodist F-1</p> <p>PARKS AND RECREATION</p> <p>159 Adult Activity Center F-4 70 Alcazar Plaza D-3 155 Betsy Adams and Coral Gables Garden Club Park B-6 71 City of Coral Gables Biltmore Golf Course (public) B-4 97 William A. Cooper Park E-7 72 William H. Keryk Biltmore Tennis Center C-5 91 William H. Keryk, Jr. and Family Park B-9 161 Blue Road Open Space D-7 9 Butterfly Garden D-5 120 Catalonia Park D-4 165 Enrique "Henry" Cepero Memorial Park B-6 54 Chapman Field Park A-18 73 Coral Bay Park B-16 74 Coral Gables War Memorial Youth Center E-5 167 Country Club Prado B-2 57 Deering Bay Country Club (private) A-18 164 Durango Park C-5 75 Fairchild Tropical Botanic Garden C-13 129 Robert J. Fewell Park C-4 130 Freedom Plaza F-2</p>	<p>76 J. Fritz and Frances Gordon Park B-2 77 Granada Golf Course* (public) D-3 78 Granada Park C-7 88 Fred B. Hartnett Ponce Circle Park E-4 79 Ingraham Park C-9 80 Jaycee Park E-9 139 Carlos S. Kakouris Park C-7 166 Leucadendra Drive Triangle E-11 162 Lisbon Park B-2 81 MacFarlane Linear Park E-6 140 Maggione Park D-7 164 Mall Street Median D-8 159 Marlin Park A-19 82 Matheson Hammock County Park and Marina* C-13 83 Merrick Park E-4 163 Majorca Park C-3 84 Nellie B. Moore Park E-7 133 Onuma Drive/Miller Road Triangle D-8 141 Ruth Bryan Owen Waterway Park C-6 132 Perrin Plaza E-3 85 Phillips Park F-2 86 Pierce Park E-6 87 Pittman Park E-2 89 Ponce de Leon Park C-6 90 Riviera Country Club (private) C-6 144 Alex Rodriguez Park C-8 22 Rotary Centennial Park E-1 166 Salvadore Park C-4 92 Salvadore Tennis Center C-4 131 San Sebastian Park E-4 169 Sarto Green Space E-5 93 Loetta Sheehy Park E-9 94 Sunrise Harbor Park F-9 170 Turiano Park D-10 95 University Park D-5 13 Venetia Park C-2 44 Venetian Pool** C-4 96 Lola B. Walker Pioneers' Park E-7 98 Nat Winokur Park E-6 99 Young Park C-3</p> <p>SCHOOLS</p> <p>100 George W. Carver School* E-7 101 Coral Gables Preparatory Academy** E-3 102 Coral Gables Senior High School E-6 103 Gulliver Academy B-16 104 Merrick Educational Center F-3 105 Ponce de Leon Middle School* C-8 106 Riviera Day School B-9 65 Saint Philip's Episcopal School C-4 50 Saint Theresa School B-4 128 St. Thomas Episcopal School B-11 107 Henry S. West Lab School C-7</p> <p>UNIVERSITY OF MIAMI</p> <p>110 Ashe Administration Building C-7 148 Cosford Cinema C-7 114 Gusman Concert Hall C-7 145 Herbert Wellness Center C-8 143 Herman Ring Theatre C-7 116 Shalala Student Center C-7 160 The Lenox Foundation Medical Center B-8 121 Lowe Art Museum and Palley Pavilion C-8 147 Pavia and Merrick Garages C-8 112 Richter Library C-7 146 Ponce de Leon Garage and UM Police C-8 142 Watson Center C-7 122 Whitten University Center C-8</p>
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COMPETITION

- Geographically, the City of Coral Gables predominantly competes for land and space with Miami Dade County parks and neighboring parks in cities such as:
 - West Miami
 - South Miami
 - Pinecrest
 - Coconut Grove
- Property values in the City are extremely high and new parcels of land are difficult to acquire.
- Due to lack of space, we compete with the County's large playgrounds, natural parks & trails, waterparks, dog parks and etc.

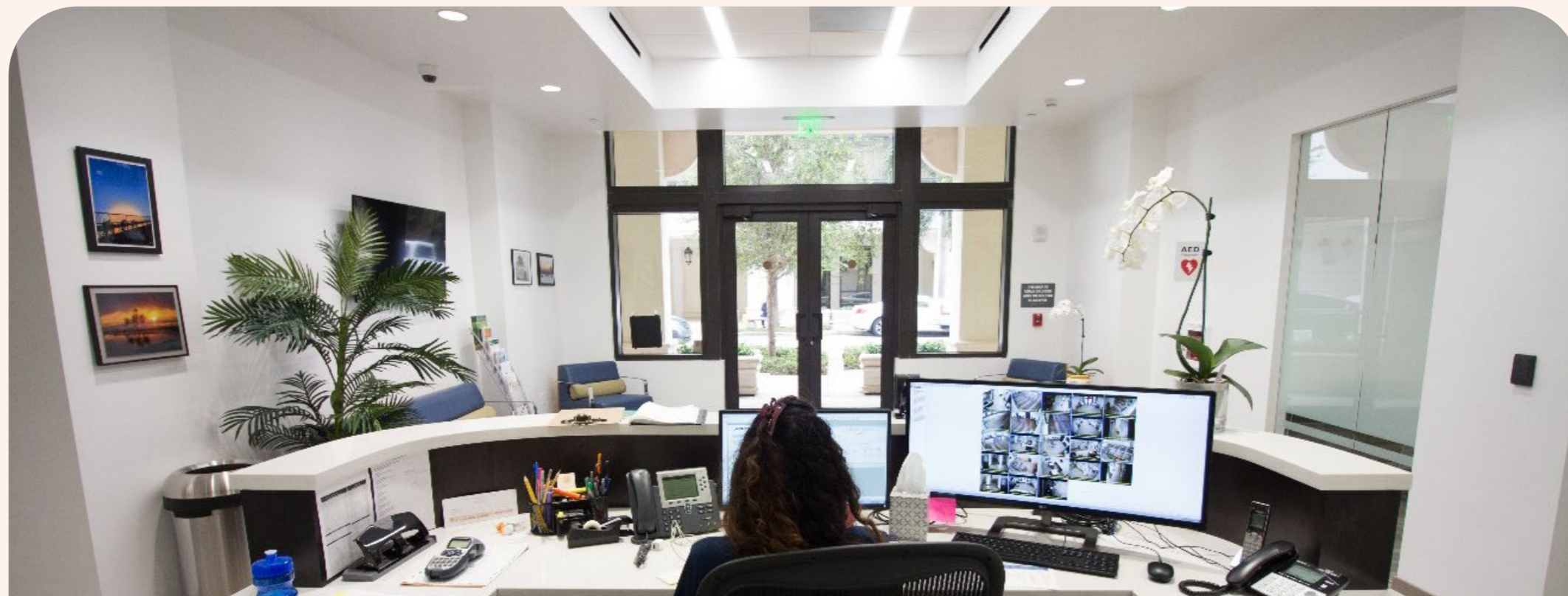
COMPETITION

- The 2017 transactional key requirements survey based on 278 respondents identified that the four most important aspects for participants in selecting to participate in City programs and activities are:
 - Location
 - Safe Facilities
 - Instructor to Student Ratio
 - Friendly Staff
- As part of the survey, 98.56% of participants felt that the City programs met their family's expectations.

Has the program met your family's expectation?		Response percent	Response total
Yes		98.56%	274
No		1.44%	4

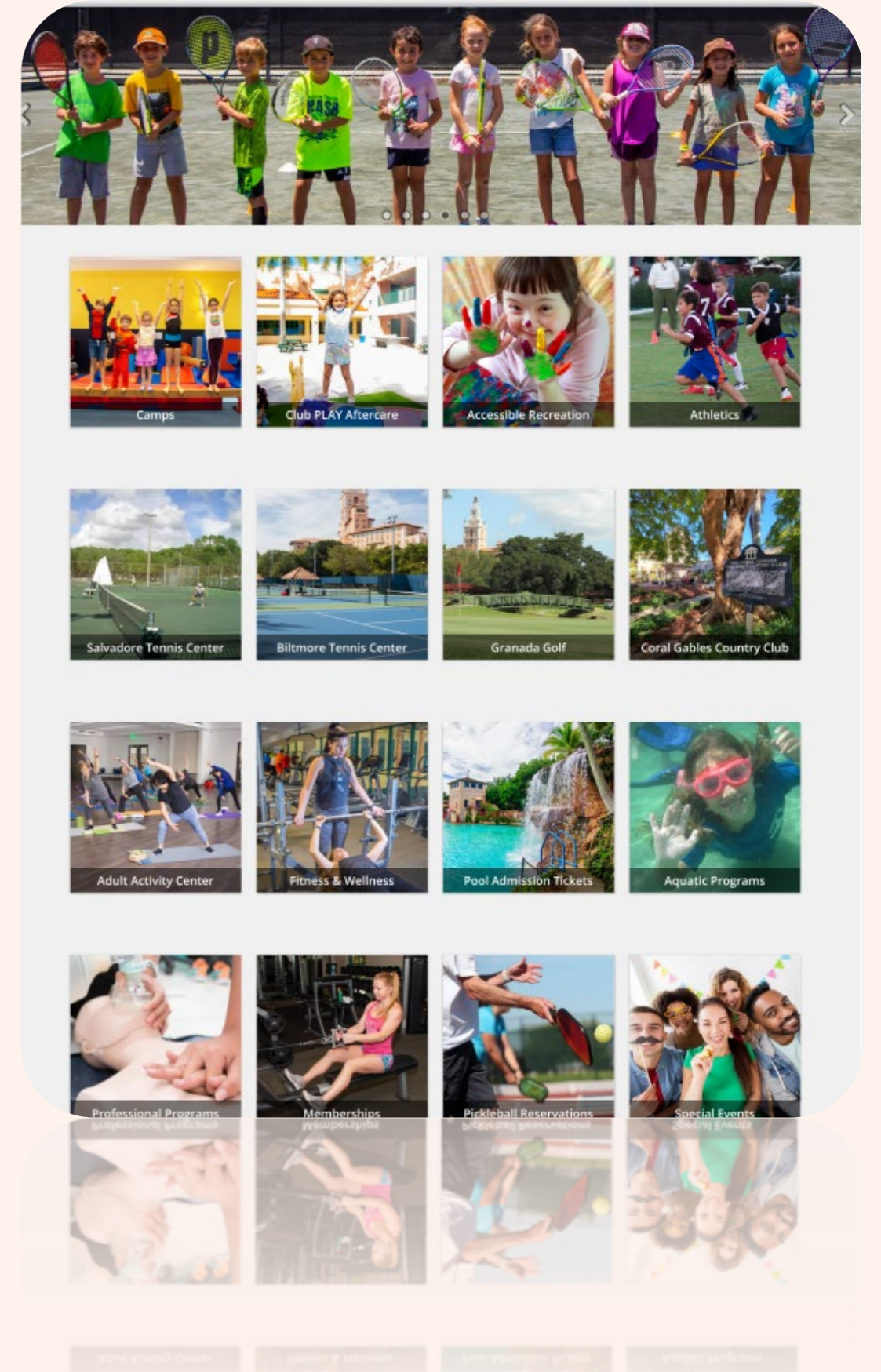
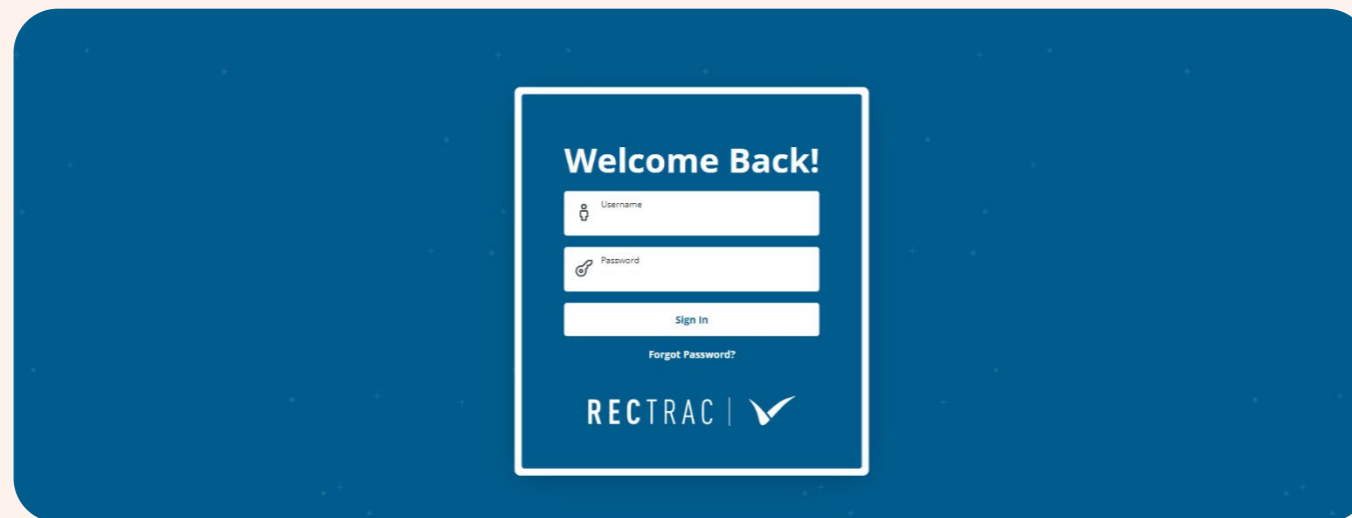
TRENDS

- The Community Recreation Department annually reviews the needs of the community and tasks each Division to identify a local, national and international trend in their industry to ensure that programming stays relevant.
- In addition, an evaluation is conducted by staff following each program to review participant attendance and satisfaction.



TRENDS

- The largest industry trend continues to be that of technology, and the customer demand for making the registration process accessible on the go and as simple as possible.
- In 2018 the Community Recreation Department migrated from a legacy recreation software to a hosted recreation software that allows participants to register and pay for services remotely.



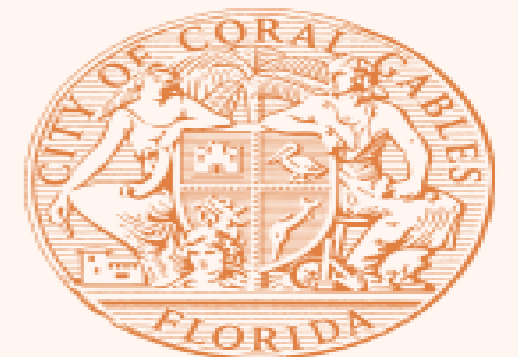


Trivia

Question #3



WHAT IS THE FULL NAME OF
THE FOUNDER OF CORAL
GABLES?

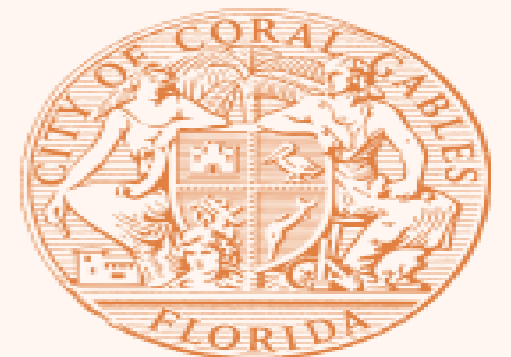




Correct Answer to Question #3



GEORGE EDGAR MERRICK



A scenic view of a resort pool area. In the foreground, a large, clear blue swimming pool reflects the sky and the buildings. In the background, there are several stone buildings with blue accents and red-tiled roofs. A small bridge with a red railing crosses a stream or path between the buildings. Palm trees are scattered throughout the scene. The entire view is framed by a large, natural rock opening, suggesting the pool is located inside a cave or a similar natural structure. The sky is bright blue with some white clouds.

Operations Analysis

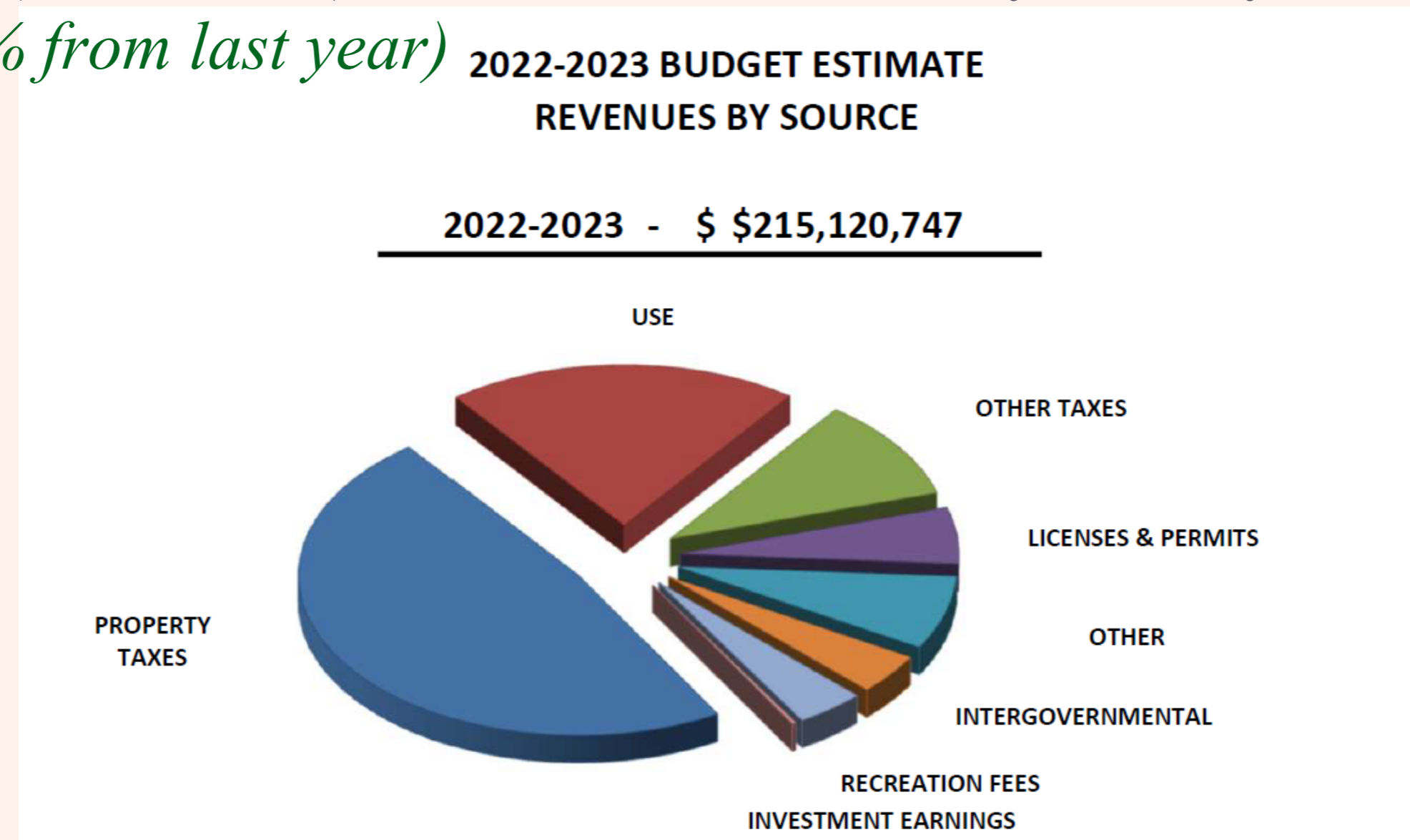
SUMMARY OF EXPENSES AND REVENUES

- The Community Recreation budget differs from other City Department budgets because many of the expenditure accounts are revenue driven.
- Venetian Pool and Coral Gables Golf and Country club are examples of an Enterprise Fund.
- Enterprise Funds - are self funded/sustainable and may drive a small profit.
- Cost recovery is an important aspect within the Department
- Those Divisions with lower or no cost recovery focus on the quality-of-life aspect by providing necessary community services.

Example: Parks Maintenance

SUMMARY OF EXPENSES AND REVENUES

- The revenues collected by the Community Recreation Department account for a total of 4% (\$8,590,500) of revenues collected by the City of Coral Gables. *(Up 1.5% from last year)*



COST OF CORE SERVICES

- The cost of the Department's core services greatly depend on:
 - Salaries for both full and part time personnel & associated benefit costs.
 - General operating expenses
 - Capital outlay for equipment additions or replacement
- The Department measures the head count of full time and part time personnel as they are an essential component and the driving force behind all recreational programs and initiatives.

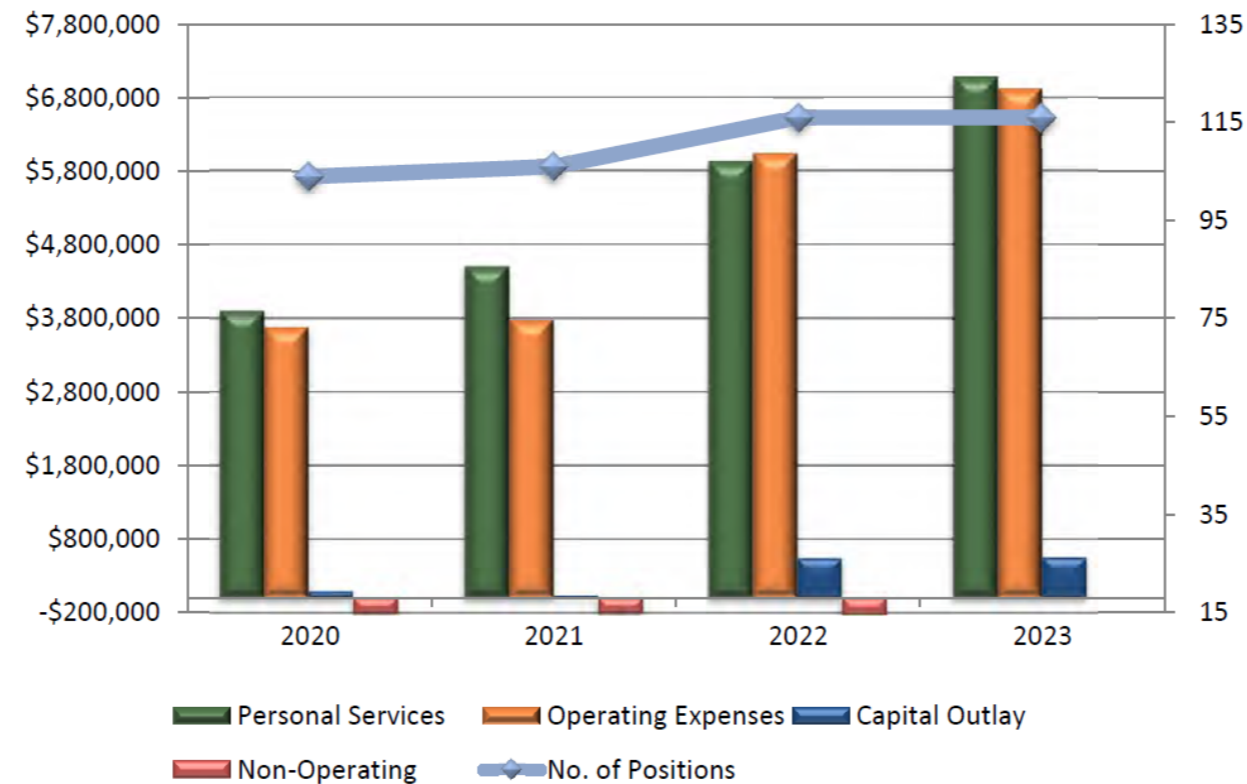




COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY

	2019-2020 ACTUAL	2020-2021 ACTUAL	2021-2022 BUDGET	2022-2023 ESTIMATE
Salaries & Benefits	3,907,253	4,505,467	5,931,850	7,079,134
Operating Expenses	3,684,166	3,790,021	6,037,413	6,916,963
Capital Outlay	89,856	30,568	537,960	550,560
Non-Operating	(209,074)	(206,061)	(234,955)	-
Total	7,472,201	8,119,995	12,272,268	14,546,657
Full Time Headcount	32.50	32.50	39.50	39.50
Part Time FTE's	71.91	73.74	76.74	76.74
Total Headcount & FTE's	104.41	106.24	116.24	116.24

EXPENDITURE/PERSONNEL COMPARISONS



CITY OF CORAL GABLES, FLORIDA
PERFORMANCE INDICATOR METRICS

COMMUNITY RECREATION

INDICATOR:	FY21			FY22		FY23
	TARGET	ACTUAL	STATUS	TARGET	YTD	TARGET
Community Recreation Department Revenue	\$3M	\$2.79M	◆	\$5M	\$2.33M	\$5M
Number of Film Permits issued	100	114	▲	100	72	110
Number of Special Event Permits issued	50	38	◆	50	25	50
Number of Special Event Vendor Permits issued	400	537	●	500	631	500
Participation in Youth Center programs	7,000	4,906	●	10,000	12,054	10,000
Youth Center Guest passes	500	19	●	300	408	500
Youth Center & Park Rentals	100	83	▲	200	197	250
Youth Center Active Memberships	2,000	946	▲	2,000	1,236	2,000
Total revenue of Venetian Pool	\$700,000	\$1.07M	◆	\$1.1M	\$445,753	\$1.1M
Venetian Pool Gift Shop revenue	\$6,000	\$11,493	◆	\$10,000	\$7,828	\$10,000
Number of paid admissions to the Venetian Pool	40,000	34,633	◆	60,000	14,221	60,000
Adult Fitness Enrollment	2,000	1,106	●	2,000	2,035	2,500
Adult Arts & Leisure Enrollment	2,000	302	●	1,500	724	1,500
Participation in Tennis Programs	2,000	988	◆	2,000	957	2,000
Tennis Active Annual Pass Holders	400	476	●	400	411	500
Tennis Court Rentals	8,000	18,934	▲	14,000	11,162	15,000
Number of Private Tennis Lessons	9,000	13,565	▲	9,000	7,014	10,000

Legend

- Target met or exceeded
- ▲ Target nearly met
- ◆ Target not met

OPERATING STANDARDS

- The Community Recreation Department adheres to several operating standards:
 - City's Employee Rules & Guidelines
 - Labor Agreements
 - Administrative and Divisions Specific Policies & Procedures
 - City Code – Find on Municode
 - City Ordinances
 - Any other City, State, or Federal Laws
 - The Department has various employee manuals for each position.
 - Each division has their own set of additional operating standards that govern their specific scope of work or facility type.

OPERATING STANDARDS

- The Community Recreation Department maintains an inventory of:
 - All facilities and neighborhood parks
 - Asset inventory of equipment valued over \$1,000
 - The Community Recreation Department also maintains Level of Service (LOS) inventory maps to measure the walkable parks and greenspaces in the City and identify the deficient areas in need of additional land acquisition.

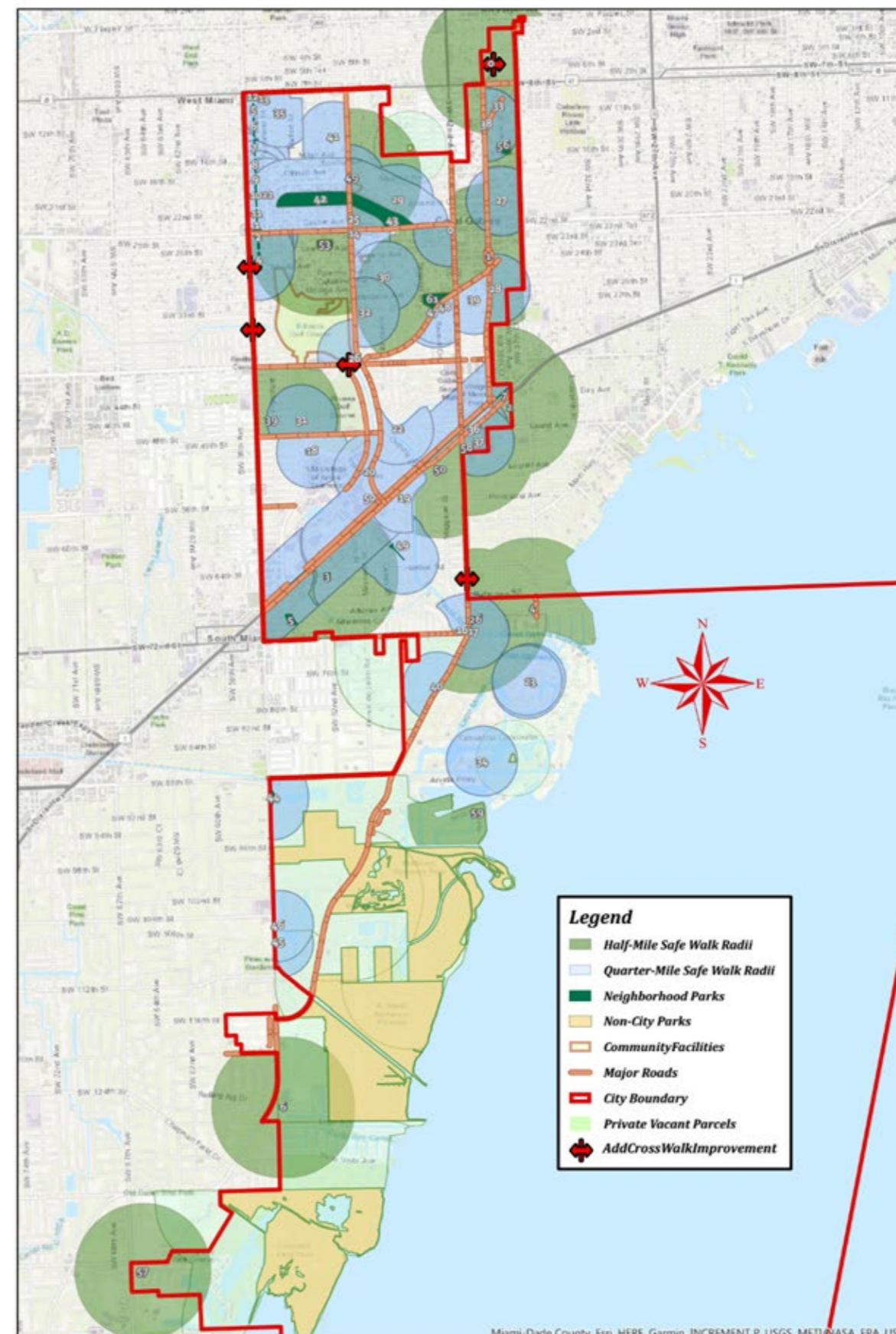
PARKS & OPEN SPACES

Amenities

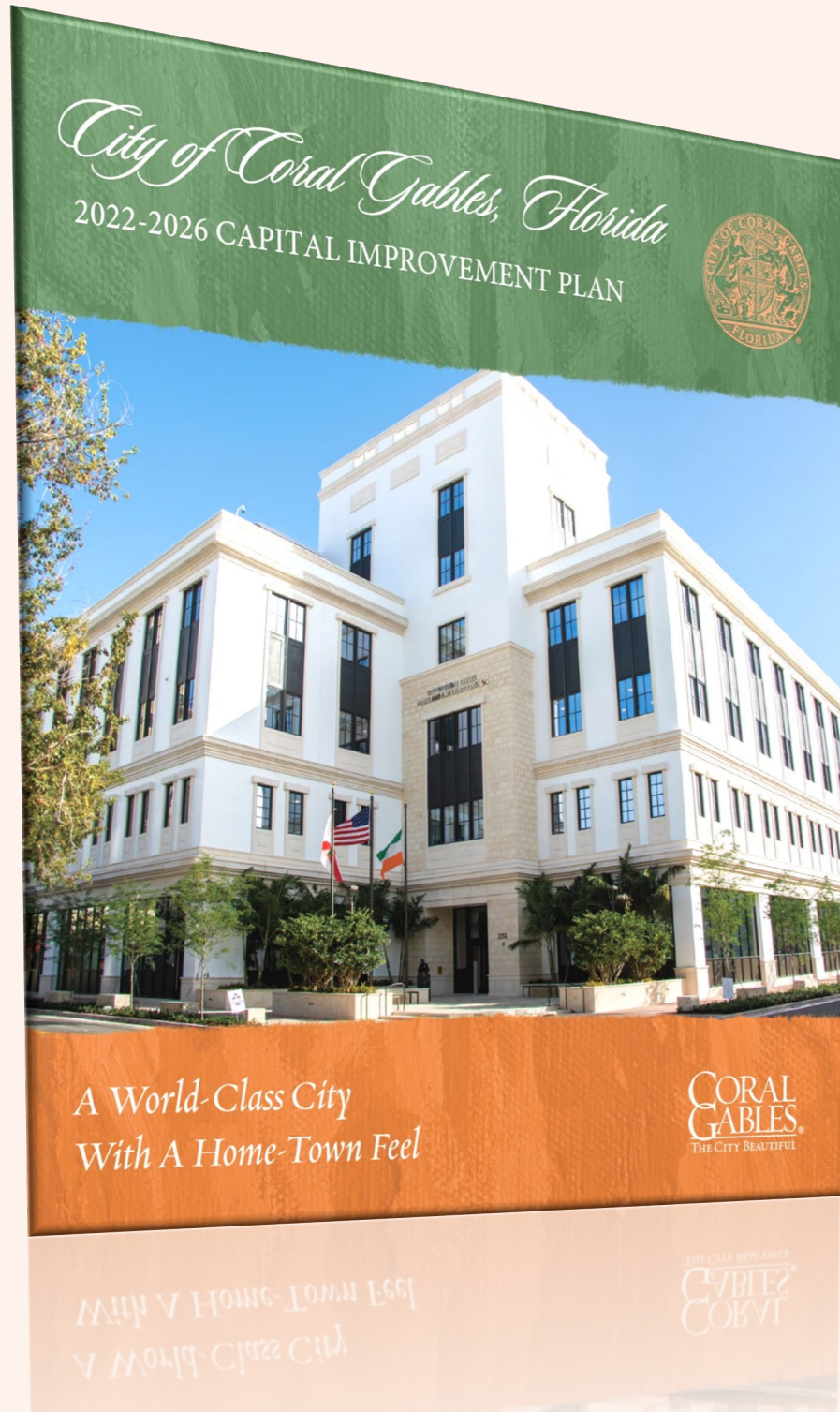
Park	Address	Ball Field	Basketball	Benches	Bicycle Rack	Community Center	Drinking Fountain	Fitness Equipment	Golf Course	Parking	Pavilion	Pet-Friendly	Picnic Tables	Playground	Rental Available	Restrooms	Swimming	Tennis	Walking Path	Water Feature	Scenic Views
Alcazar Plaza	700 Alcazar Avenue																				
Balboa Plaza	2405 De Soto Blvd.																				
Betsy Adams and the Coral Gables Garden Club Park	4650 Alhambra Circle																				
Blue Road Open Space	757 Blue Road																				
Carlos S. Kakouris Park	Campo Sano Ave & Campo Sano Ct																				
Cartagena Park	401 Sunset Drive																				
Catalonia Park	807 Catalonia Avenue																				
City of Coral Gables Biltmore Golf Course	1210 Anastasia Avenue																				
Coral Bay Park	1590 Campamento Avenue																				
Coral Gables Adult Activity Center	2 Andalusia Avenue																				
Coral Gables War Memorial Youth Center	405 University Drive																				
Country Club Prado	Country Club Prado																				
Durango Park	3405 Durango Street																				
Enrique "Henry" Cepero Memorial Park	4600 San Amaro Drive																				
Ferdinand Park	SW 24th St & SW 57th Ave																				
Fred B. Hartnett Ponce Circle Park	2810 Ponce de Leon Blvd.																				
Freedom Plaza	981 E Ponce De Leon Blvd.																				
Granada Golf Course	2001 Granada Blvd.																				
Granada Park	5151 Granada Blvd.																				
Ingraham Park	4751 West Ingraham Terr.																				
J. Fritz and Frances Gordon Park	800 Country Club Prado																				
Jaycee Park	1230 Hardee Rd.																				
Lamar Louise Curry Park	25 Sunrise Avenue																				
Leucadendra Drive Triangle	331 Leucadendra Drive																				
Lisbon Park	1015 Lisbon Street																				
Lola B. Walker Pioneers' Park	200 Grand Avenue																				
Loretta Sheehy Park	410 Sunset Drive																				
MacFarlane Linear Park	100 South Dixie Highway																				
Maggiore Park	5028 Maggiore Street																				
Majorca Park	Granada Blvd. & Majorca Ave.																				
Mall Street Median	Median Mall Street																				
Marlin Park (Corner of Marlin & Bonito)	6540 Marlin Drive																				
Merrick Park	400 Biltmore Way																				
Nellie B. Moore Park	2665 De Soto Boulevard																				
Orduna Dr-Miller Rd Triangle Park	202 Jefferson Dr.																				
Phillips Park	Corner of Orduna & Miller Road																				
Pierce Park	90 Menores Avenue																				
Pittman Park	101 Oak Avenue																				
Ponce de Leon Park	115 Merrick Way																				
Robert J. Fewell Park	1201 Ponce de Leon Blvd.																				
Rotary Centennial Park	950 Coral Way																				
Ruth Bryan Owen Waterway Park	512 Ponce De Leon Blvd.																				
Salvadore Park	3940 Granada Blvd.																				
Salvadore Park Tennis Center	1120 Andalusia Avenue																				
San Benito Green	1120 Andalusia Avenue																				
San Sebastian Park	5750 Sunset Drive																				
Sarto Green	130 San Sebastian Avenue																				
Sunrise Harbor Park	241 Sarto Avenue																				
Tiziano Park	7700 Old Cutler Rd.																				
Toledo and Alava Open Space	Toledo Street and Alava Avenue																				
Venetia Park	1047 Venetia Avenue																				
Venetian Pool	2701 De Soto Blvd.																				
William A. Cooper Park	4920 Washington Dr.																				
William H. Kerdyk Biltmore Tennis Center	1150 Anastasia Avenue																				
William H. Kerdyk, Jr., and Family Park	6611 Yumuri Street																				

City of Coral Gables - Walkable Green Space Analysis Citywide

DRAFT



CAPITAL IMPROVEMENT NEEDS



- Each fiscal year the Community Recreation Department makes its requests to the Commission, City Manager and Budget staff with the requests and identified needs for new land and park acquisitions or new park and facility developments on existing land.
- What is unique to the Capital Improvements Plan for this Department is the 5-Year funding matrix for existing park and facility infrastructure.

CITY OF CORAL GABLES
FISCAL YEAR 2022-2026 FIVE YEAR CAPITAL IMPROVEMENT PLAN
PROJECT SUMMARY & FUNDING SOURCES: COMMUNITY RECREATION REPAIRS/IMPROVEMENTS

COMMUNITY RECREATION PROJECT PARAMETERS

The enhancement and beautification of existing parks and park facilities as well as the development of new parks and park facilities.

COMMUNITY RECREATION PROJECTS BY YEAR

PAGE #	PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
		2022				2023	2024	2025	2026	
		PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
95	Purchase of Land	\$ 2,190,180	\$ -	\$ 1,462,624	\$ 3,652,804	\$ 500,000	\$ 500,000	\$ 500,000	\$ 500,000	\$ 5,652,804
97	Fred B. Hartnett/Ponce Circle Park Improvements	594,999	361,177	3,916,109	4,872,285	2,500,000	-	-	-	7,372,285
101	Development of Neighborhood Parks	100,625	1,919	-	102,544	-	-	-	-	102,544
103	Lamar Louise Curry Park Improvements	401,871	12,581	-	414,452	-	-	-	-	414,452
105	Maggiore Park Improvements	89,766	801,142	-	890,908	-	-	-	-	890,908
107	Solano Prado Park Improvements	146,207	21,413	-	167,620	-	-	-	-	167,620
109	Merrick Park Improvements	-	-	-	-	500,000	350,000	350,000	350,000	1,550,000
111	William A. Cooper and Nellie B. Moore Park Enhancements	-	-	652,425	652,425	-	-	-	-	652,425
113	Orduna Park Enhancement	-	-	-	-	345,000	-	-	-	345,000
115	Toledo and Alava Neighborhood Park	-	-	-	-	65,000	460,000	-	-	525,000
117	San Sebastian Avenue Open Space Improvements	-	-	-	-	35,000	-	-	-	35,000
119	Mar Street-Play Street	-	-	-	-	200,000	-	-	-	200,000
121	Manatee Overlook	-	-	-	-	200,000	-	-	-	200,000
123	Parks & Recreation Major Repairs	3,346,605	653,692	1,876,302	5,876,599	1,904,447	1,933,014	1,962,009	1,991,439	13,667,508
127	Jaycee Park Enhancements	-	26,934	-	26,934	50,000	725,000	1,025,875	-	1,827,809
129	Phillips Park Renovation and Enhancement	728,210	-	1,740,584	2,468,794	5,888,346	-	-	-	8,357,140
131	Salvadore Tennis Pro Shop Expansion	-	-	-	-	250,000	1,445,050	-	-	1,695,050
133	Venetian Pool Structural & Pool Bottom Renovation	-	-	1,735,650	1,735,650	-	-	-	-	1,735,650
TOTAL		\$ 7,598,463	\$ 1,878,858	\$ 11,383,694	\$ 20,861,015	\$ 12,437,793	\$ 5,413,064	\$ 3,837,884	\$ 2,841,439	\$ 45,391,195

COMMUNITY RECREATION PROJECTS BY FUNDING SOURCE

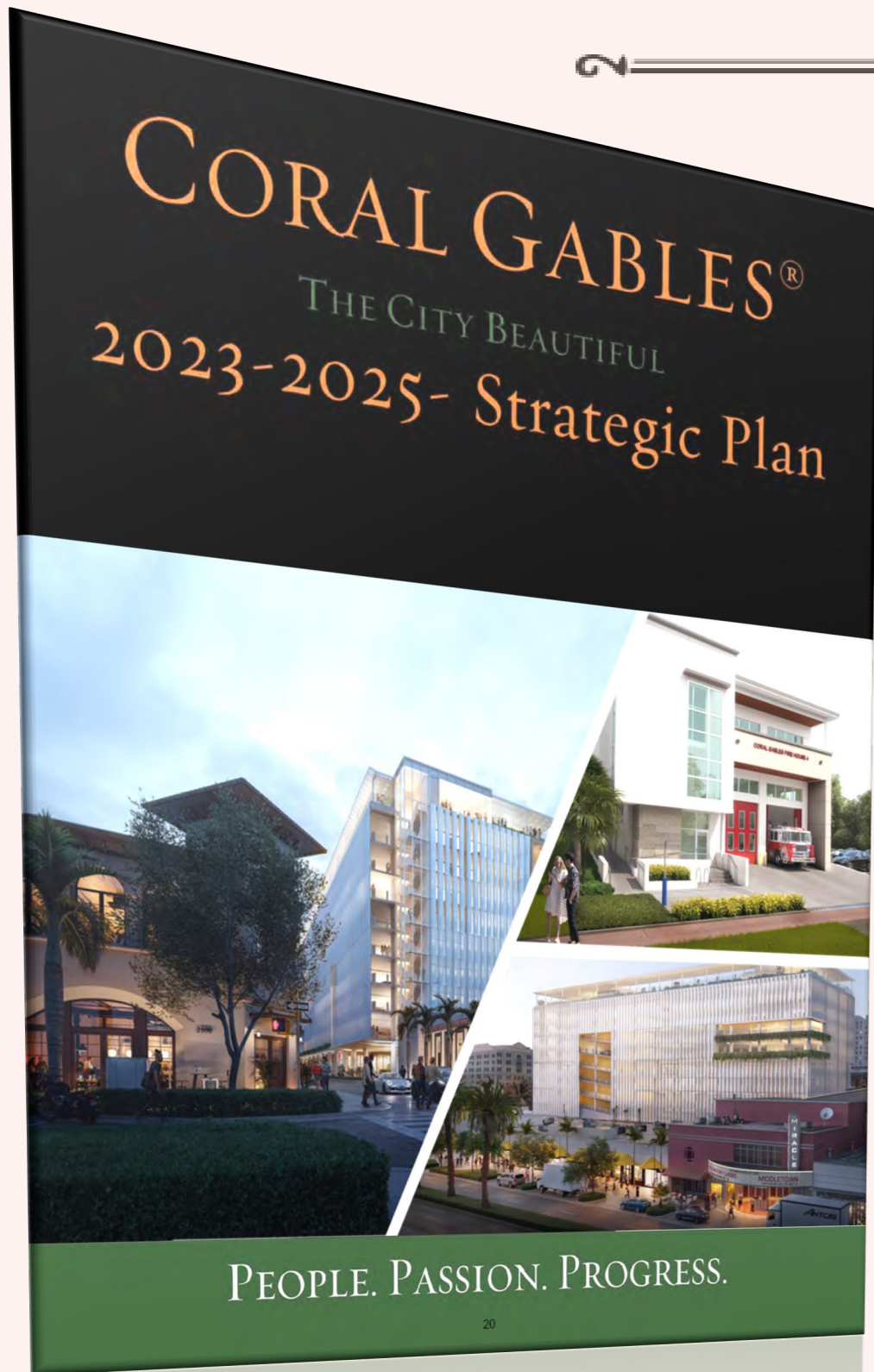
PROJECT NAME	GEN CAP IMPR	CG IMPACT FEES	GRANTS	NRP	DEVELOPER FEES	ARPA 2021	PRIVATE DONATION	FIVE-YEAR PROJECT TOTAL
Purchase of Land	\$ 5,062,160	\$ 587,624	\$ -	\$ 3,020	\$ -	\$ -	\$ -	\$ 5,652,804
Fred B. Hartnett/Ponce Circle Park Improvements	2,622,988	955,402	-	-	1,800,000	1,993,895	-	7,372,285
Development of Neighborhood Parks	50,000	-	50,000	2,544	-	-	-	102,544
Lamar Louise Curry Park Improvements	223,996	-	50,000	38,155	-	-	152,301	464,452
Maggiore Park Improvements	532,928	269,847	-	38,133	-	-	-	840,908
Solano Prado Park Improvements	-	-	-	167,620	-	-	-	167,620
Merrick Park Improvements	1,400,000	150,000	-	-	-	-	-	1,550,000
William A. Cooper and Nellie B. Moore Park Enhancements	-	652,425	-	-	-	-	-	652,425
Orduna Park Enhancement	345,000	-	-	-	-	-	-	345,000
Toledo and Alava Neighborhood Park	525,000	-	-	-	-	-	-	525,000
San Sebastian Avenue Open Space Improvements	35,000	-	-	-	-	-	-	35,000
Mar Street-Play Street	200,000	-	-	-	-	-	-	200,000
Manatee Overlook	200,000	-	-	-	-	-	-	200,000
Parks & Recreation Major Repairs	13,513,508	-	-	154,000	-	-	-	13,667,508
Jaycee Park Enhancements	1,827,809	-	-	-	-	-	-	1,827,809
Phillips Park Renovation and Enhancement	7,664,916	692,224	-	-	-	-	-	8,357,140
Salvadore Tennis Pro Shop Expansion	1,695,050	-	-	-	-	-	-	1,695,050
Bottom Renovation	-	-	-	-	-	1,735,650	-	1,735,650
TOTAL	\$ 35,898,355	\$ 3,307,522	\$ 100,000	\$ 403,472	\$ 1,800,000	\$ 3,729,545	\$ 152,301	\$ 45,391,195

CITY OF CORAL GABLES
COMMUNITY RECREATION MAJOR REPAIR PROJECTS BY YEAR

PROJECT NAME	FIVE-YEAR ESTIMATE								FIVE-YEAR PROJECT TOTAL
	2022				2023	2024	2025	2026	
	PR YR AVAIL	OPEN P.O.	NEW	TOTAL					
Artificial Turf Safety Surfacing Replacement & Additions	\$ 100,000	\$ -	\$ 100,000	\$ 200,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ -	\$ 500,000
Blue Road Open Space Renovation	279,009	45,235	137,500	461,744	-	-	-	-	461,744
Cepero Park Improvements - Phase 2	-	-	100,000	100,000	125,000	-	-	-	225,000
Coral Bay Playground	-	-	-	-	-	-	-	750,000	750,000
Creation of Dog Park at Gables Station	340,619	21,000	100,000	461,619	-	-	-	-	461,619
Fitness Trails	28,371	6,000	-	34,371	-	-	-	-	34,371
Granada Golf Course Groundwater Diversion	35,000	-	-	35,000	-	-	-	-	35,000
Granada Golf Course Pro Shop	792,824	69,935	-	862,759	-	-	-	-	862,759
Granada Golf Maintenance Shop Renovation	-	-	-	-	461,622	587,500	-	-	1,049,122
Granada Golf Course Shelter Improvements	2,728	51,191	495,179	549,098	-	-	-	-	549,098
Holiday Tree Purchase	-	-	127,500	127,500	-	-	-	-	127,500
Ingraham Park Fitness Equipment	-	-	-	-	-	-	250,000	-	250,000
Kerdyk Family Park Playground Expansion	12,116	-	-	12,116	-	-	-	-	12,116
Kerdyk Family Park Trail Renovation	4,439	-	-	4,439	-	-	-	-	4,439
Lightning Protection System for Facilities	36,000	-	25,000	61,000	-	-	-	-	61,000
P&R Facilities Surveillance Systems	102,472	-	42,500	144,972	42,500	42,500	42,000	42,500	314,472
Park Basketball and Tennis Court Renovations	-	-	20,000	20,000	-	-	-	-	20,000
Park Furnishings	51,344	-	60,000	111,344	75,000	75,000	75,000	75,000	411,344
Parks & Recreation Master Plan	-	7,590	-	7,590	-	-	-	-	7,590
Pierce Park Renovation	386,510	26,757	-	413,267	-	-	-	-	413,267
Rotary Park Improvements	-	-	-	-	-	567,735	-	-	567,735
Ruth Bryan Owen Waterway Park Renovation	-	-	-	-	400,000	-	-	-	400,000
Salvadore Park Tennis Facility Renovation	-	-	-	-	-	-	1,000,000	-	1,000,000
Salvadore Park Playground Expansion	150,497	114,722	-	265,219	-	-	-	-	265,219
Replacement	3,623	110,500	-	114,123	-	-	-	-	114,123
Salvadore Park Tennis Pro Shop Renovation	1,000	-	-	1,000	-	-	-	-	1,000
Salvadore Park Tennis Shade Addition	43,000	-	-	43,000	-	-	-	-	43,000
Shade Structure Repairs & Additions	100,000	-	100,000	200,000	100,000	100,000	-	100,000	500,000
Sunrise Harbor Playground Replacement	-	-	-	-	-	-	369,000	881,000	1,250,000
Venetian Pool Improvements	24,990	18,296	-	43,286	-	300,000	100,000	100,000	543,286
Venetian Pool Phase 5	78,614	37,565	174,000	290,179	-	-	-	-	290,179
Venetian Pool Phase 6	51	4,468	100,000	104,519	-	-	-	-	104,519
Venetian Pool Pump & Utilities Renovation	151,685	57,727	265,000	474,412	600,000	-	-	-	1,074,412
Youth Center Amenities Improvements	105,000	-	-	105,000	-	-	-	-	105,000
Youth Center Courtyard Improvements	-	-	-	-	-	60,000	-	-	60,000
Youth Center Field Doors & Gates	-	-	-	-	-	100,000	-	-	100,000
Youth Center Fitness Center Renovation	44,831	1,980	-	46,811	-	-	-	-	46,811
Youth Center Intercom & P.A. Replacement	1,182	-	-	1,182	-	-	-	-	1,182
Youth Center Interior Renovations	606	-	-	606	-	-	-	-	606
Youth Center Master Plan	-	29,151	-	29,151	-	-	-	-	29,151
Youth Center Phase 1 Improvements	10	46,915	-	46,925	-	-	-	-	46,925
Youth Center Structural Improvements	155,596	-	-	155,596	-	-	-	-	155,596
Youth Center & Grounds Improvements	13,167	4,660	-	17,827	-	-	-	-	17,827
Youth Center Field Resod & Irrigation	45,000	-	-	45,000	-	-	-	-	45,000
Well Identification Program	25,000	-	-	25,000	-	-	25,000	25,000	75,000
Unassigned	10,857	-	29,623	40,480	325	279	1,009	17,939	60,032
TOTAL	\$ 3,346,605	\$ 653,692	\$ 1,876,302	\$ 5,876,599	\$ 1,904,447	\$ 1,933,014	\$ 1,962,009	\$ 1,991,439	\$ 13,667,508

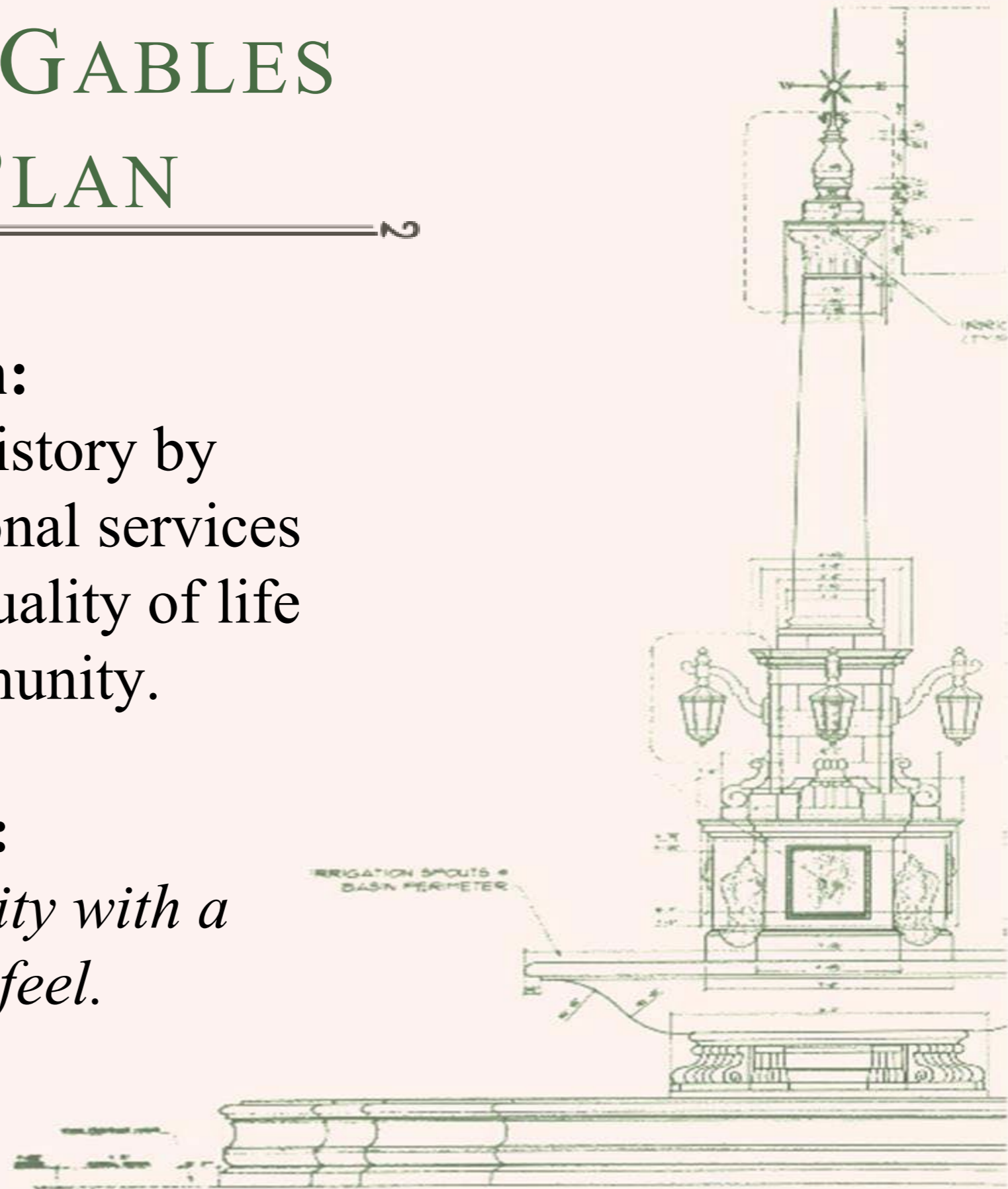
✓ - Completed Project

CITY OF CORAL GABLES STRATEGIC PLAN



Mission:
To honor our history by providing exceptional services that enhance the quality of life for our community.

Vision:
A world-class city with a hometown feel.



CITY OF CORAL GABLES STRATEGIC PLAN

Values:

Governance with integrity- making ethical and wise choices with guided thought and transparency

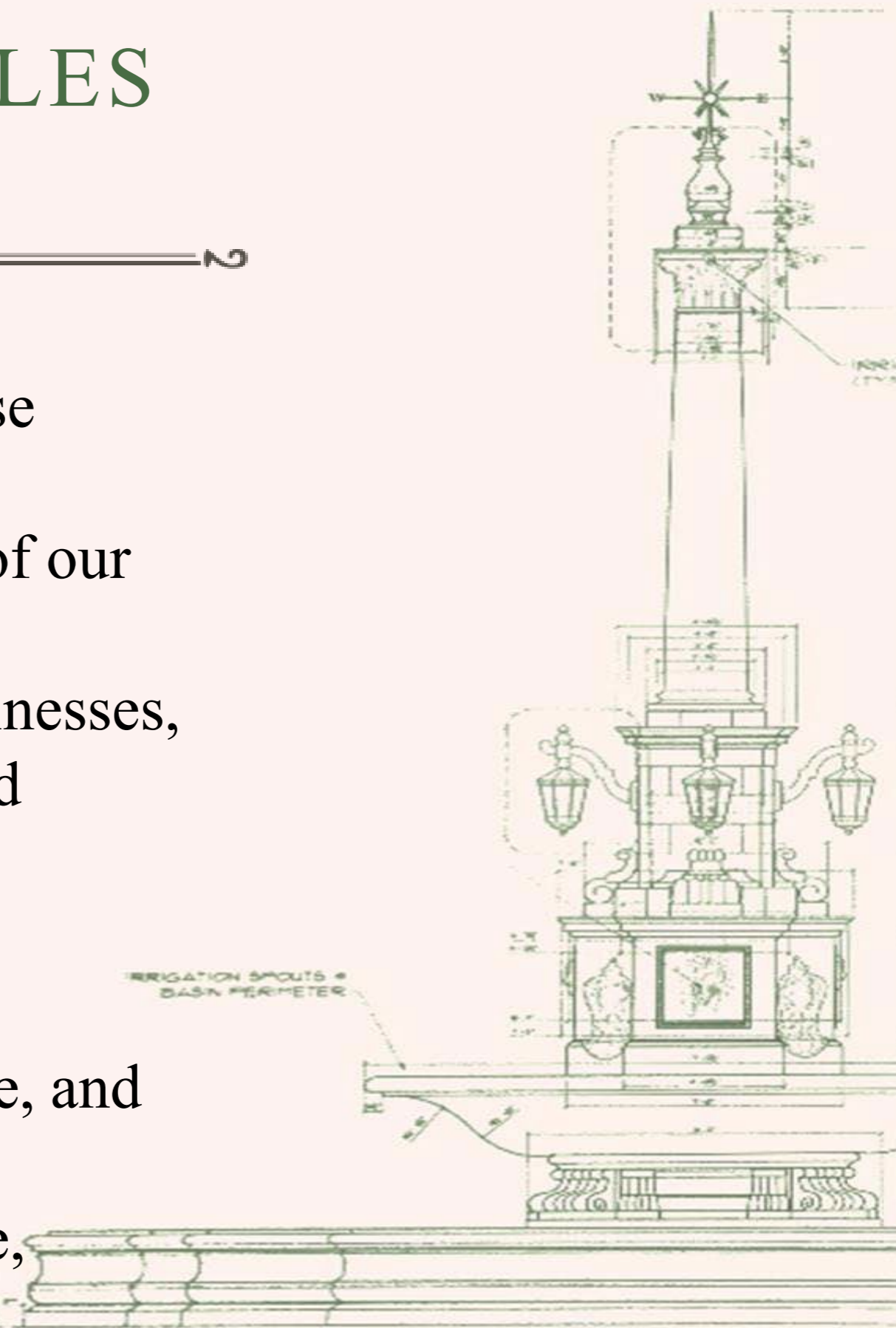
Aesthetics - preserving and enhancing the beauty of our city

Balanced - considering all interests: residents, businesses, and workforce; celebrating diversity; being fair and equitable

Learning - inspired by our history, committed to excellence and innovation for our future

Exceptional service - being accessible, accountable, and respectful - exceeding expectations with pride

Sustainability- stewardship of all resources: people, finances, facilities, and the environment





Trivia

Question #4



WHAT YEAR WAS THE CITY
OF CORAL GABLES
INCORPORATED?

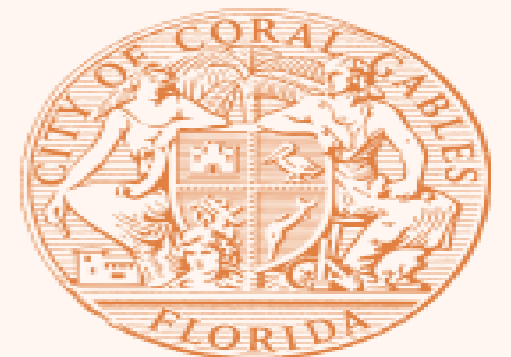




Correct Answer to Question #4



1925





*Implementation
Strategies*

MARKETING STRATEGIES

Print Media

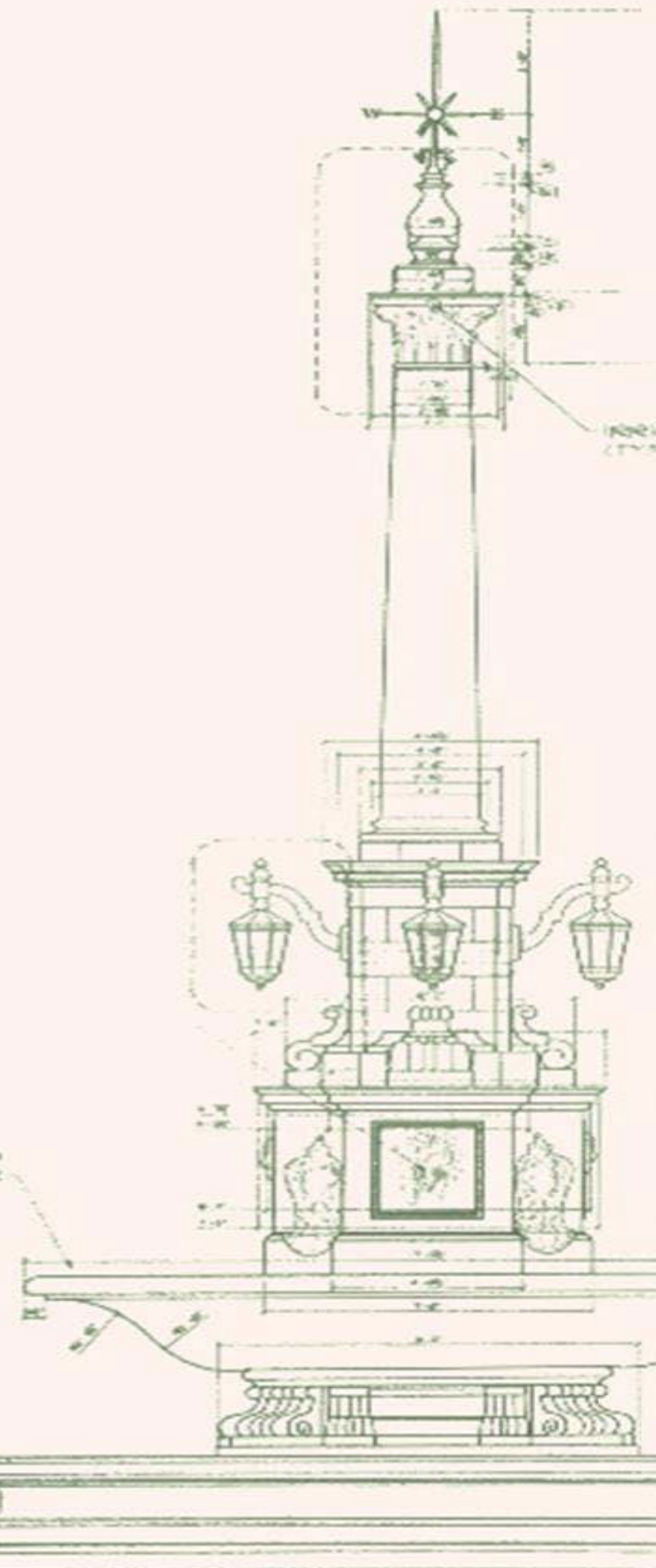
- Posters, Flyers, Brochures & Door Hangers

Multimedia

- YouTube Channel

Social Media

- E-NEWS & [RecNews](#)
- Facebook – various pages
- Instagram
- Twitter
- Coral Gables App



BRANDING GUIDELINES

TOOLKIT: *Content & Navigation*

We've built of a kit-of-parts related to this brand guidelines document. Here is a list of items in the kit:

PHOTOGRAPHY



(53 images included, .JPG format)

FONTS

REQUIEM CAPS

Requiem Italic

Sloop Script

Requiem Text

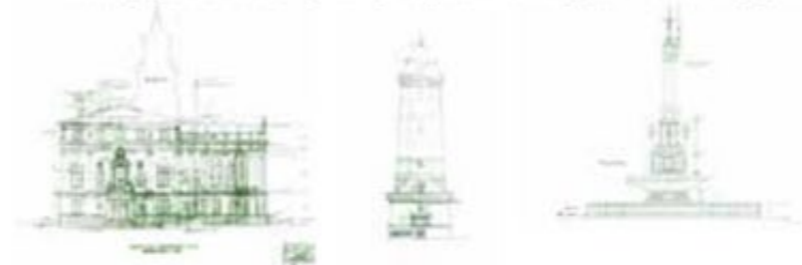
(2 typefaces included, .TTF / .OTF formats)

PAINTED DECKLE GRAPHICS



(11 images included, .PSD format)

ARCHITECTURAL DRAWINGS



(3 images included, .PSD format)

ORNAMENTAL DIVIDER



*(13 images in brand palette + B/W,
.PNG format. .AI file of vector art)*

LOGO ART



*(17 images in brand palette + B/W, .PNG
format. .AI file of vector art)*

PALETTE



(1 file, .PDF format)

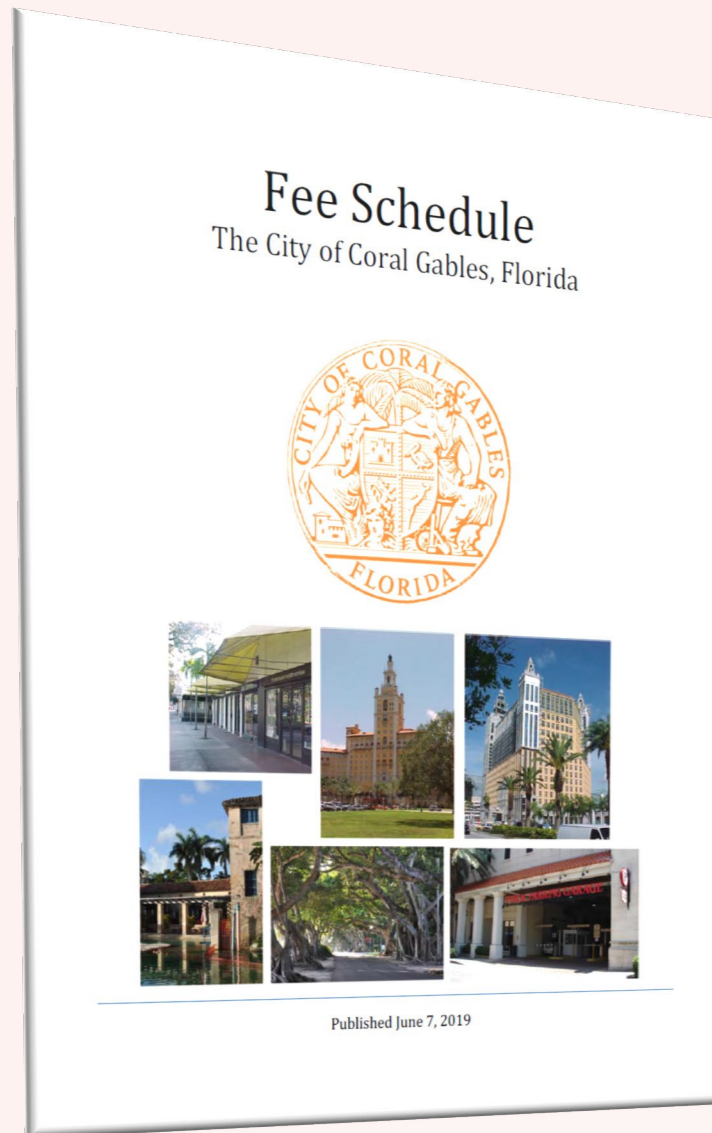
MESSAGING

MEDIUM DESCRIPTION

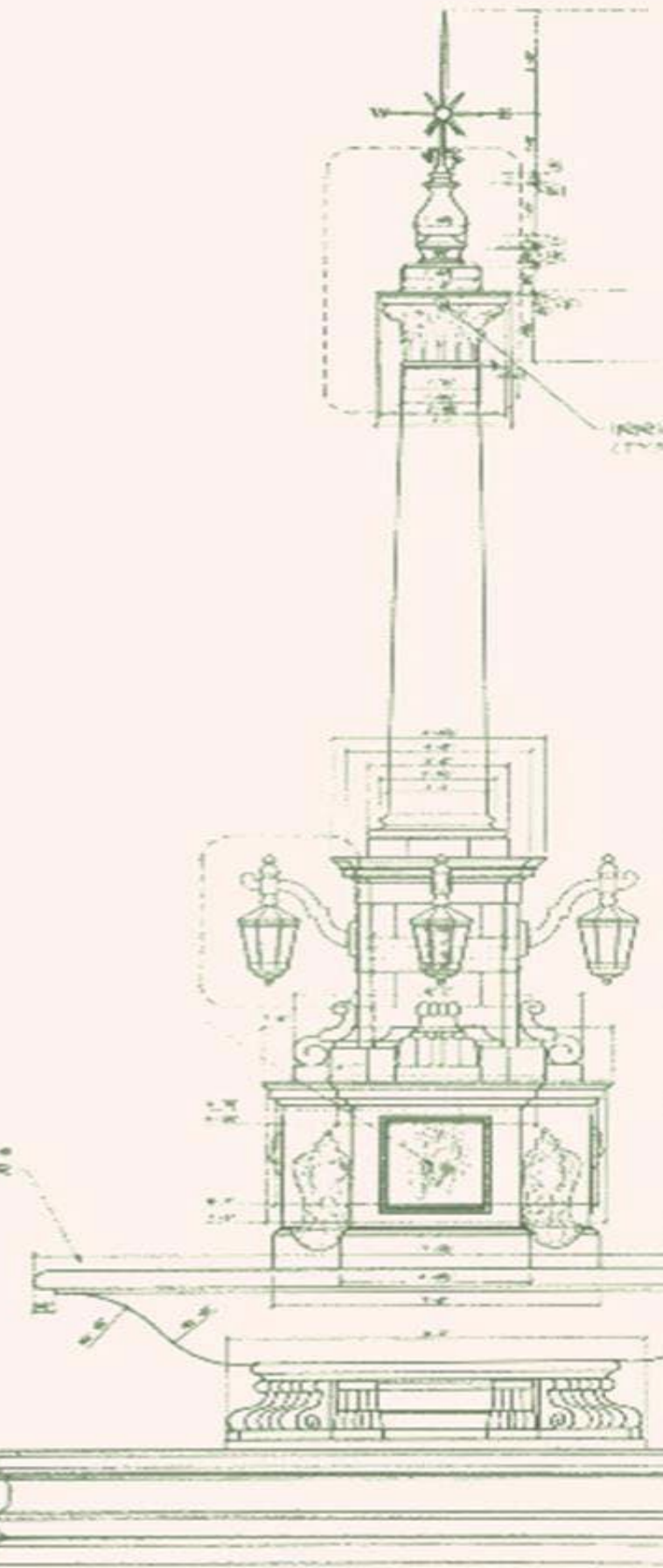
The incarnation of a dream, Coral Gables offers the core small city with a cosmopolitan feel. Designed from the core an international community, the physical and cultural life has been cultivated to reflect the vision of its master plan: lush tropical backdrop complemented by classic Mediterranean

(1 file, .TXT format)

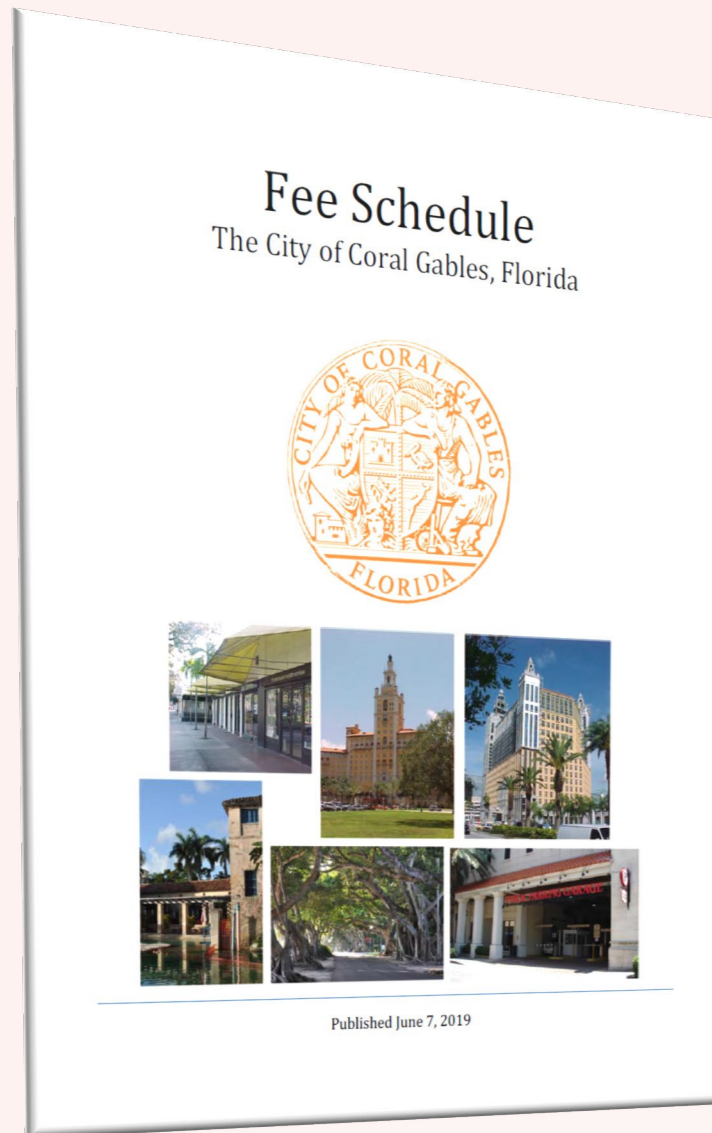
PRICING STRATEGIES



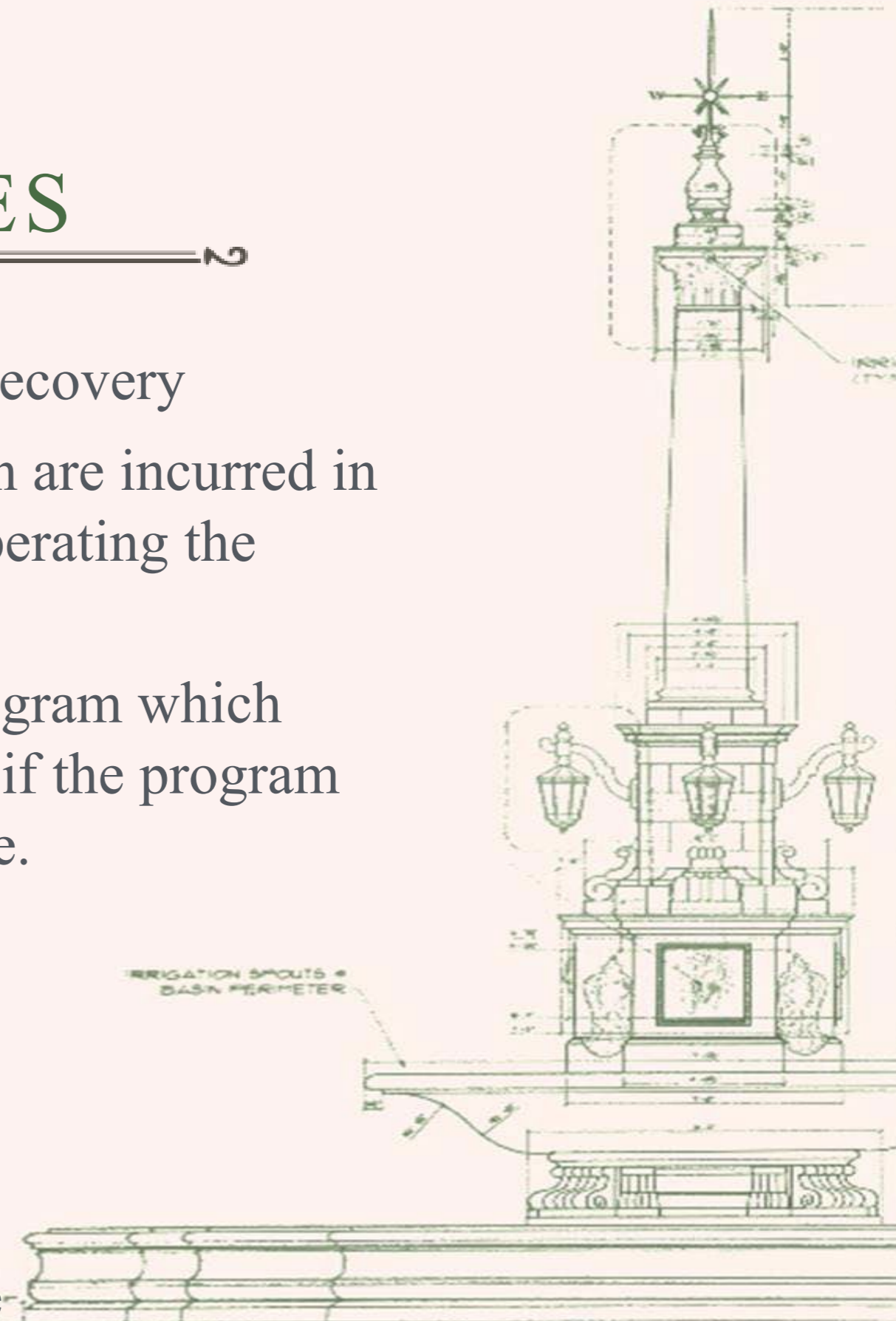
- Fee Assessment Categories
 - Public Based Services - Open spaces, playgrounds, trails, parks and recreation sponsored programs that generate public awareness and positive public relations.
 - Private Based Services - Picnic areas, tennis, aquatics, and parks and recreation sponsored activities such as pre-school instruction, youth programs and senior citizen activities.
 - Merit Based Services - Facility rental, specialized instruction and services.



PRICING STRATEGIES



- Pricing Determinants for Cost Recovery
 - Direct Costs - expenses which are incurred in conducting the program or operating the program or activity
 - Fixed Costs – costs to the program which would be incurred regardless if the program or activity were to take place.
- User Fees By Type
 - Member
 - Resident
 - Non-Resident
- 5 Year Fee Plan – 2.5% increase



ORGANIZATIONAL NEEDS

Strategic Planning Statements

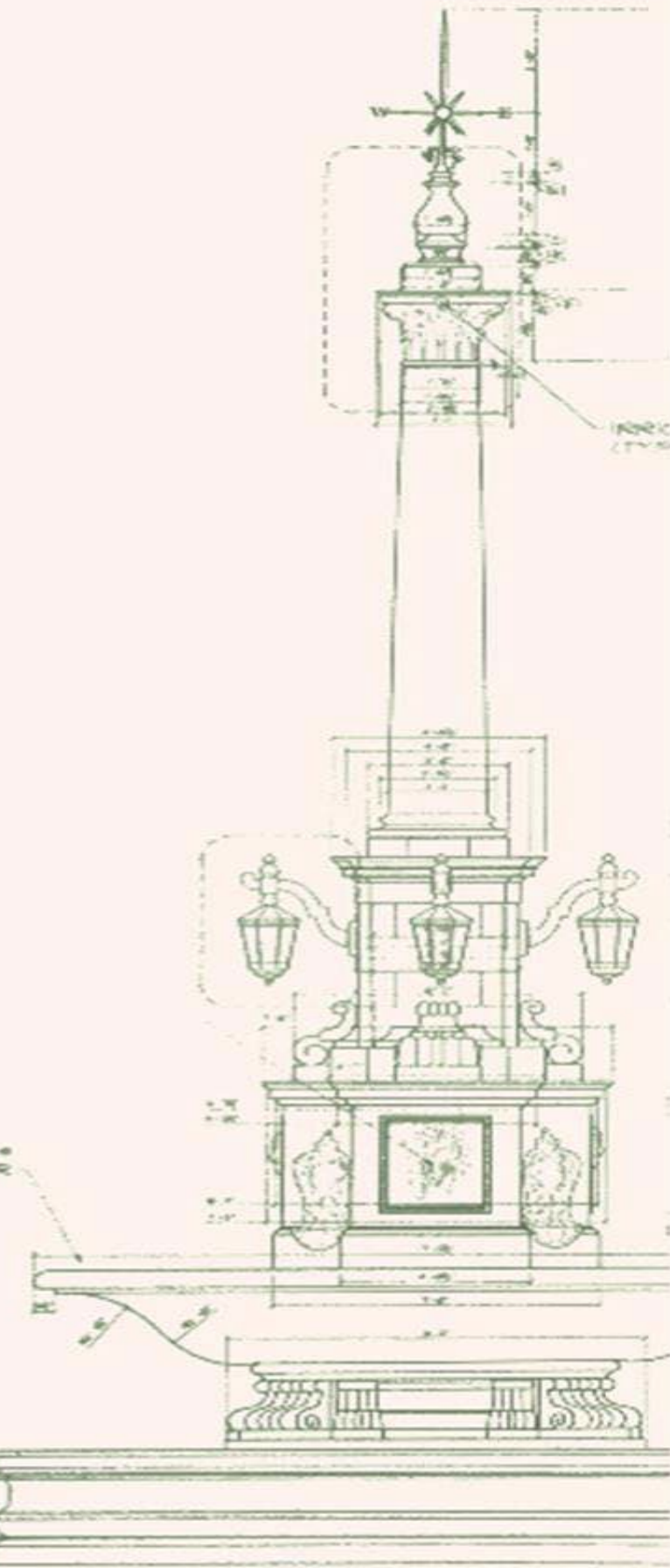
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- Exceptional service – being accessible, accountable, and respectful – exceeding expectations with pride
- Sustainability – stewardship of all resources: people, finances, facilities, and the environment

- Budget Input
 - 100% Budget Adjustments
 - New Need Submission Packages
 - New Need CIP Packages
 - Budget Cut Exercise Scenarios
- Implementation Priorities
 - Commission mandates
 - City Manager mandates
 - Ongoing maintenance
 - Items associated with the Strategic Plan
 - Community driven
 - Revenue driven



2000-2005-2010-2015-2020-2025-2030-2035-2040-2045-2050-2055-2060-2065-2070-2075-2080-2085-2090-2095-2100-2105-2110-2115-2120-2125-2130-2135-2140-2145-2150-2155-2160-2165-2170-2175-2180-2185-2190-2195-2200-2205-2210-2215-2220-2225-2230-2235-2240-2245-2250-2255-2260-2265-2270-2275-2280-2285-2290-2295-2300-2305-2310-2315-2320-2325-2330-2335-2340-2345-2350-2355-2360-2365-2370-2375-2380-2385-2390-2395-2400-2405-2410-2415-2420-2425-2430-2435-2440-2445-2450-2455-2460-2465-2470-2475-2480-2485-2490-2495-2500-2505-2510-2515-2520-2525-2530-2535-2540-2545-2550-2555-2560-2565-2570-2575-2580-2585-2590-2595-2600-2605-2610-2615-2620-2625-2630-2635-2640-2645-2650-2655-2660-2665-2670-2675-2680-2685-2690-2695-2700-2705-2710-2715-2720-2725-2730-2735-2740-2745-2750-2755-2760-2765-2770-2775-2780-2785-2790-2795-2800-2805-2810-2815-2820-2825-2830-2835-2840-2845-2850-2855-2860-2865-2870-2875-2880-2885-2890-2895-2900-2905-2910-2915-2920-2925-2930-2935-2940-2945-2950-2955-2960-2965-2970-2975-2980-2985-2990-2995-3000-3005-3010-3015-3020-3025-3030-3035-3040-3045-3050-3055-3060-3065-3070-3075-3080-3085-3090-3095-3100-3105-3110-3115-3120-3125-3130-3135-3140-3145-3150-3155-3160-3165-3170-3175-3180-3185-3190-3195-3200-3205-3210-3215-3220-3225-3230-3235-3240-3245-3250-3255-3260-3265-3270-3275-3280-3285-3290-3295-3300-3305-3310-3315-3320-3325-3330-3335-3340-3345-3350-3355-3360-3365-3370-3375-3380-3385-3390-3395-3400-3405-3410-3415-3420-3425-3430-3435-3440-3445-3450-3455-3460-3465-3470-3475-3480-3485-3490-3495-3500-3505-3510-3515-3520-3525-3530-3535-3540-3545-3550-3555-3560-3565-3570-3575-3580-3585-3590-3595-3600-3605-3610-3615-3620-3625-3630-3635-3640-3645-3650-3655-3660-3665-3670-3675-3680-3685-3690-3695-3700-3705-3710-3715-3720-3725-3730-3735-3740-3745-3750-3755-3760-3765-3770-3775-3780-3785-3790-3795-3800-3805-3810-3815-3820-3825-3830-3835-3840-3845-3850-3855-3860-3865-3870-3875-3880-3885-3890-3895-3900-3905-3910-3915-3920-3925-3930-3935-3940-3945-3950-3955-3960-3965-3970-3975-3980-3985-3990-3995-4000-4005-4010-4015-4020-4025-4030-4035-4040-4045-4050-4055-4060-4065-4070-4075-4080-4085-4090-4095-4100-4105-4110-4115-4120-4125-4130-4135-4140-4145-4150-4155-4160-4165-4170-4175-4180-4185-4190-4195-4200-4205-4210-4215-4220-4225-4230-4235-4240-4245-4250-4255-4260-4265-4270-4275-4280-4285-4290-4295-4300-4305-4310-4315-4320-4325-4330-4335-4340-4345-4350-4355-4360-4365-4370-4375-4380-4385-4390-4395-4400-4405-4410-4415-4420-4425-4430-4435-4440-4445-4450-4455-4460-4465-4470-4475-4480-4485-4490-4495-4500-4505-4510-4515-4520-4525-4530-4535-4540-4545-4550-4555-4560-4565-4570-4575-4580-4585-4590-4595-4600-4605-4610-4615-4620-4625-4630-4635-4640-4645-4650-4655-4660-4665-4670-4675-4680-4685-4690-4695-4700-4705-4710-4715-4720-4725-4730-4735-4740-4745-4750-4755-4760-4765-4770-4775-4780-4785-4790-4795-4800-4805-4810-4815-4820-4825-4830-4835-4840-4845-4850-4855-4860-4865-4870-4875-4880-4885-4890-4895-4900-4905-4910-4915-4920-4925-4930-4935-4940-4945-4950-4955-4960-4965-4970-4975-4980-4985-4990-4995-5000-5005-5010-5015-5020-5025-5030-5035-5040-5045-5050-5055-5060-5065-5070-5075-5080-5085-5090-5095-5100-5105-5110-5115-5120-5125-5130-5135-5140-5145-5150-5155-5160-5165-5170-5175-5180-5185-5190-5195-5200-5205-5210-5215-5220-5225-5230-5235-5240-5245-5250-5255-5260-5265-5270-5275-5280-5285-5290-5295-5300-5305-5310-5315-5320-5325-5330-5335-5340-5345-5350-5355-5360-5365-5370-5375-5380-5385-5390-5395-5400-5405-5410-5415-5420-5425-5430-5435-5440-5445-5450-5455-5460-5465-5470-5475-5480-5485-5490-5495-5500-5505-5510-5515-5520-5525-5530-5535-5540-5545-5550-5555-5560-5565-5570-5575-5580-5585-5590-5595-5600-5605-5610-5615-5620-5625-5630-5635-5640-5645-5650-5655-5660-5665-5670-5675-5680-5685-5690-5695-5700-5705-5710-5715-5720-5725-5730-5735-5740-5745-5750-5755-5760-5765-5770-5775-5780-5785-5790-5795-5800-5805-5810-5815-5820-5825-5830-5835-5840-5845-5850-5855-5860-5865-5870-5875-5880-5885-5890-5895-5900-5905-5910-5915-5920-5925-5930-5935-5940-5945-5950-5955-5960-5965-5970-5975-5980-5985-5990-5995-6000-6005-6010-6015-6020-6025-6030-6035-6040-6045-6050-6055-6060-6065-6070-6075-6080-6085-6090-6095-6100-6105-6110-6115-6120-6125-6130-6135-6140-6145-6150-6155-6160-6165-6170-6175-6180-6185-6190-6195-6200-6205-6210-6215-6220-6225-6230-6235-6240-6245-6250-6255-6260-6265-6270-6275-6280-6285-6290-6295-6300-6305-6310-6315-6320-6325-6330-6335-6340-6345-6350-6355-6360-6365-6370-6375-6380-6385-6390-6395-6400-6405-6410-6415-6420-6425-6430-6435-6440-6445-6450-6455-6460-6465-6470-6475-6480-6485-6490-6495-6500-6505-6510-6515-6520-6525-6530-6535-6540-6545-6550-6555-6560-6565-6570-6575-6580-6585-6590-6595-6600-6605-6610-6615-6620-6625-6630-6635-6640-6645-6650-6655-6660-6665-6670-6675-6680-6685-6690-6695-6700-6705-6710-6715-6720-6725-6730-6735-6740-6745-6750-6755-6760-6765-6770-6775-6780-6785-6790-6795-6800-6805-6810-6815-6820-6825-6830-6835-6840-6845-6850-6855-6860-6865-6870-6875-6880-6885-6890-6895-6900-6905-6910-6915-6920-6925-6930-6935-6940-6945-6950-6955-6960-6965-6970-6975-6980-6985-6990-6995-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15 Minute

Break

CORAL
GABLES
THE CITY BEAUTIFUL

*Positive Leadership
Workshop*






Who are our
Leaders?

Please raise your
hand if you are in a
leadership role in

your respective
facility or division.



[The Power of Positive Leadership Book](#)



Please take the next ten minutes to complete the self assessment on your phones.

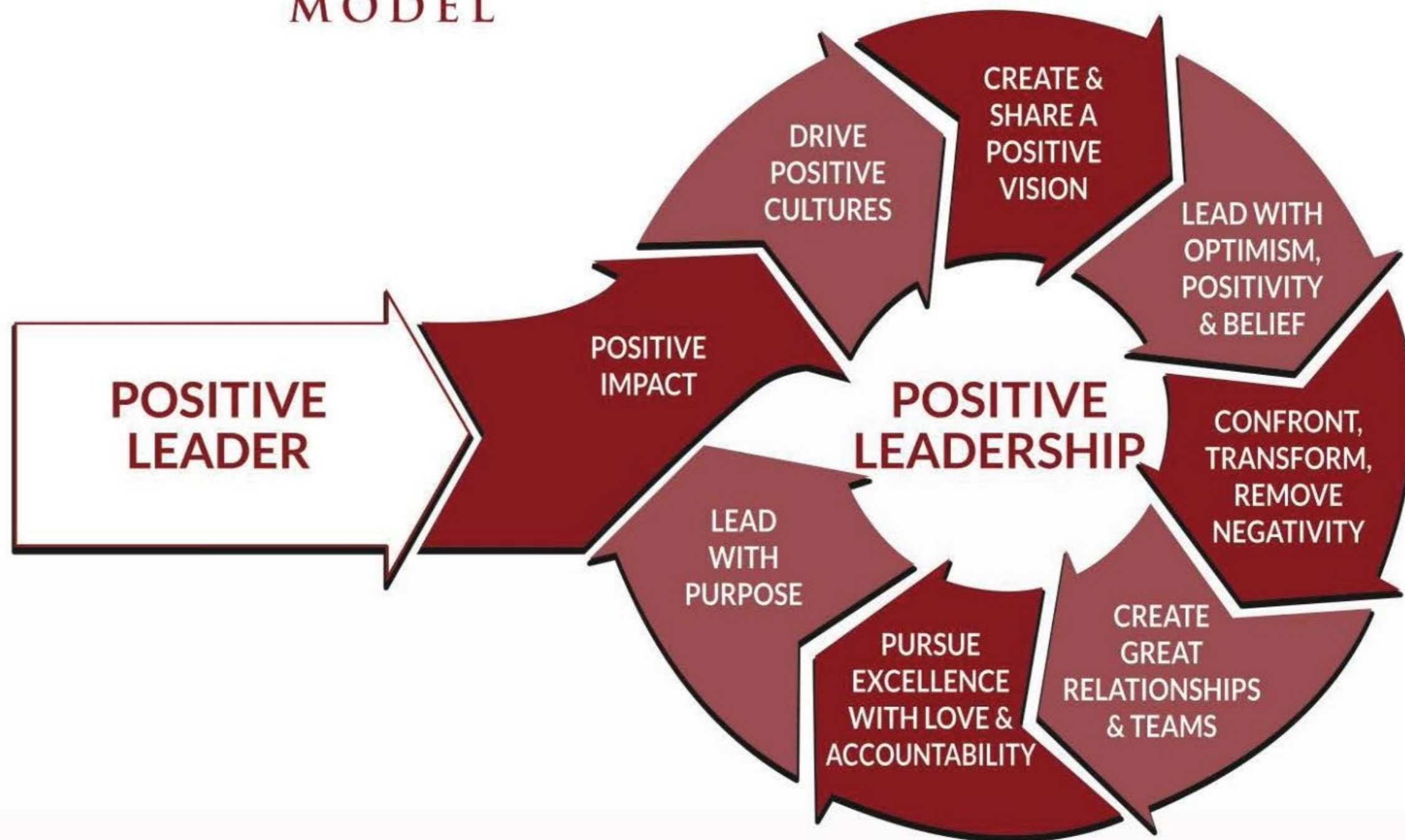
Visit:

<https://powerofpositiveleadership.com/assessment/>

Once you get your results, please forward to cvester@coralgables.com.



THE POWER OF POSITIVE LEADERSHIP MODEL





THE POWER OF POSITIVE LEADERSHIP
FRAMEWORK

Positive Leaders Drive Positive Cultures

Positive Leaders Create and Share
a Positive Vision

Positive Leaders Lead with Optimism,
Positivity, and Belief

Positive Leaders Confront, Transform,
and Remove Negativity

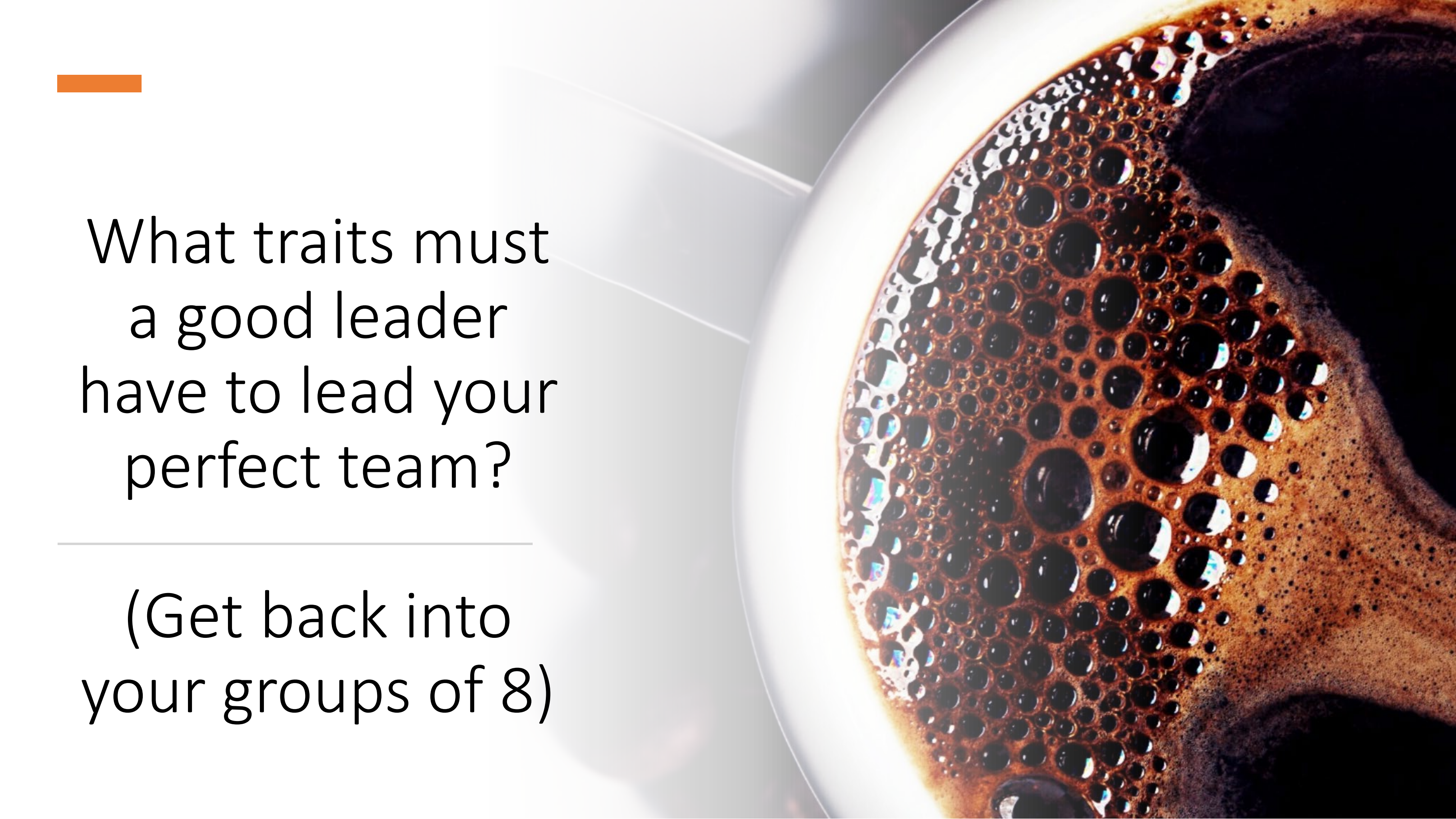
Positive Leaders Create United
and Connected Teams

Positive Leaders Build Great
Relationships and Teams

Positive Leaders Pursue Excellence

Positive Leaders Lead with Purpose

Positive Leaders Have Grit



What traits must
a good leader
have to lead your
perfect team?

(Get back into
your groups of 8)



Share your results:



In Review

EVERYONE IS A LEADER

- No matter what your title is or what role you play in a company, everyone is a leader.
- A leader just isn't some title.
- A leader is a role model.
- A leader is someone who leads through the good times AND the not-so-good times.
- A leader is someone who helps.
- A leader is someone who doesn't believe they are above the team.
- A leader is someone who accepts responsibility.
- A leader isn't just a title you wear on a name badge.
- Leadership is something that is earned, and you must constantly work at it.



What measures
would you
implement to
improve
communication with
your team?



Share your results:



In Review

COMMUNICATION IS EVERYTHING

- Where do most problems arise from? A lack of communication. When there is a void in communication, negativity will fill it.
- Most companies struggle when communication isn't clear or when expectations aren't set.
- The best leaders have an open-door policy where the people that report to them can come and talk and feel appreciated and listened to.
- If you just shut your door, don't take feedback, and always micromanage, your team won't buy-in.
- Make communication a priority and your organization will thrive.



What step would you
take to become a
more positive
leader?





Share your results:




In Review

POSITIVE MUST OUTWEIGH NEGATIVE

- Ever been in a situation where you didn't feel comfortable talking to your boss or felt like you were walking on eggshells?
- If that is the culture in your organization, it is not healthy and sustainable.
- Positivity isn't just a "made up, rah-rah" thing. That isn't genuine. Positivity is something that you must work on constantly like a muscle.

Here are two rules to institute:

- Mindless complaining. It is not acceptable and you must let them know that expectation.
- Be a Problem Solver! Every organization has problems but flip the switch to thinking more of it as an opportunity. Every problem that someone brings, make sure they come with a solution.



What do you want
out of your job?




Share your results:



In Review Have Grit

- Know what you want and why. That's why vision is so important. When you know your why you won't let obstacles get in your way.
- You need to love it. If you don't love it, you will never be great at it. And if you love what you do, you won't quit when the world says you should.
- Embrace failure. You will fail along the way...accept that but don't allow the failure to define you or stop you.
- Keep doing things the right way...don't stray from the path. Results often take time so keep going and trust the process.
- Ignore the critics and just keep doing the work. Positive leaders don't lead in a sea of positivity, but through storms of adversity and negativity. Don't let praise go to your head and don't let the critics into your head.



Let's Talk About
Leadership
Expectations and
Self-Accountability



SEEK FIRST TO UNDERSTAND, THEN TO BE UNDERSTOOD

- Be an active listener.
- Ask questions that build your knowledge versus that highlight your knowledge.
- Always have a “devil’s advocate” for the sake of considering other perspectives, even if you have to do it yourself.
- Understand the history and the backstory.
- Recognize the impact of precedent.
- Do not succumb to “paralysis through analysis.” Make the best decisions in the timeliest manner.
- Commit to hearing, or to telling a tough and painful truth over giving or receiving a comforting mistruth as a way to avoid conflict or misfortune.



BUILD & MAINTAIN RELATIONSHIPS

- Do not take it personal, even when the attack is.
- Always take the high road. Always!
- Seek out opportunities to communicate and dialogue for the sake of the relationship, not because there is an issue to resolve.



LEAD BY EXAMPLE

- Spend time in the field to learn from your staff and put forth the effort you expect from them.
- Take ownership of problems and responsibility for finding solutions.
- Follow-through and follow-up. Do what needs to be done, and let others know when it is done.
- Regularly visit areas where services are provided to better understand the challenges and opportunities for staff and customers.
- Be visible, approachable, and engaged.
- Be emotionally intelligent, patient, and calm under pressure.
- Pay attention to little things and recognize their impact.



TRUST BUT VERIFY

- People do what you inspect, not what you expect. Be certain your expectations align with your actions.
- Have awareness of what is being espoused by your team (written communications, presentations, reports, recommendations, etc.). If it comes from your team, it comes from you.
- Distribute trust and empower staff congruent with their development and actual performance.



MANAGE UP

- Have an awareness of Commission and City Manager priorities and hot buttons; pay attention to dialogue and discussions that provide insight.
- Be professionally mature and politically astute; be respectful and be willing to help your peer departments.
- Ask for help if you need it. Do not let your fear of not knowing drive you to failure.
- No surprises! Sitting on bad news does not make it good news.
- Be assertive in managing issues at the earliest stage; do not let issues balloon.
- Do not be afraid to say “no” or “not right now” if you cannot accommodate a request.



IMPLEMENT CHANGE WHEN NEEDED

- Be willing to do things differently; do not subscribe to sacred cows (even if they belong to you).
- Engage employees and stakeholders in the design and implementation of changes. People closest to the issue must be involved in the solution, but you own the decision-making authority.
- Take time to evaluate the diversity aspects of every function, service, and decision.



DEMONSTRATE AUTHENTIC DETERMINATION AND FOCUS

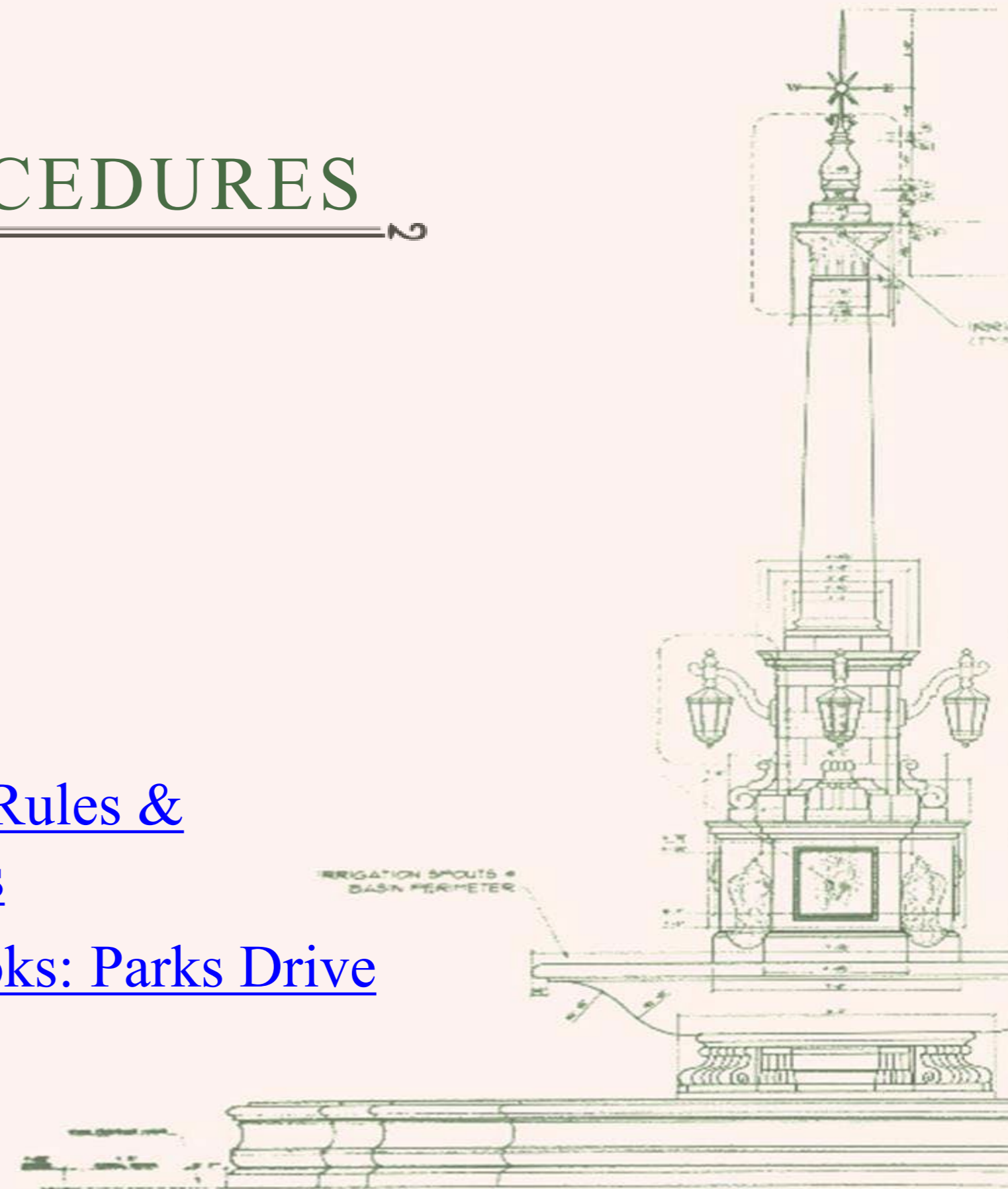
- Spend time in the field assessing and evaluating the services and facilities provided by the Department; what is the goal and what is the gap?
- Stay hungry to learn and grow; pursue opportunities to visit other agencies and learn from your peers.
- Make it a priority to formulate your own opinions, without the biases and influence of others.

Policies & Procedures



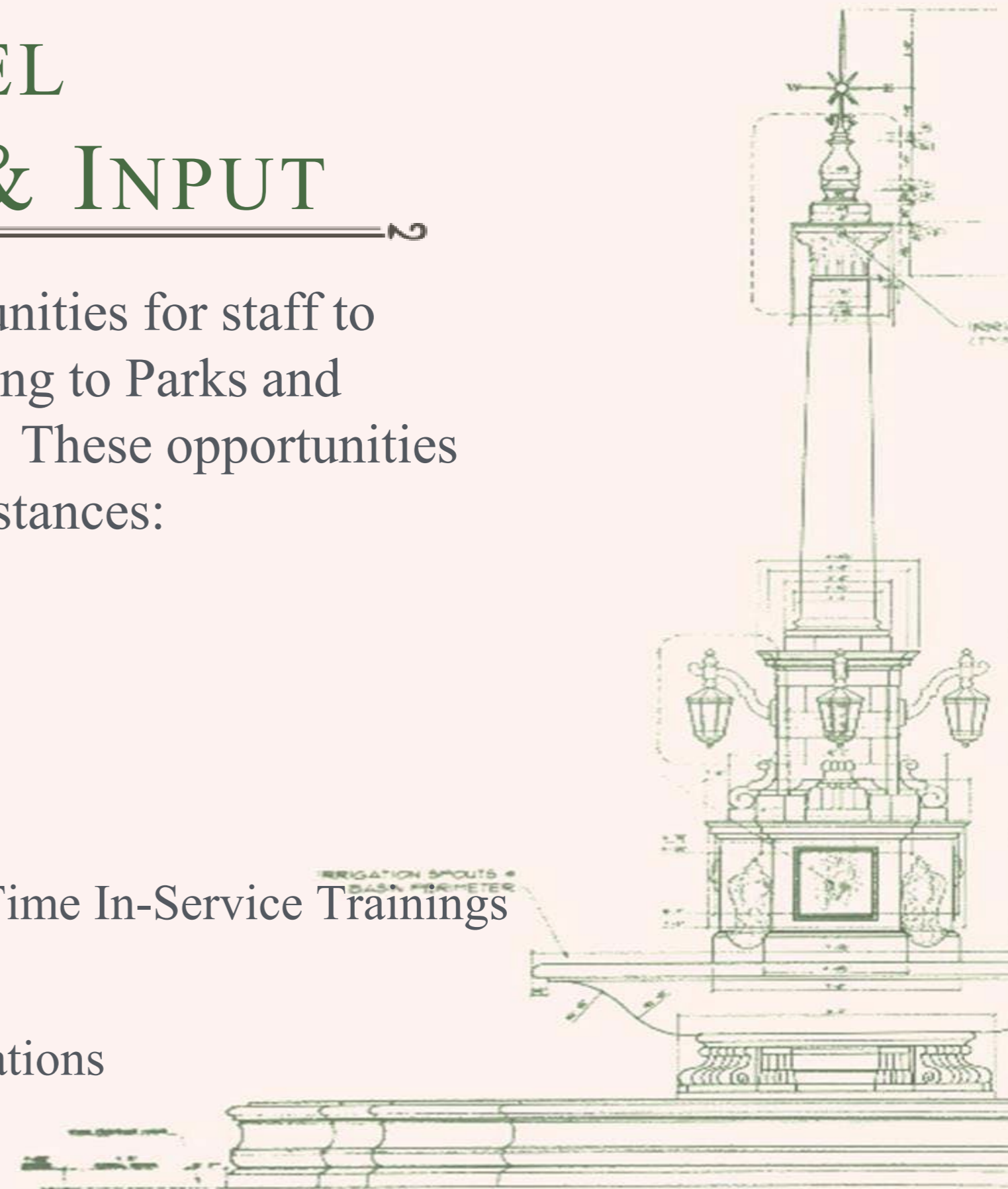
POLICIES & PROCEDURES

- Do we have them?
- What are they?
- Where can you find them?
 - www.coralgables.com
 - [City of Coral Gables Personnel Rules & Regulations – Human Resources](#)
 - [Department Policies & Handbooks: Parks Drive](#)



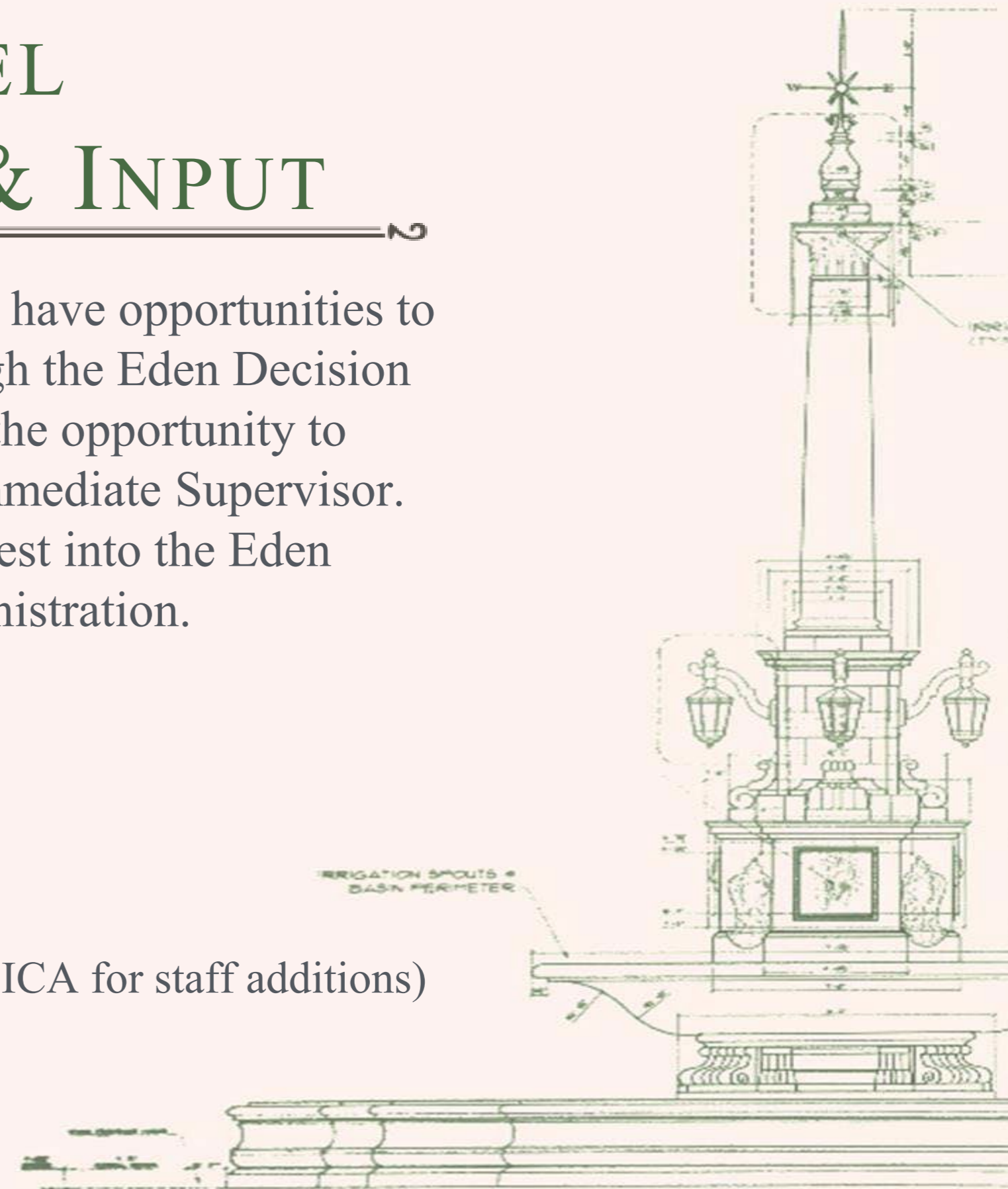
PERSONNEL INVOLVEMENT & INPUT

- Administration will provide opportunities for staff to provide input on all matters pertaining to Parks and Community Recreation Operations. These opportunities will occur at a minimum in these instances:
 - Annual Meeting
 - Annual Leadership Retreat
 - Leadership Workshops
 - Monthly Supervisor Meetings
 - Division Specific Monthly Part-Time In-Service Trainings
 - One-On-One Meetings
 - On-going Development Conversations



PERSONNEL INVOLVEMENT & INPUT

- **Budget Recommendations:** Staff will have opportunities to submit budget recommendations through the Eden Decision Package process. Each staff will have the opportunity to provide new budget requests to their immediate Supervisor. The Supervisor will then input the request into the Eden system with the assistance of the Administration.
- Each request must include:
 - The justification for the request
 - The amount of funding needed
 - Anticipated revenue
 - Related costs (including benefits, FICA for staff additions)
 - Duration of needed funds



*Master Plans
& Future Planning*



COMMUNITY RECREATION
AND WAR MEMORIAL YOUTH
CENTER MASTER PLAN
UPDATES



City of Coral Gables
Community Recreation



COMMUNITY RECREATION MASTER PLAN QUICK REVIEW

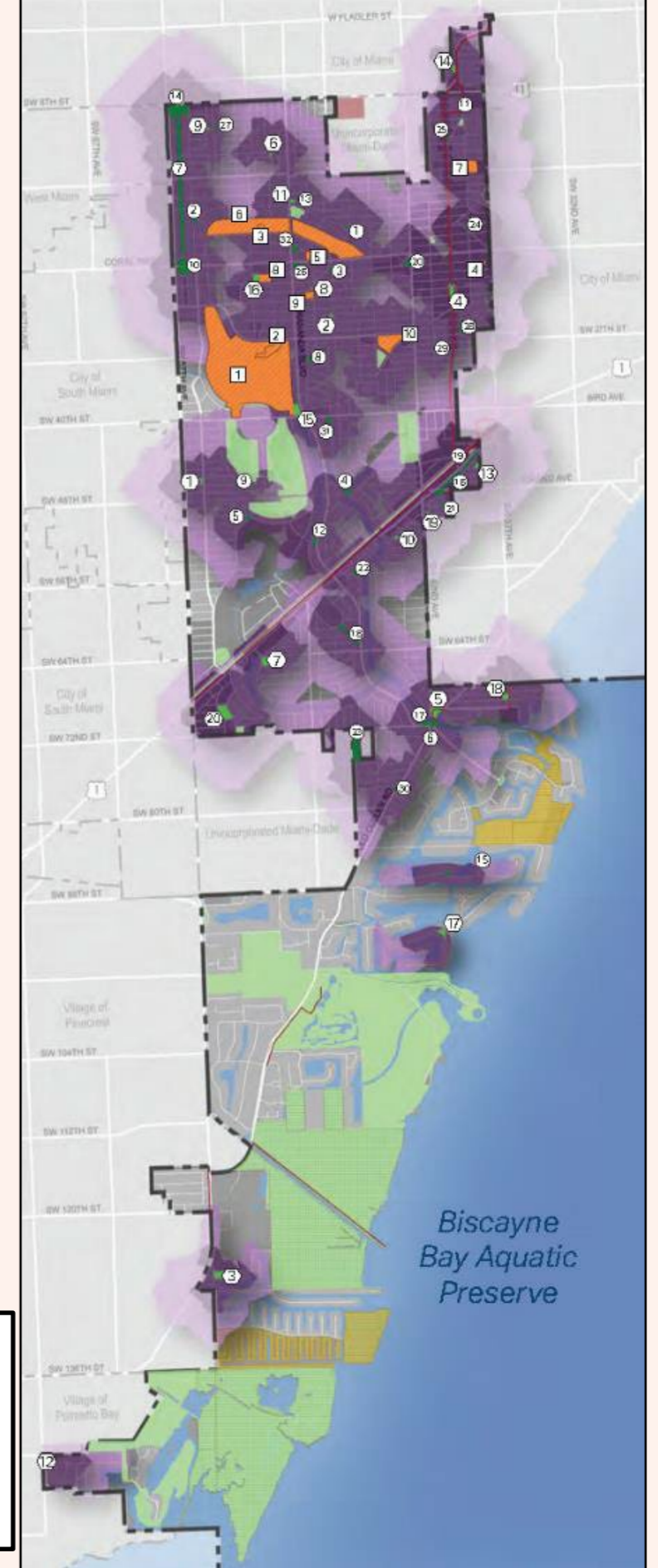
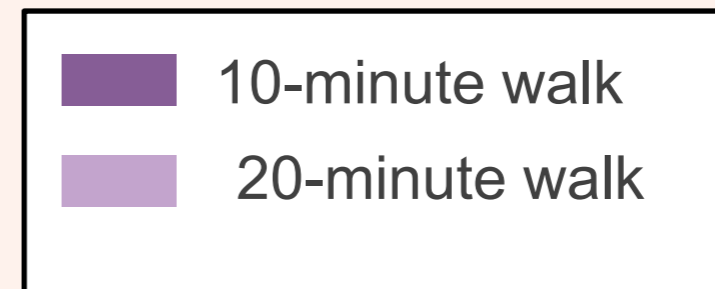
- The Community Recreation Master Plan and the War Memorial Youth Center Master Plan were adopted by the City Commission on September 28, 2021.
[coralgables.com/communityrecreationmasterplan](https://www.coralgables.com/communityrecreationmasterplan)
- The purpose of the plan is to provide staff with a roadmap of project priorities for its facilities, parks and open spaces for the next 10 – 15 years.
- A sunshine meeting was held on Thursday, Feb. 24, 2022, to discuss the phasing and funding of the plan using a referendum option through general obligation bonds.
- Currently funding is contingent upon CIP budget funds and impact fees until future discussion can be held to discuss additional funding opportunities.



COMMUNITY RECREATION MASTER PLAN

LEVEL OF SERVICE

- **Acreage:** 5.24 Acres /1,000 residents.
- 260 acres of City-managed parks, 49,700 residents.
- **Facilities:** Coral Gables has a surplus of basketball courts, tennis courts, and soccer fields when compared to SCORP LOS figures.
- **Access** to neighborhood parks is experiencing gaps in the southern part of the City but is balanced by larger preserves and greenspace not available in the northern, more urban areas.
- Every home should be within a 10-minute walk of a meaningful open space.



COMMUNITY RECREATION MASTER PLAN

EXISTING RATINGS

SUCCESSSES

- High level of maintenance.
- Most sites clean and free of litter, with a feeling of perceived safety.
- Parks make a good impression.
- Most parks and facilities provide a high level of comfort.

OPPORTUNITIES

- Enhance neighborhood access.
- Wayfinding and signage standards.
- Consistent application of design standards.
- Improvement in environmental sustainability, awareness, and education.
- Light touches and refreshments for functionality and comfort.
- *Many improvements currently completed or underway!*

System-wide Ratings

100 - 75 Exceeding Expectations
74 - 50 Meeting Expectations
49 - 50 Not Meeting Expectations

Design and Construction

65

Effectiveness

61

Condition

74

Comfort and Image

73

Access and Linkages

66

Sustainability

68

Not Meeting Expectations Meeting Expectations Exceeding Expectations

COMMUNITY RECREATION MASTER PLAN NEEDS & PRIORITIES SUMMARY

- Maintain and enhance existing parks and facilities.
- Improve safety and security in parks and nearby areas.
- Provide new walking and biking trails.
- Improve communication between the parks and recreation department and the community.
- Promote equitable access to parks through enhanced connectivity and walkability.
- **WMYC**
 - Expand athletics and program offerings.
 - Increase participation capacity.
 - Improve access to the center.



COMMUNITY RECREATION MASTER PLAN

VISION SUBSYSTEMS

- The Vision for the CRMP is build around a set of five subsystems that were established to help guide the development of the parks and facilities across the system.
- The guiding principles and vision recommendations for each of these subsystems are intended to guide the parks and recreation system over the next 10 years.



COMMUNITY RECREATION MASTER PLAN FUNDING AND PHASING – WHY?



- While parks and recreational activities have always been viewed as “quality of life”, current conditions have brought forth the importance of parks and facilities as a vital component for health and well-being.
- Whether it is for physical health from exercise and athletics or mental health benefits from nature and socialization, our parks and facilities are now more vital than ever.

COMMUNITY RECREATION MASTER PLAN FUNDING AND PHASING – FUTURE FUNDING OPTIONS?

- The completion of the master plan will require approximately \$160 million through different funding phases.
- The required funds are not available within the current City budget.
- A bond would provide a mechanism to attain these funds over the implementation period of the master plan.



COMMUNITY RECREATION MASTER PLAN – COMPLETED



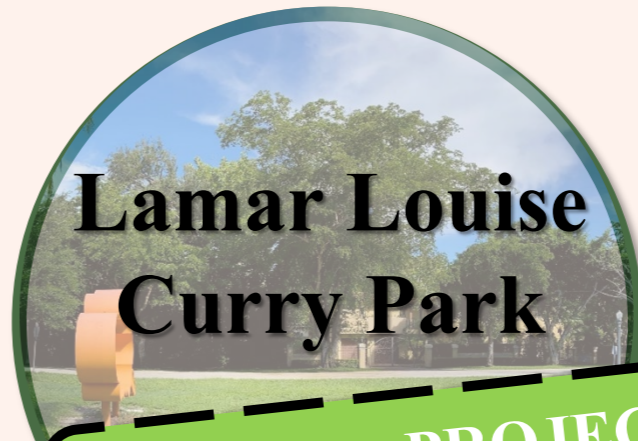
**Salvadore
Park**

**FUNDED - PROJECT
COMPLETED**



**Maggiore
Park**

**FUNDED - PROJECT
COMPLETED**



**Lamar Louise
Curry Park**

**FUNDED - PROJECT
COMPLETED**



COMPLETED



**Pierce
Park**

**FUNDED - PROJECT
COMPLETED**



**Catalonia
Dog Park**

**FUNDED - PROJECT
COMPLETED**



**Solano
Prado**

**DESIGN COMPLETE
IN CONSTRUCTION**

COMMUNITY RECREATION MASTER PLAN

#1

**Ponce Circle
Park**

**DESIGN COMPLETE
COMING SOON**

#2

**Granada
Diner**

**DESIGN COMPLETE
COMING SOON**

#3

**Salvadore
Dog Run**

**DESIGN COMPLETE
COMING SOON**

DESIGN COMPLETE & COMING SOON

**Venetian
Pool
Vessel
Repairs**

**ASSESSMENT
COMPLETE**

**Venetian
Pool
Cafe**

**DESIGN COMPLETE
COMING SOON**

**Granada
Pro Shop**

**DESIGN COMPLETE
IN CONSTRUCTION**

COMMUNITY RECREATION MASTER PLAN



**Nellie
B Moore**

**CONCEPT DESIGN
COMING SOON**



**Cooper
Park**

**CONCEPT DESIGN
COMING SOON**



**Merrick
Park**

**CONCEPT DESIGN
COMPLETE**



COMING SOON



**Blue Road
Open Space**

**CONCEPT DESIGN
COMING SOON**



**Toledo &
Alava Park**

**CONCEPT DESIGN
COMING SOON**

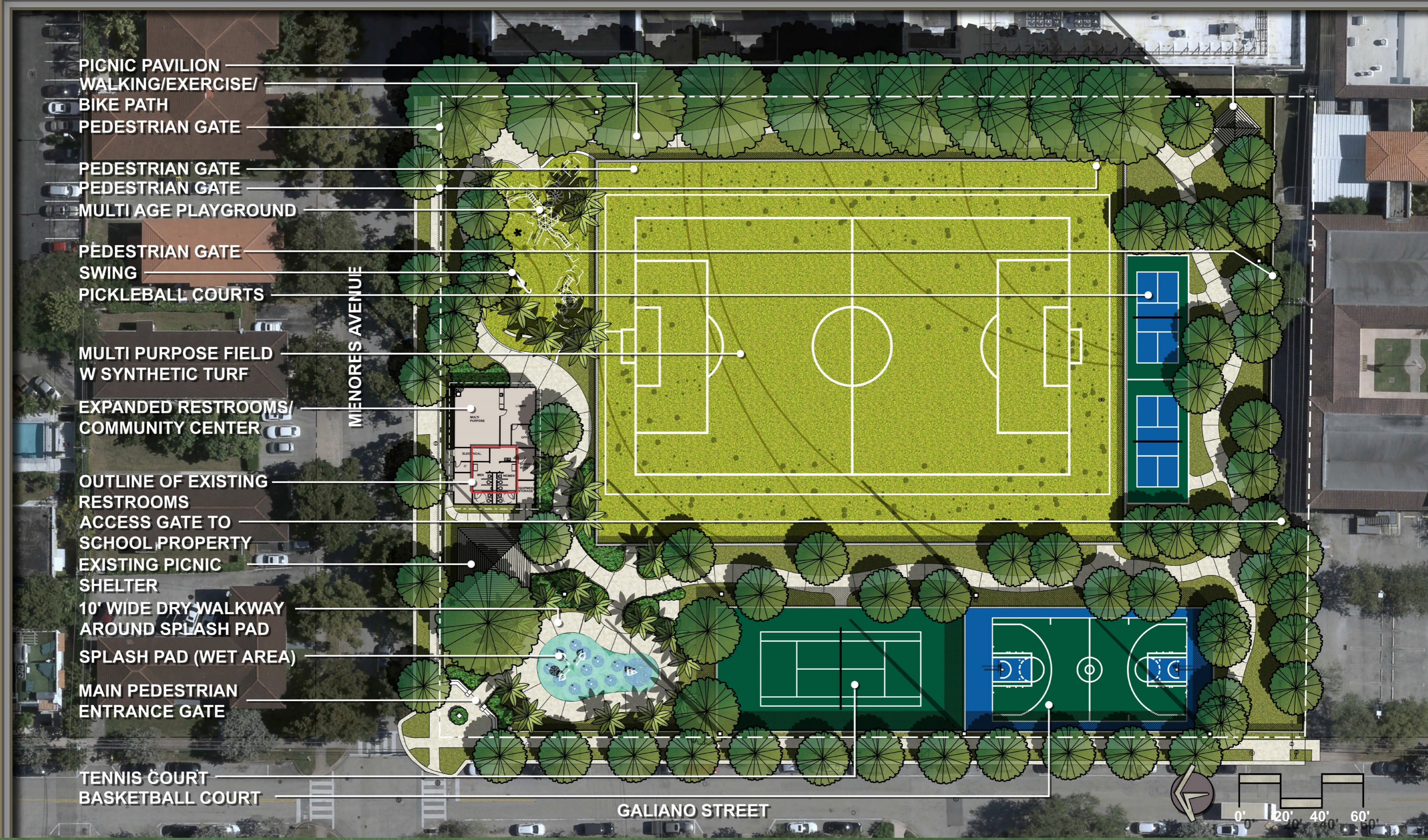


**Phillips
Park**

**CONCEPT DESIGN
COMPLETE**

PHILLIPS PARK

CONCEPT



PICNIC PAVILION
WALKING/EXERCISE/
BIKE PATH
PEDESTRIAN GATE

PEDESTRIAN GATE
PEDESTRIAN GATE
MULTI AGE PLAYGROUND

PEDESTRIAN GATE
SWING
PICKLEBALL COURTS

MULTI PURPOSE FIELD
W SYNTHETIC TURF
EXPANDED RESTROOMS/
COMMUNITY CENTER

OUTLINE OF EXISTING
RESTROOMS
ACCESS GATE TO
SCHOOL PROPERTY
EXISTING PICNIC
SHELTER

10' WIDE DRY WALKWAY
AROUND SPLASH PAD
SPLASH PAD (WET AREA)

MAIN PEDESTRIAN
ENTRANCE GATE

TENNIS COURT
BASKETBALL COURT

MIENORES AVENUE

GALIANO STREET



*ADA Transition Plan
Updates*





Americans With Disabilities Act (ADA) Transition Plan

UPDATE AND SUPPLEMENT

The City of Coral Gables, Florida (the “City”) welcomes individuals with disabilities (residents and visitors). The City is committed to complying with Title II of the Americans With Disabilities Act (“ADA”) and related laws, and to fostering the principles of inclusion for individuals with disabilities in all aspects of the City’s activities, programs and services and beyond.



Americans With Disabilities Act (ADA) Transition Plan

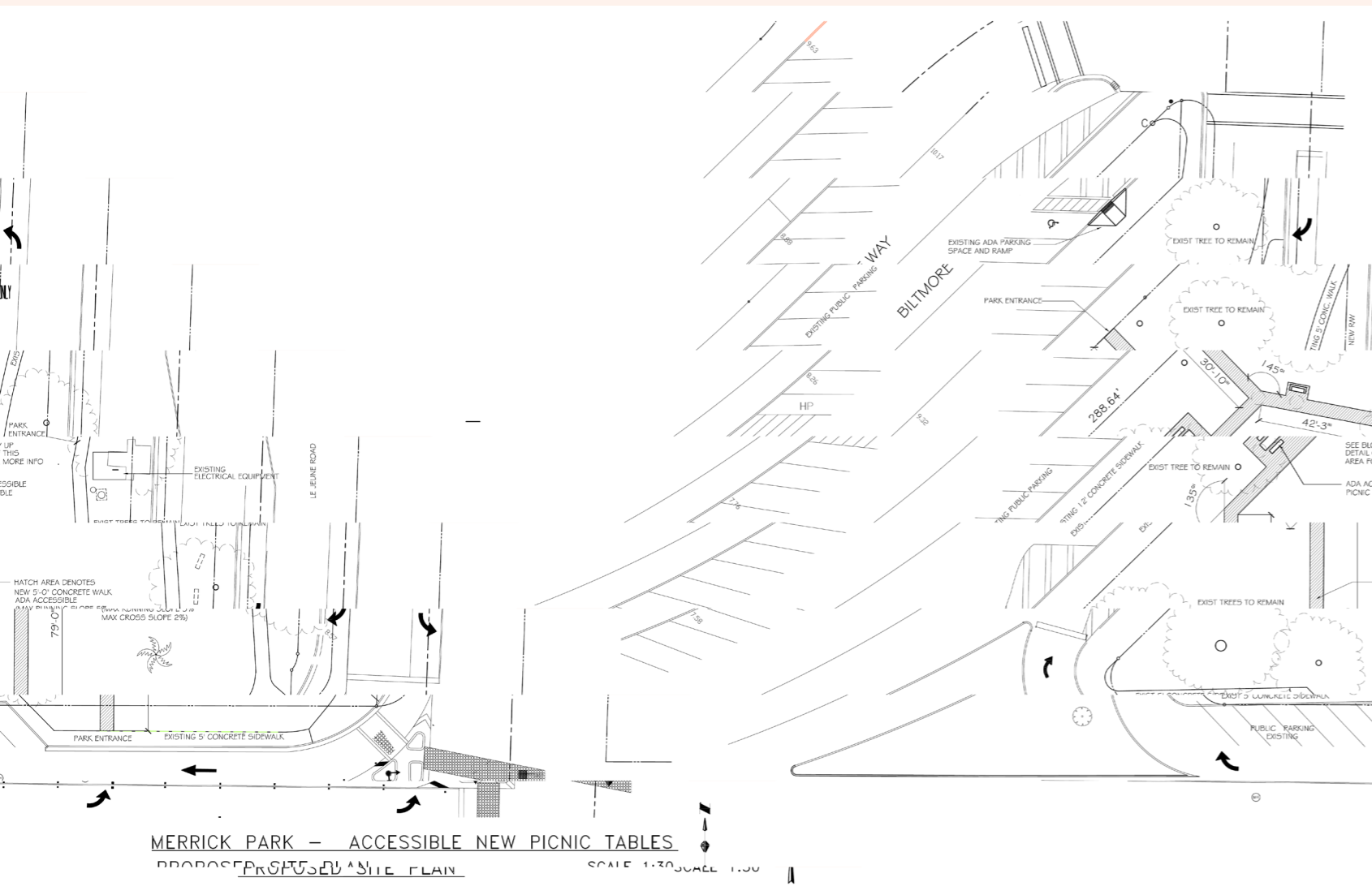
UPDATE AND SUPPLEMENT

The City’s Transition Plan is developed in accordance with Title II of the ADA, Chapter 11 of the Florida Building Code (“Florida Accessibility Code”) and related laws. The City has evaluated its physical facilities and their adjacent public rights-of-way to identify the modifications necessary to meet the applicable accessibility requirements

ADA TRANSITION PLAN UPDATES

ADA Department Improvement Projects:

- Merrick Park ADA Walkway and furnishings.
- Coral Gables Golf & Country Club ADA site audit and respective improvements.
- Pierce Park renovation to include ADA entrances, walkways and furnishings.



*Records Disaster Mitigation and
Recovery Plan Update*



RECORDS DISASTER MITIGATION AND RECOVERY PLAN



Human Resources Department

STAND BY PERSONNEL		ESSENTIAL PERSONNEL	
Employee Name	Telephone	Employee Name	Telephone
Carolina Vester	305-968-8781	Fred Couceyro	305-733-0057
Sarah Espino	786-553-2574	Mitch Zuriarrain	305-733-0071
Fabio Rodriguez	786-247-2793	Ericka Kofkin	305-609-6936
Kevin Gonzalez	305-562-1600	Katherine Anderson	786-213-3282
Jose Vilar	786-925-5924	Troy Hall	305-962-0310
Ana Hanna	706-459-7353	Robert Gomez	305-992-9599
Adier Acosta	786-380-2582	Robert Warren Gilman	786-956-7936
Frances Collado	786-303-0948	Carlos Pichardo	305-733-9393
Jerry Jones	305-979-8413		
Yanessa Rodriguez	786-354-3578		
Farah Rodriguez	305-972-7440		

- Emergency Management Hurricane Plan:
- Updated Critical Incident Staffing Chart

	Manuel Guerrero	786-586-5957
	Norma Gavarrete	305-216-7508
	Arturo Centurion	305-323-0966
	John Butler	786-376-3123
	Kenneth Larkin	305-910-5224
	Valentine Garcia	786-227-1667
	Yonas Correa	305-834-0372
	Roderick Warren	786-805-9239
	Mark Knight	786-226-3124
	Frank Albritton	305-519-0114
	Jean Jacques	305-333-7270
	Tom Groome	305-505-1749
	Max "Kiki" Laurenceau	786-985-7321

Individual Daily Activity Report

CITY OF CORAL GABLES
DAILY ACTIVITY REPORT - INDIVIDUAL



EMPLOYEE NAME / EMPLOYEE NUMBER: _____
 EMPLOYEE TITLE / DEPT / DIV _____
 OPERATIONAL PERIOD: FROM _____ TO _____
 OR
 DATE(S) WORK PERFORMED: _____

Do not use "Rescue Recon"
Use "Damage Assessment"

DISASTER / EVENT: _____

Shaded areas will be completed by the appropriate Administrative Assistant or Payroll

If using form for more than one date specify by date and time from 12AM to 11:59PM. Specify what date equip., materials, or purchases were made.

TIME**	DATE	LOCATION	DETAILED DESCRIPTION OF WORK PERFORMED	TIME		HOURS*		SPECIAL RATE*
				START	STOP	STRAIGHT	1.5 TIME	

Be as specific as possible

EQUIPMENT***	DATE	CITY ISSUED EQUIPMENT NUMBER/ VEHICLE NUMBER	MODEL / DESCRIPTION OF EQUIPMENT - INCLUDE HORSEPOWER, SIZE, TYPE, CAPACITY, ETC AS APPLICABLE	ENGINE HOURS		VEHICLE MILES	
				START	STOP	START	STOP

Only the Driver or Operator of the equipment shall list the use.

This section is to be completed when items are on hand and are used for event related repairs/replacements

MATERIALS/ STOCK****	DATE	INVENTORY / STOCK NUMBER	MATERIALS / SERVICE DESCRIPTION	UNITS USED	UNIT OF MEASURE	RATE OR PRICE*	OTHER INFORMATION

Receipts or Invoices MUST be attached for any purchases made in the field

PURCHASES*****	DATE	VENDOR	DESCRIPTION	P.O. #	INVOICE #	AMOUNT	(PCard/Check/Cash)

* To be completed by Administrative Staff
 ** Time must be separated by date, i.e., 12:01AM - 11:59PM
 *** Only the operator of the equipment lists the usage

**** List items on hand or in current inventory
 ***** Receipt/Invoice must be attached

Forms MUST be signed by employee and appropriate supervisor

EMPLOYEE NAME: _____
 SUPERVISOR NAME: _____

EMPLOYEE SIGNATURE: _____ DATE: _____
 SUPERVISOR SIGNATURE: _____ DATE: _____

RECORDS DISASTER MITIGATION AND RECOVERY PLAN



INFORMATION TECHNOLOGY DEPARTMENT

EMERGENCY RESPONSE

STANDARD OPERATING PROCEDURES

Effective Date:	2022
Review frequency	Annually
Reviewed	2009-2020 (IT) 2010 (CAO, McGladrey) 2011 (HR, Finance) 2012 (Gartner) 2018 BRIT
Developed By	Raimundo Rodulfo. IT Director Nelson Gonzalez. Asst. IT Director/CISO Ayanes Apolinar. Systems Manager Gisela Rodriguez. Network Manager Lemay Ramos. Applications Manager Mark Hebert. GIS and Service Desk Manager
Approved by	Raimundo Rodulfo. IT Director

- CGIT Business Continuity Plan:
- Revised in 2022 by IT Department

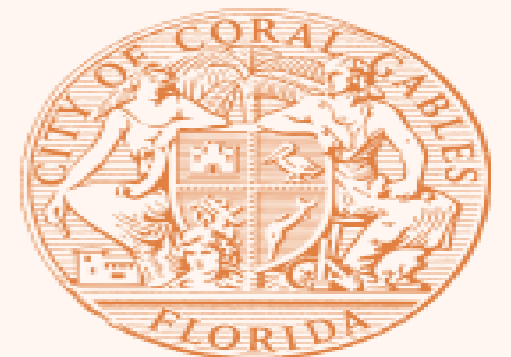


Trivia

Question #5



WHAT TWO LIFE ALTERING
EVENTS BROUGHT ON THE
DECLINE OF GEORGE
MERRICK AND THE
BANKRUPTCY OF CORAL
GABLES?

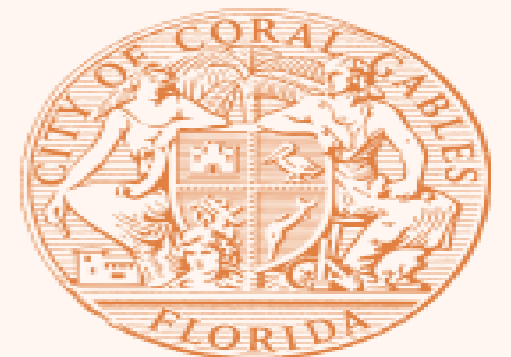




Correct Answer to Question #5



*THE GREAT DEPRESSION &
THE HURRICANE OF 1935*



A photograph of a stone archway leading to a green door. The archway is made of rough-hewn stone and is flanked by a lamp post on the right. The scene is set in a lush, green environment with trees and bushes. The text 'RecTrac Registration Software' is overlaid on the left side of the image in a green, italicized font.

*RecTrac
Registration
Software*

RECTRAC SOFTWARE

- PlayGables WebTrac splash page [login](#)

www.playgables.com

- Country Club WebTrac splash page [login](#)

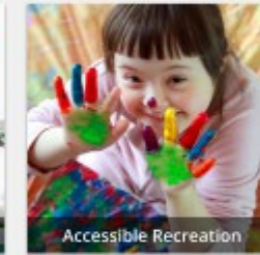
www.clubgables.com



Camps



Club PLAY Aftercare



Accessible Recreation



Athletics



Salvadore Tennis Center



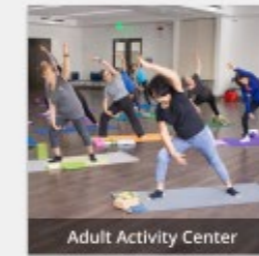
Biltmore Tennis Center



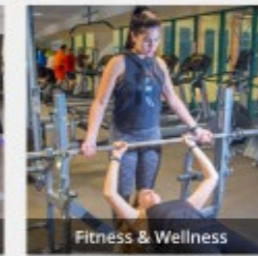
Granada Golf



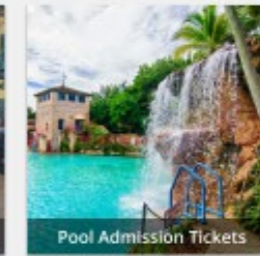
Coral Gables Country Club



Adult Activity Center



Fitness & Wellness



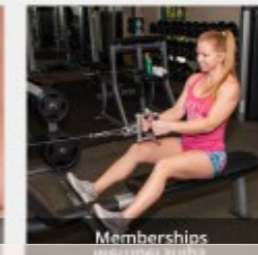
Pool Admission Tickets



Aquatic Programs



Professional Programs



Memberships



Pickleball Reservations



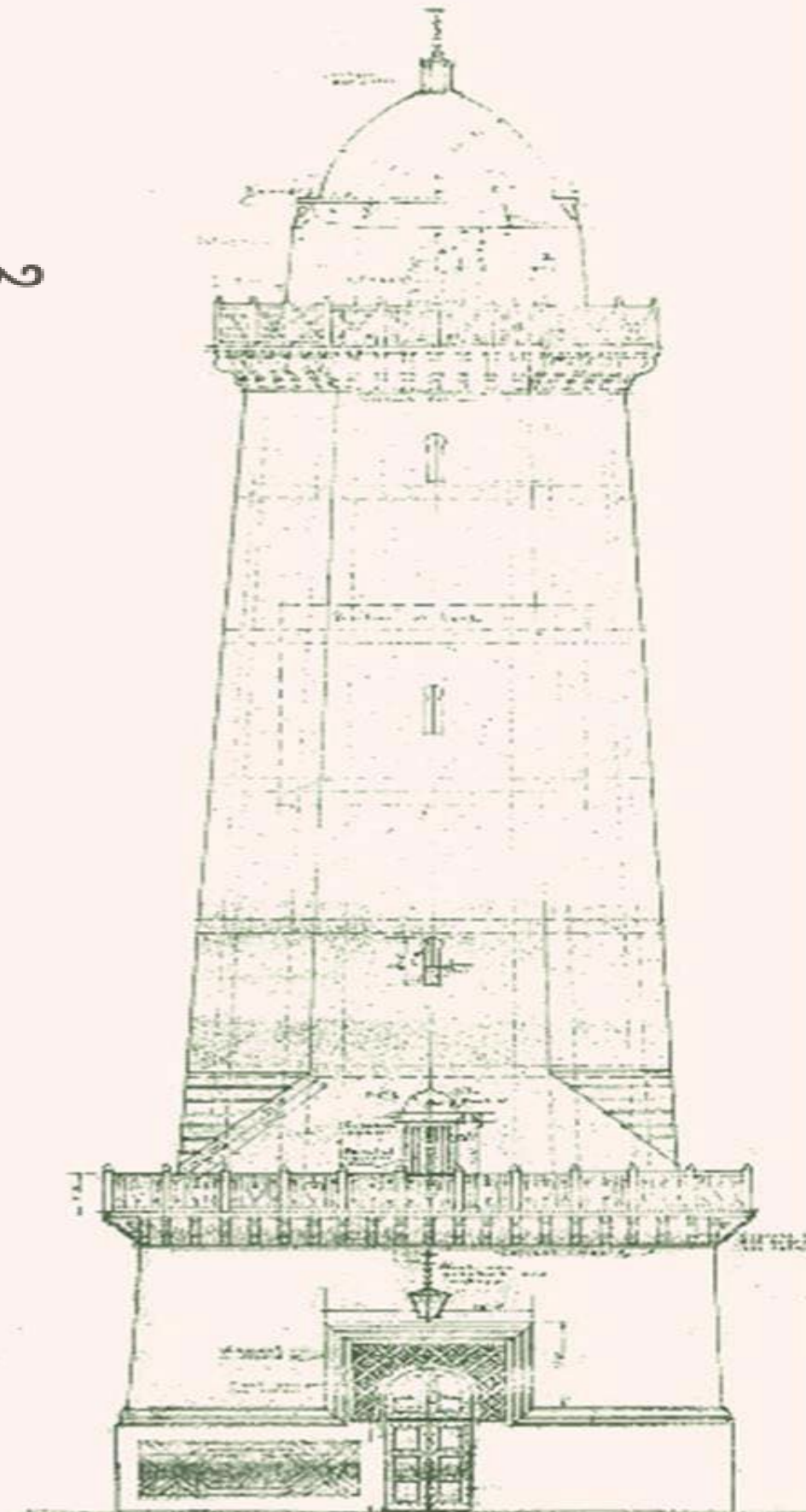
Special Events

In-Service Training



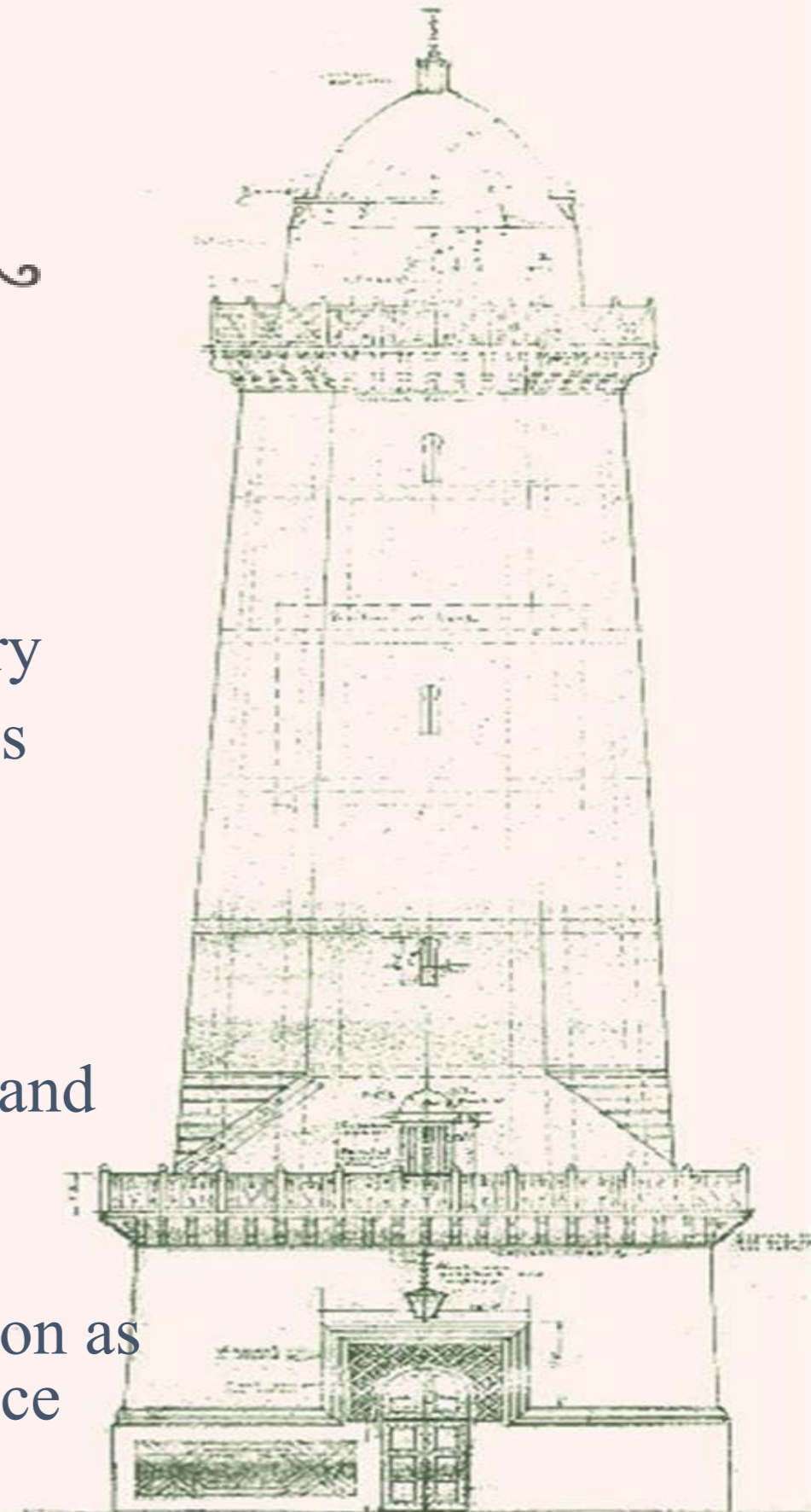
ANNUAL IN-SERVICE TRAINING REVIEW

- Law Enforcement & Active Shooter Training
- Emergency Procedures
- Safety Training Handbooks
- Customer Service Training
- Maintenance Standards
- Positive Work Environment & Ethics



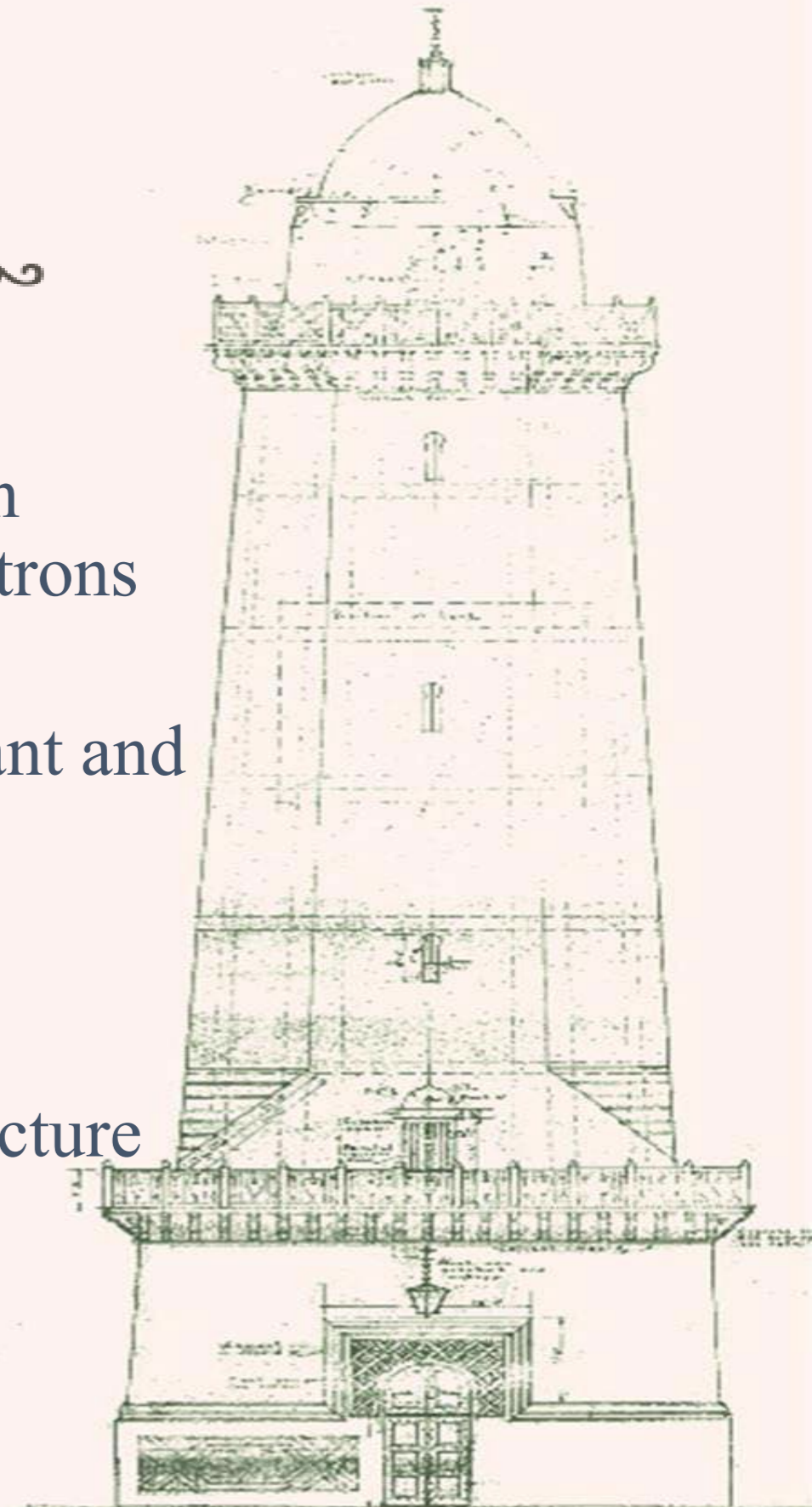
LAW ENFORCEMENT TRAINING

- DEPARTMENT & FACILITY SAFETY PLANS
 - Know your Facility Safety Plans
- FACILITY BUILDING PLANS
 - Know your entry points – limit to a single point of entry
 - Know your emergency exits for evacuation & fire drills
- MONITOR ENTRY & EXIT POINTS
 - Keep doors locked from exterior access
- CAMERA SURVEILLANCE
 - All public areas should be monitored, including fields and parking lots.
- INTERCOM COMMUNICATION SYSTEMS
 - All facilities should be equipped with an intercom button as well as a landline phone to alert the administrative office and/or police department of any critical incident.



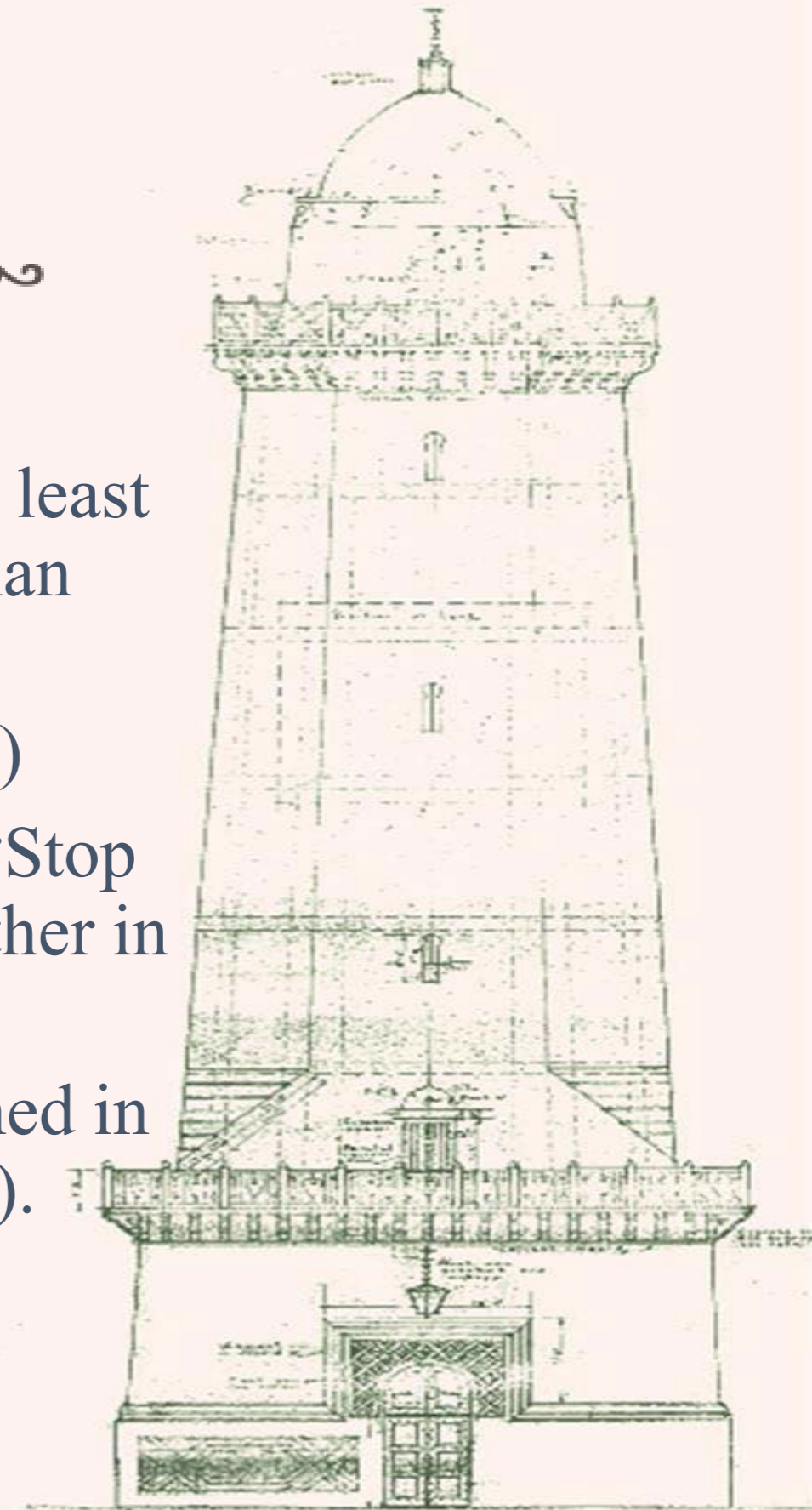
LAW ENFORCEMENT TRAINING

- EMERGENCY NOTIFICATION SYSTEM
 - All facilities should have an emergency notification system to effectively communicate with parents/patrons in the event of a critical incident.
 - This will be used to keep parents updated on relevant and important information.
 - Aftercare example – Procare App
- IDENTIFICATION BADGES
 - It is advisable that all staff and participants wear picture identification badges.
 - They should be visible at all times.



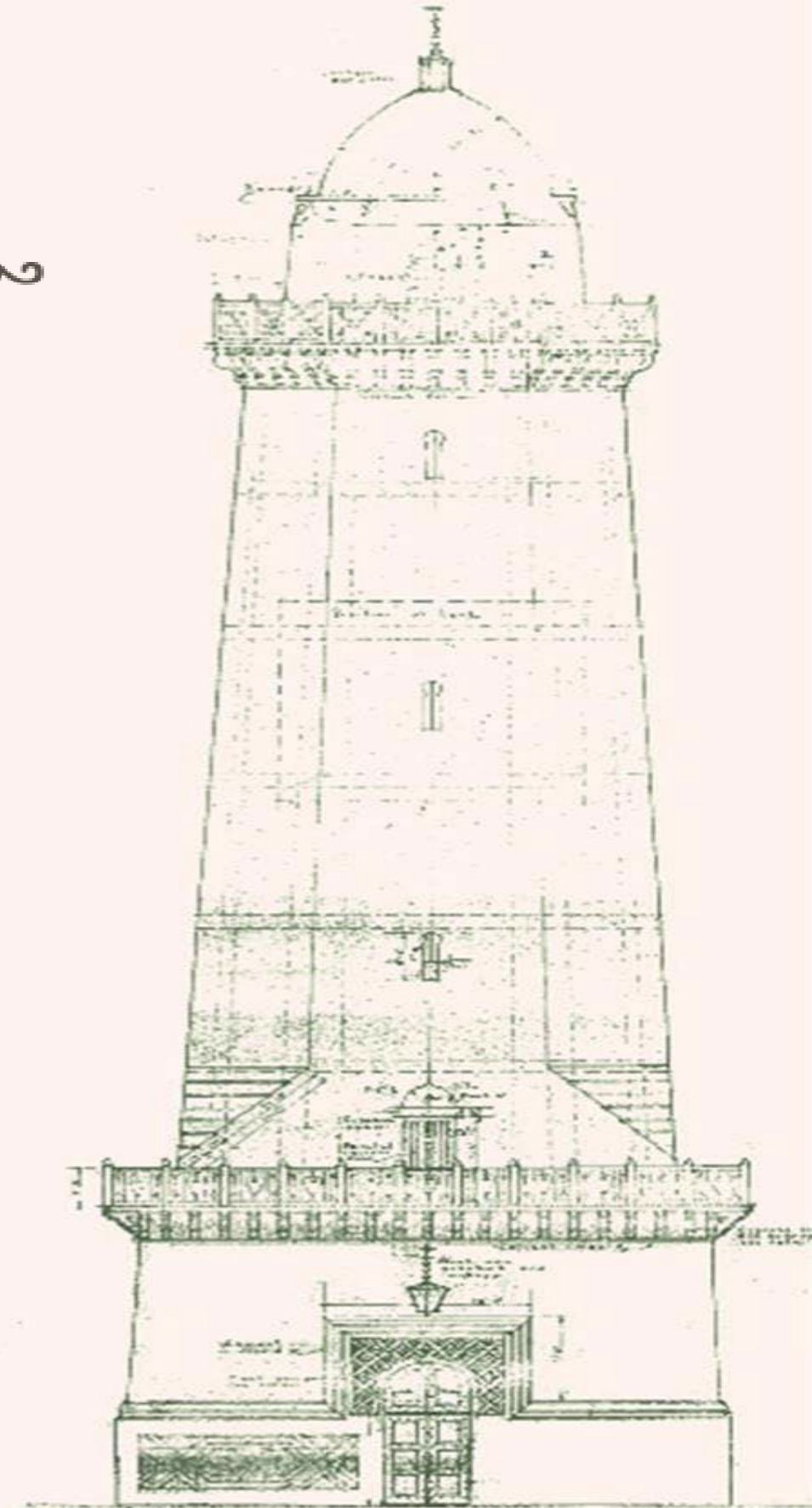
LAW ENFORCEMENT TRAINING

- ACTIVE SHOOTER DRILLS
 - All facilities should conduct active shooter drills at least as often as other emergency drills, but never less than once a year.
- DEFIBRILLATOR AND “STOP THE BLEED” KIT(S)
 - All facilities are equipped with a defibrillator and “Stop the Bleed” kits. These items should be placed together in a visible area and be available to everyone.
 - All staff should be CPR certified and properly trained in the use of a defibrillator and “Stop the Bleed” kit(s).



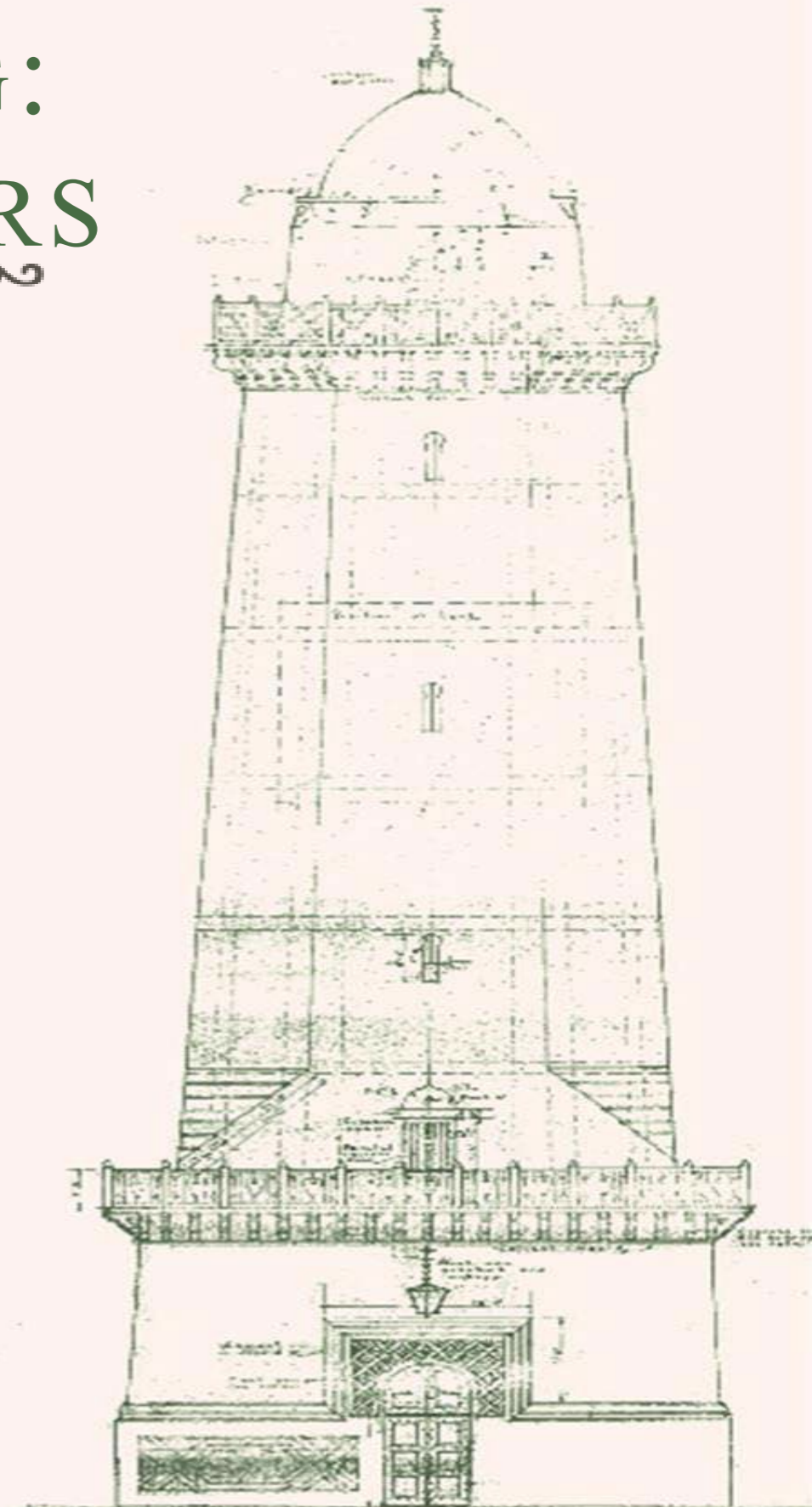
LAW ENFORCEMENT TRAINING

- ACTIVE SHOOTER
 - RUN
 - HIDE
 - FIGHT
- [Play Surviving an Active Shooter Event Video](#)



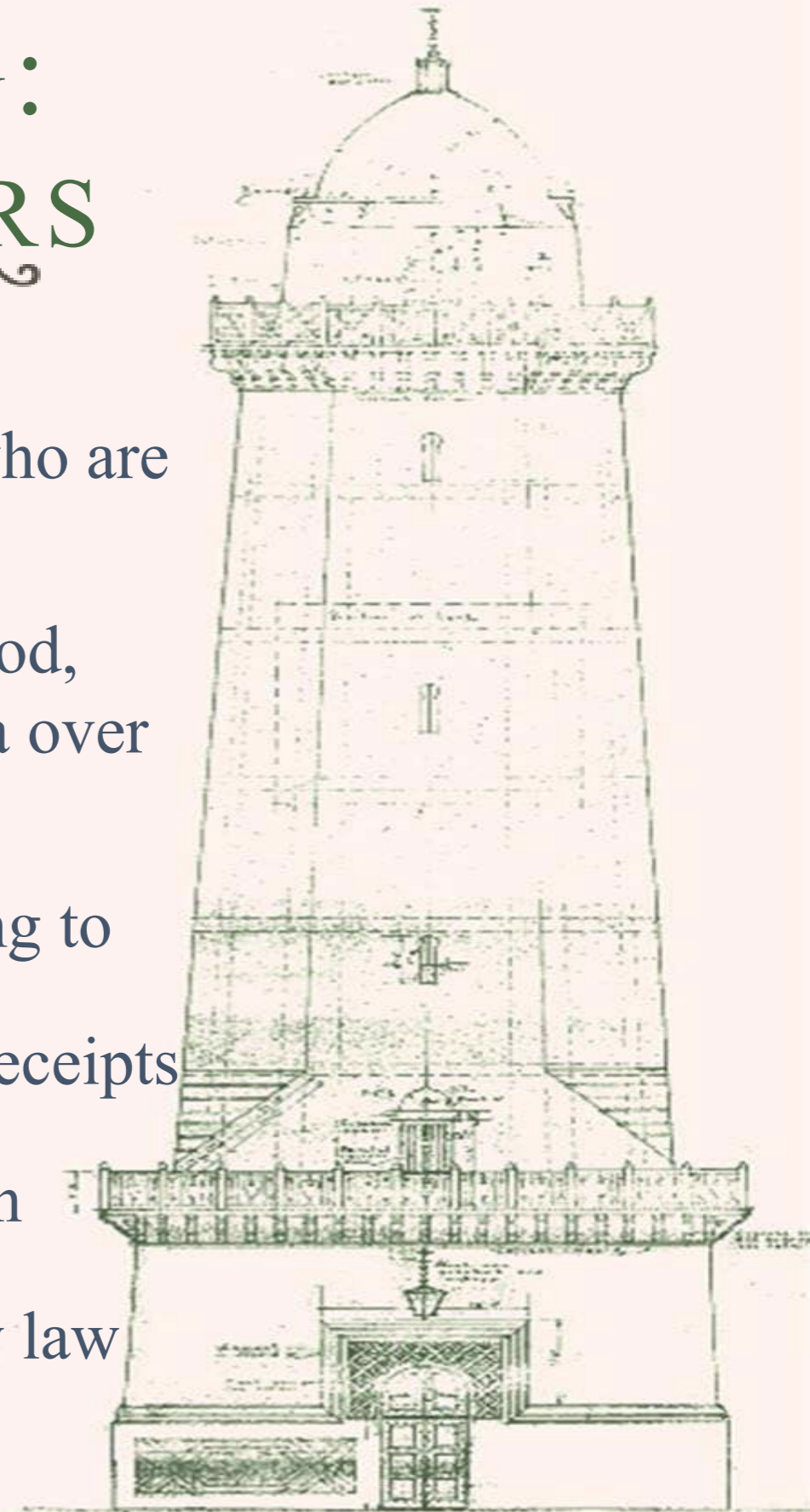
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- Individual Behavior Indicators:
 - Socially isolated,
 - Threats of violence against others,
 - Unsolicited focus on dangerous weapons,
 - Unstable emotional responses,
 - Intense anger and hostility,
 - Loss of significant relationships,
 - Feeling either arrogant and supreme, or powerless,
 - Expressions of paranoia or depression,
 - Increased use of alcohol or drugs,
 - Depression or withdrawal,
 - Talk of suicide,
 - Increased absenteeism.



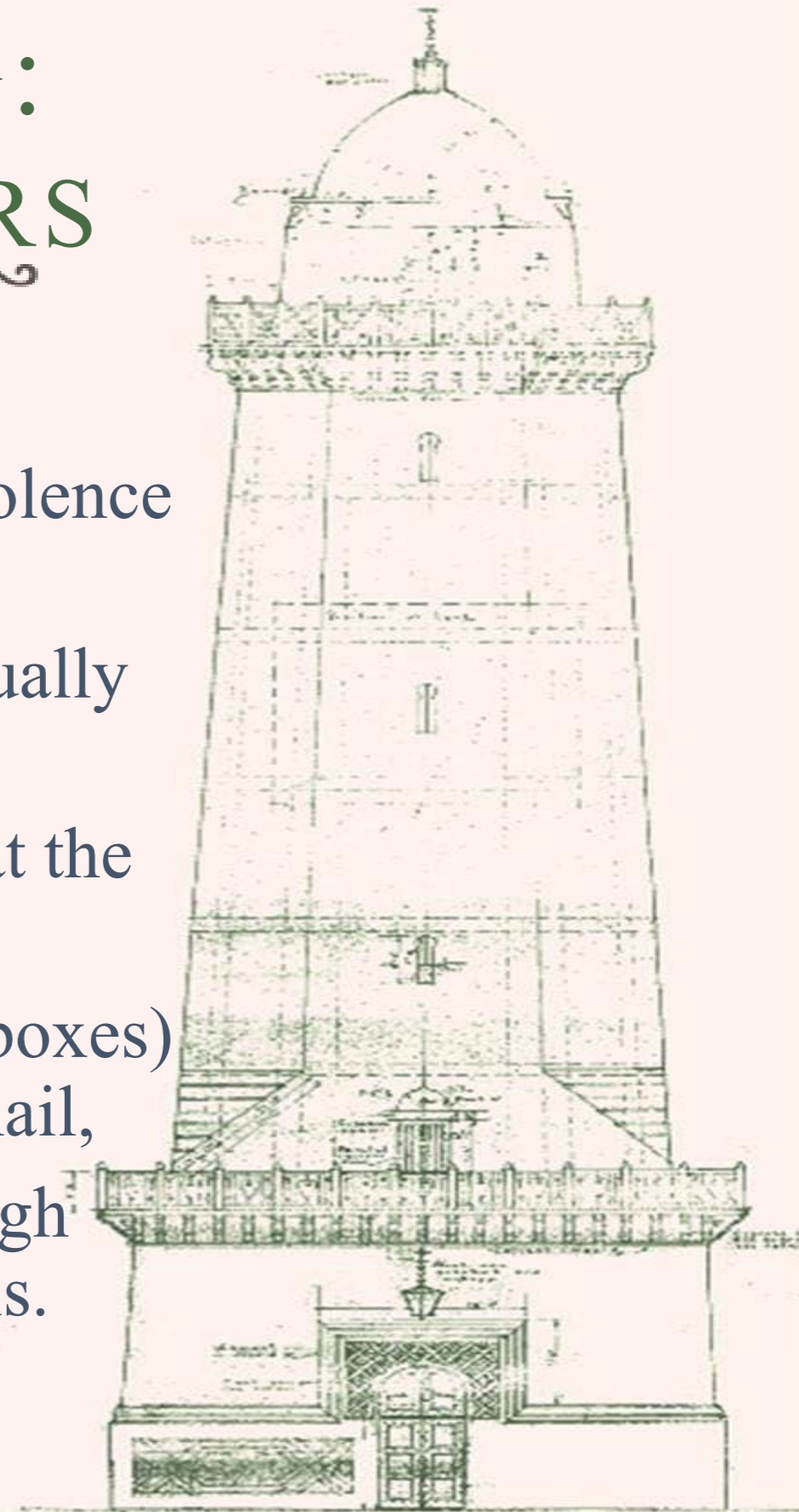
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- Surveillance Indicators:
 - Persons attempting to gain access into the facility or who are located in the building with no legitimate purpose,
 - Persons using or carrying video/camera/observation equipment in or near the facility over an extended period,
 - Persons parking, standing, or loitering in the same area over a multiple-day period with no apparent reasonable explanation,
 - Persons excessively inquiring about practices pertaining to the facility and its operations,
 - Persons observed or reported to be observing facility receipts or deliveries,
 - Threats by telephone, mail, or e-mail and/or increase in reports of threats from known reliable sources,
 - A noted pattern of false alarms requiring a response by law enforcement or emergency services.



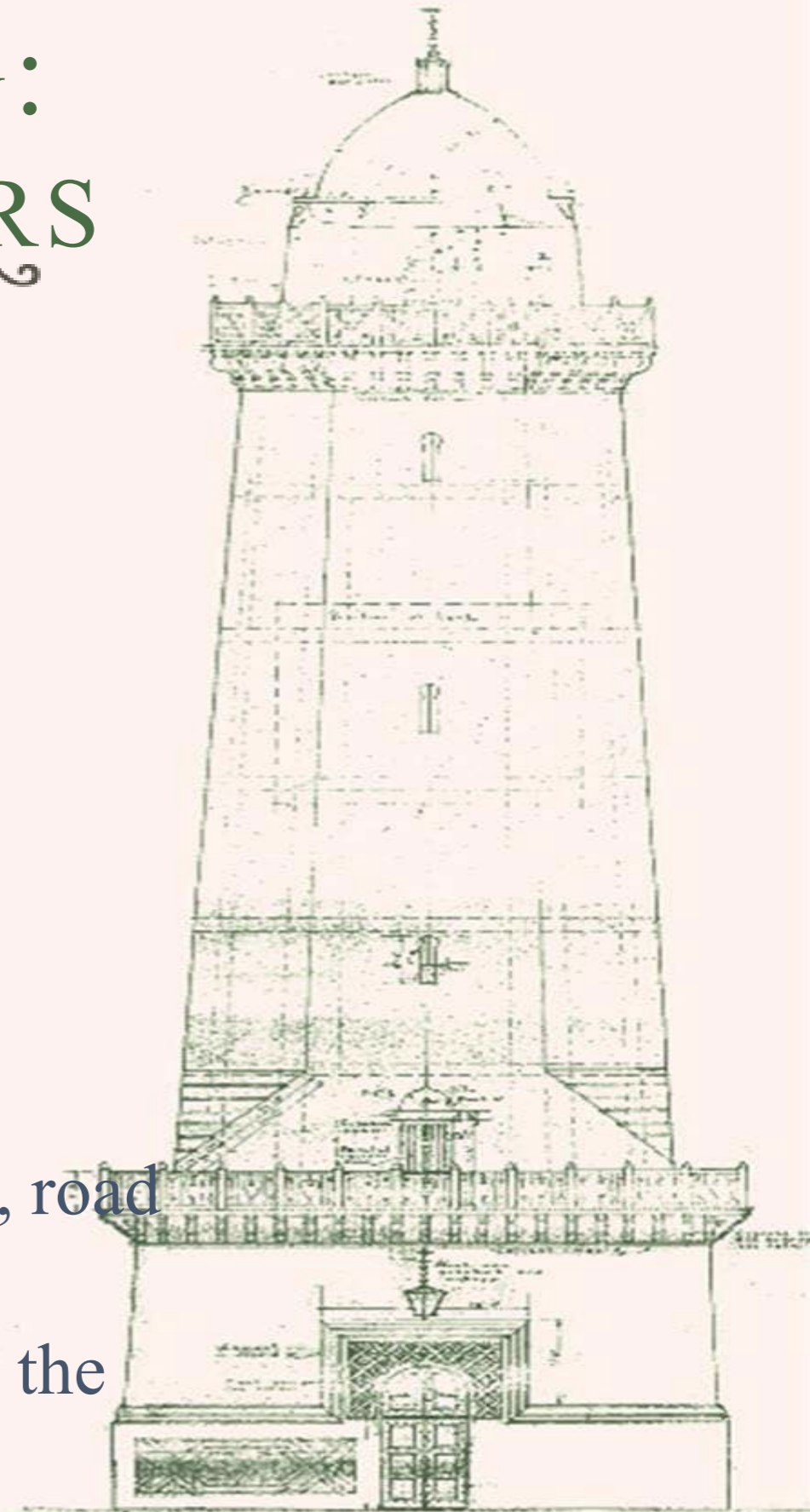
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- Imminent Attack Indicators:
 - Reports from staff about a coworker threatening violence that includes specific dates/times/locations/targets,
 - Suspicious persons in crowded areas wearing unusually bulky clothing that might conceal explosives,
 - Unexpected or unfamiliar delivery trucks arriving at the facility,
 - Unattended packages (e.g., backpacks, briefcases, boxes) or suspicious packages and/or letters received by mail,
 - Vehicles approaching the facility at an unusually high speed or steering around barriers and traffic controls.



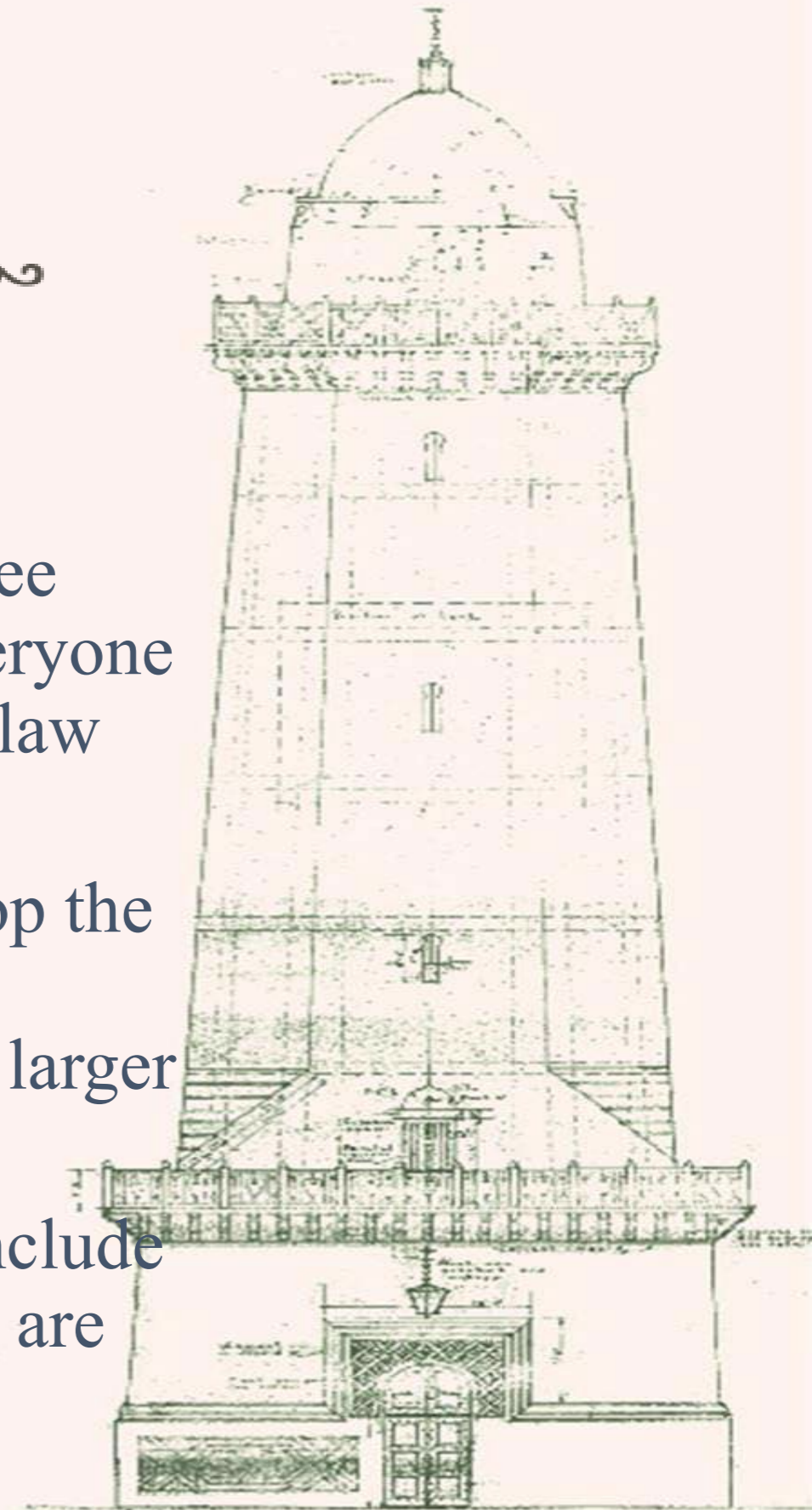
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- Surrounding Area Indicators:
 - An increase in reporting of buildings being left unsecured or doors left unlocked, when they are normally secured and locked at all times,
 - Theft or unauthorized possession of employee identification cards, uniforms, or security communications,
 - Unfamiliar contract workers attempting to access unauthorized areas,
 - Unusual or unexpected maintenance activities (e.g., road repairs) near the facility,
 - Sudden increases in power outages designed to test the backup systems or recovery times.



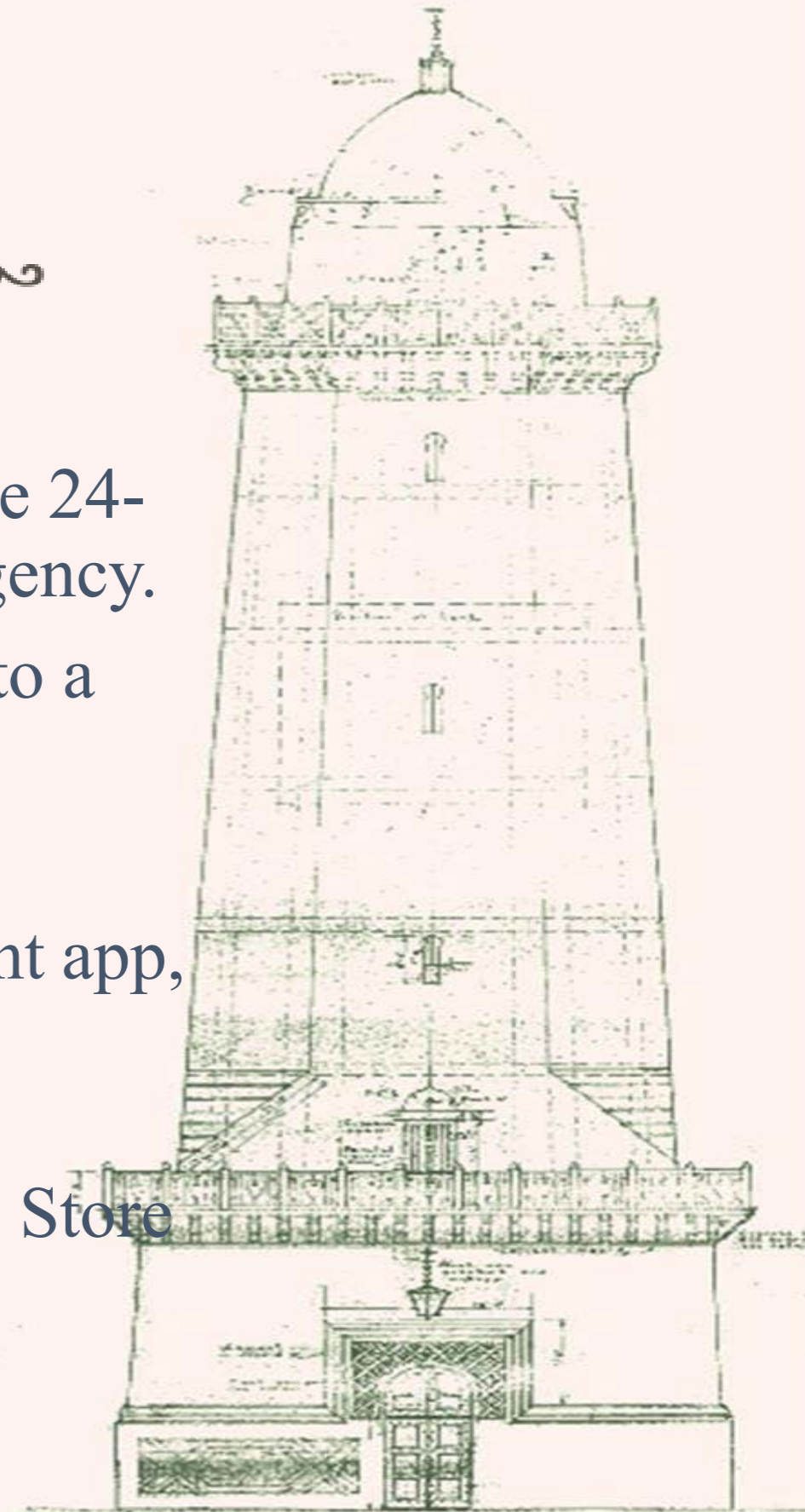
LAW ENFORCEMENT TRAINING

- “SEE SOMETHING, SAY SOMETHING”
 - All facilities should initiate “See Something, Say Something” protocols for staff and patrons. The “See Something, Say Something” campaign benefits everyone by bringing suspicious behavior to the attention of law enforcement.
 - Reporting suspicious behavior could potentially stop the next terrorist incident. “Even if you think your observation is not important, it may be a piece of a larger puzzle.”
- Participants are provided with parent handbooks that include safety protocol and prevention information so that they are included as part of the security team.



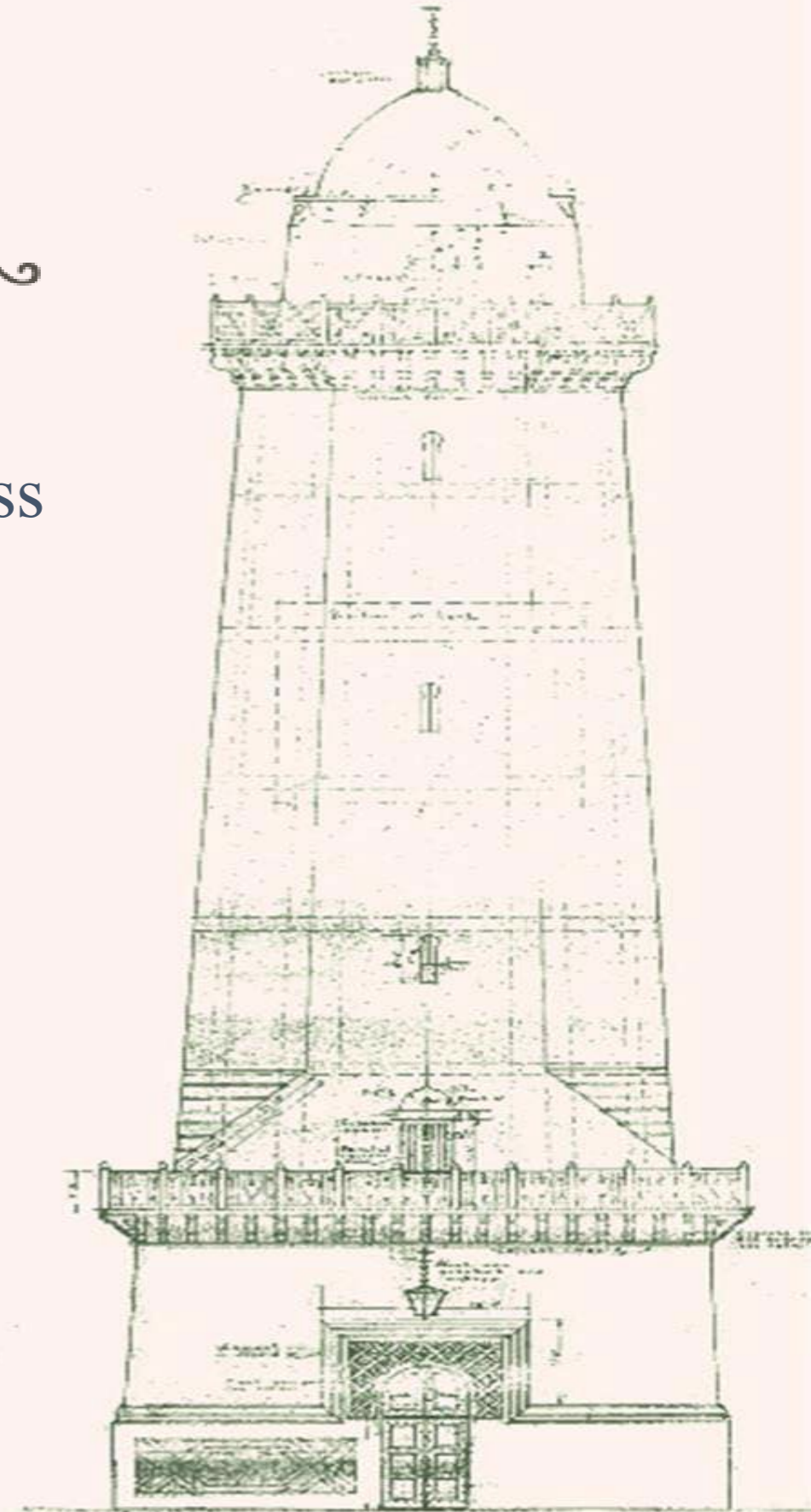
LAW ENFORCEMENT TRAINING

- FIRST RESPONDER ACCESS TO THE FACILITY
 - The Coral Gables Police and Fire Departments have 24-hour access to all facilities in the event of an emergency.
 - After hours this may be accomplished with access to a traditional key or code via a building lock box.
- IN-TELLIGENT APP
 - By downloading and registering with the In-telligent app, you will receive public safety alerts from the Coral Gables Police Department.
 - The app can be downloaded from the Apple iTunes Store or Google Play Store.



LAW ENFORCEMENT TRAINING

- BASIC INCIDENT RECOVERY
 - Assemble a Crisis Intervention Team (cit) and assess emotional needs of staff, students, facilities, and responders.
 - Keep students, families, and the media informed.
 - Return to business as quickly as possible
 - Provide stress management as needed
 - Restore infrastructure
 - Evaluate & make recommended changes



LAW ENFORCEMENT TRAINING: EMERGENCY CODES



Code AMBER

Lost Child Checklist

ALL STAFF MUST MAINTAIN A MINIMUM 1:10
COUNSELOR TO CAMPER RATIO AT ALL TIMES

1	Missing Child recognized within 60 seconds: <i>Activate Code Amber</i>	<input type="checkbox"/>	60 sec.
2	All Campers secured for roll call / lockdown within 3 minutes:	<input type="checkbox"/>	5 min.
3	Missing Child reported to Coordinator & Supervisor within 5 minutes:	<input type="checkbox"/>	
	Lifeguards alerted if attending a waterpark within 5 minutes of recognition time:	<input type="checkbox"/>	
4	Missing Child located within 3 minutes of start of facility search:	<input type="checkbox"/>	3 min.
5	Call for 911 & Police notified if child not found: (staff will continue search)	<input type="checkbox"/>	Wait for ALL CLEAR!

DRILL MUST BE COMPLETED AND CHILD FOUND WITHIN 8 MIN. OF RECOGNITION TIME

Code ASSIST

Disorderly Person Checklist

ALL STAFF MUST MAINTAIN A MINIMUM 1:10
COUNSELOR TO CAMPER RATIO AT ALL TIMES

1	<i>Activate Code Assist</i> if a disorderly or threatening person is encountered:	<input type="checkbox"/>	60 sec.
2	All Campers secured for roll call / lockdown within 3 minutes:	<input type="checkbox"/>	5 min.
3	Disorderly person reported to Coordinator & Supervisor:	<input type="checkbox"/>	
	If person responds violently lock down building and keep participants in secured area:	<input type="checkbox"/>	
4	Call for 911 and notify Police and Emergency Services:	<input type="checkbox"/>	Do not open the door until ALL CLEAR!
5	Building remains on lockdown until cleared by Police and Supervisor:	<input type="checkbox"/>	

RUN - HIDE - FIGHT

LAW ENFORCEMENT TRAINING: EMERGENCY CODES

Code RED

Fire Evacuation Checklist

ALL STAFF MUST MAINTAIN A MINIMUM 1:10
COUNSELOR TO CAMPER RATIO AT ALL TIMES

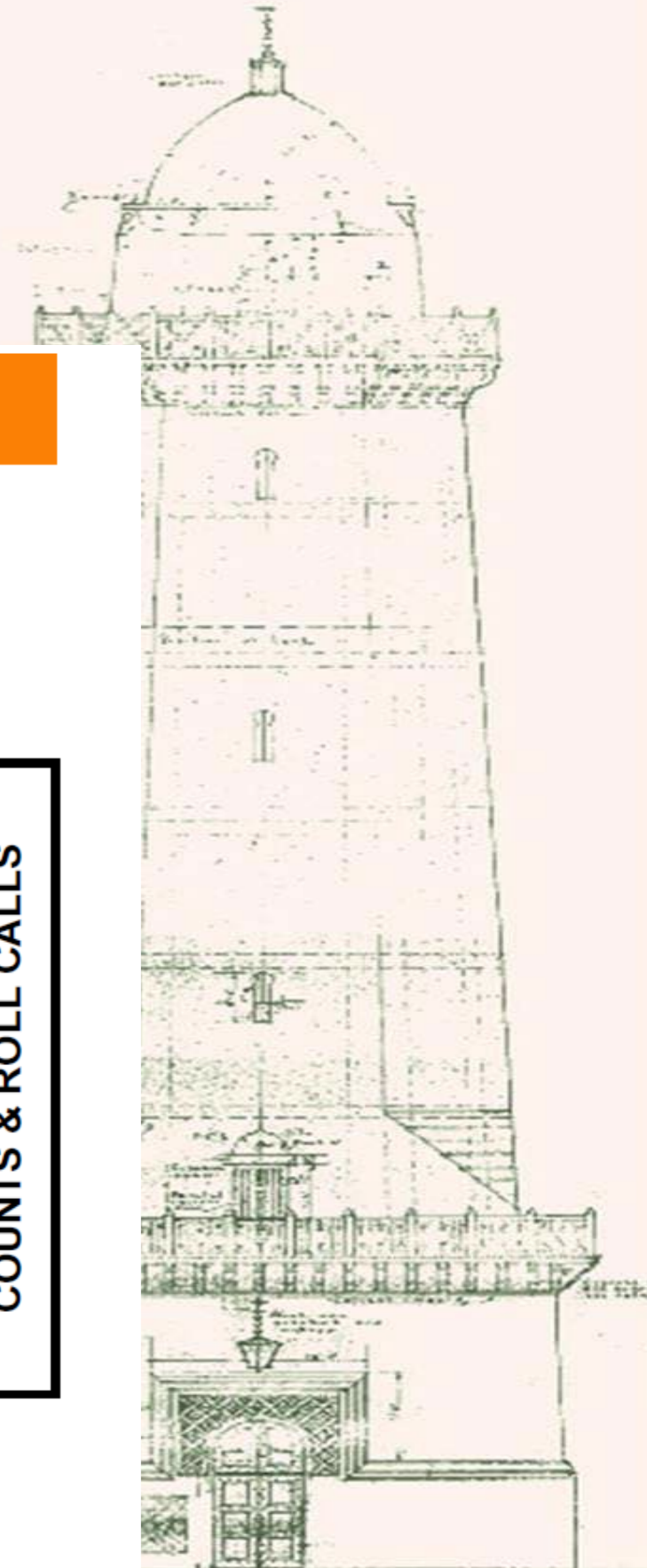
1	Activate Code Red in case of fire or smoke by pulling the nearest Fire pull station: <input type="checkbox"/>	60 sec.	COMPLETE FREQUENT HEAD COUNTS & ROLL CALLS
2	Once all Campers are secured for roll call commence evacuation: <input type="checkbox"/>	5 min.	
3	Exit building through nearest exit away from fire and secure participants on field or parking lot away from fire: <input type="checkbox"/>		
	Call for 911 and notify Police and Emergency Services: <input type="checkbox"/>		
4	Complete additional roll call and activate Code Amber if a missing child is reported: <input type="checkbox"/>	3 min.	
5	Keep participants away from building until cleared by Police and Supervisor: <input type="checkbox"/>	Do not enter building until ALL CLEAR!	
6	Once cleared return to area, complete head count & roll call and resume activity: <input type="checkbox"/>		

Code ORANGE

Bomb Threat Checklist

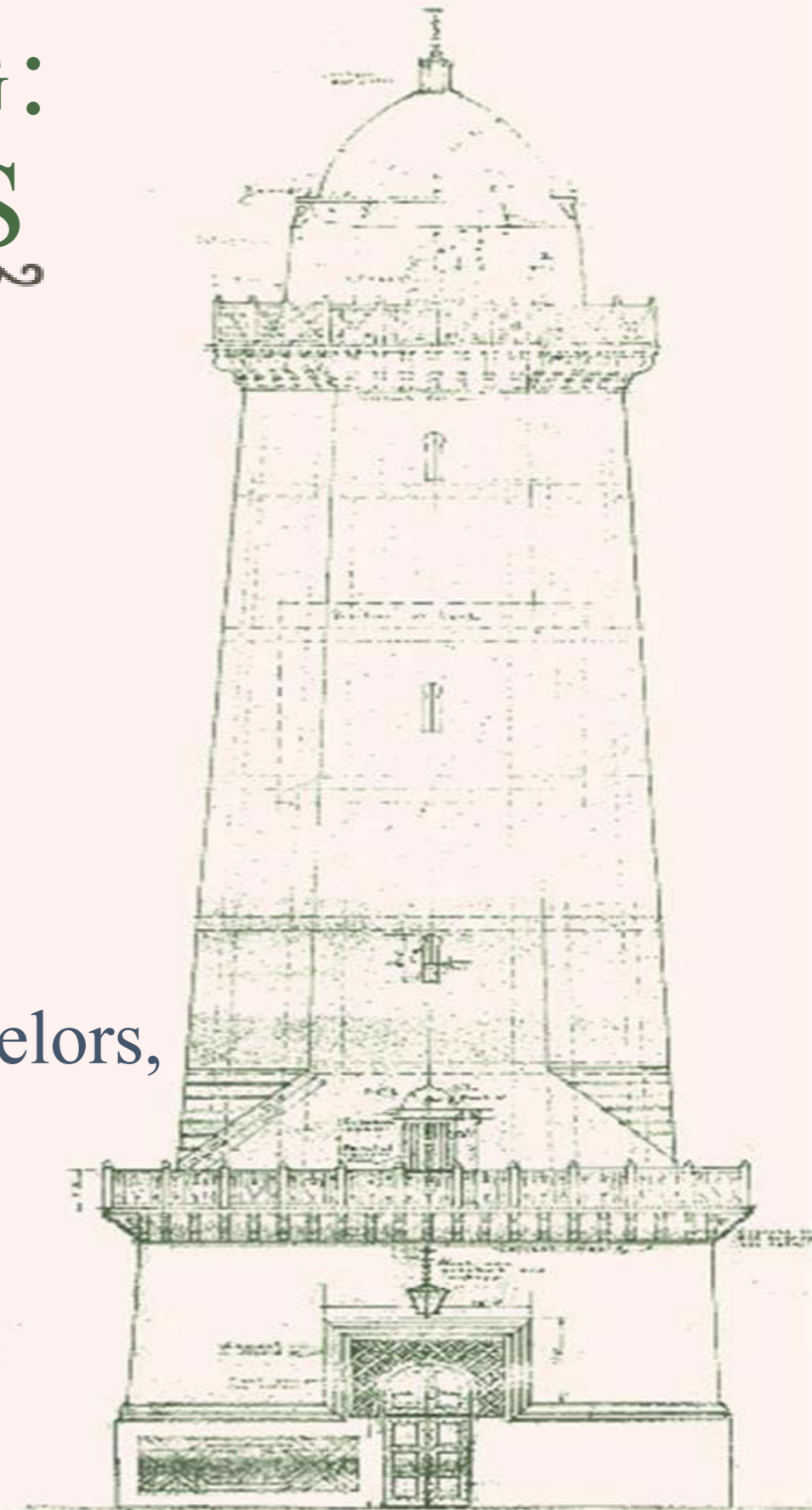
ALL STAFF MUST MAINTAIN A MINIMUM 1:10
COUNSELOR TO CAMPER RATIO AT ALL TIMES

1	Activate Code Orange if a bomb threat is received / report suspicious items: <input type="checkbox"/>	60 sec.	COMPLETE FREQUENT HEAD COUNTS & ROLL CALLS
2	Once all Campers are secured for roll call commence evacuation: <input type="checkbox"/>	5 min.	
3	Exit building through nearest exit and secure participants on field or parking lot clear from building: <input type="checkbox"/>		
	Call for 911 and notify Police and Emergency Services: <input type="checkbox"/>		
4	Complete additional roll call and activate Code Amber if a missing child is reported: <input type="checkbox"/>	3 min.	
5	Keep participants away from building until cleared by Police and Supervisor: <input type="checkbox"/>	Do not enter building until ALL CLEAR!	
6	Once cleared return to area, complete head count & roll call and resume activity: <input type="checkbox"/>		



LAW ENFORCEMENT TRAINING: P&R SAFETY HANDBOOKS

- City Safety Manual
- Risk Management Plan
- Vehicle Safety Manual
- Playground Safety Manual
- Golf Grounds & Maintenance Safety Manual
- Emergency Procedures – Guest Services, Counselors, Park Rangers and Lifeguards
- Emergency Contact Flowchart
- Workers Compensation



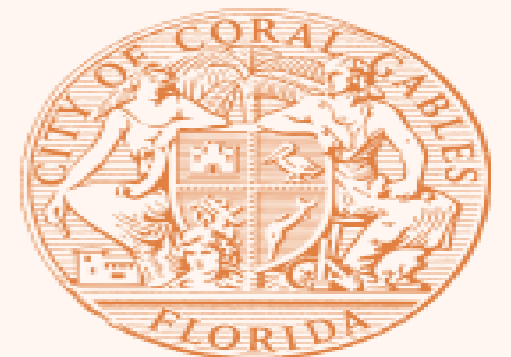


Trivia

Question #6



WHAT IS THE WEBSITE
ADDRESS FOR THE
COMMUNITY RECREATION
PAGE?

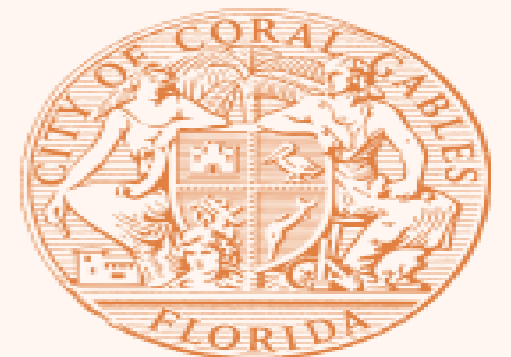




Correct Answer to Question #6



GABLESRECREATION.COM





Providing Exceptional Customer Service

10 Tools To Create An
Exceptional Guest Experience

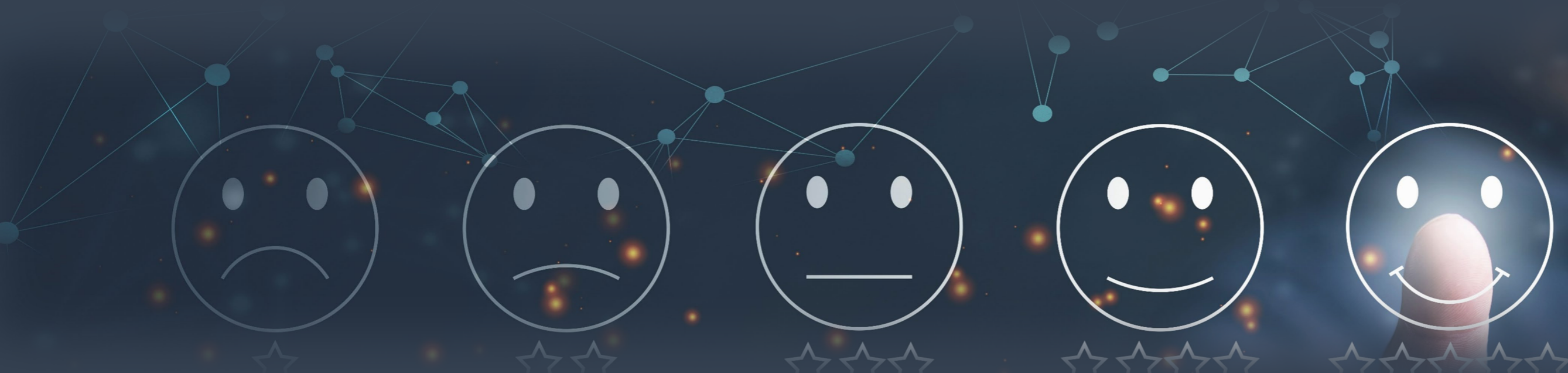


Service
Matters To
Our Guests...

#1 Recruitment & Training



Employee Investment:
Our employees are your
business ambassadors...and
our brand!



Top **10** Soft Skills

Strong Work Ethic

Dependable

Positive Attitude

Self Motivated

TEAM ORIENTED

Organized

WORKS WELL UNDER PRESSURE

Effective Communicator

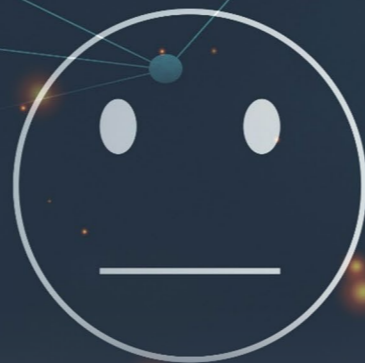
Flexible

Confident

#1 Recruitment & Training

While we traditionally hire for hard skills...look to hire for soft skills instead.

Hire for attitude and train for skills!

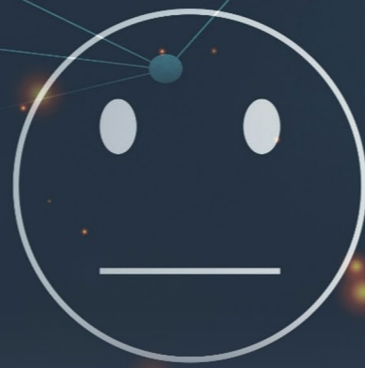
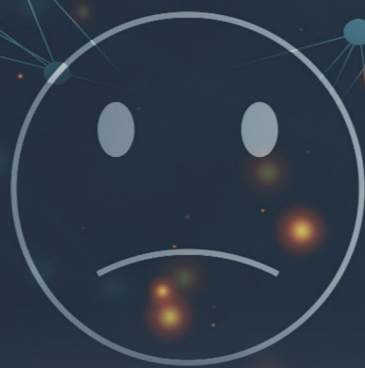


#1 Recruitment & Training

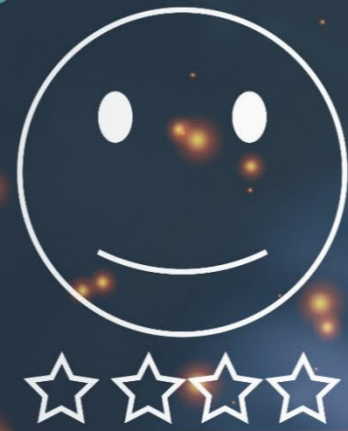
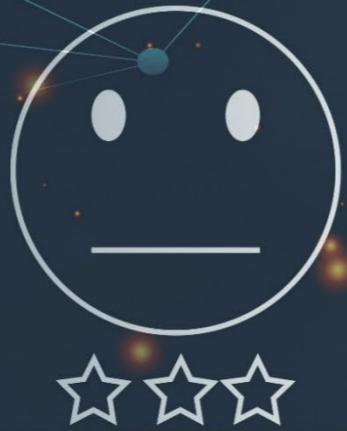
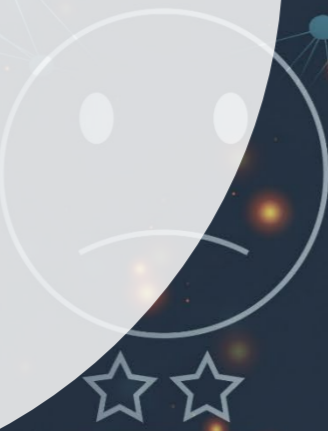


Train, Train & Train again!

- Onboarding
- Employee Manual
- Ongoing Training & In-Services
- Development & Growth Opportunities

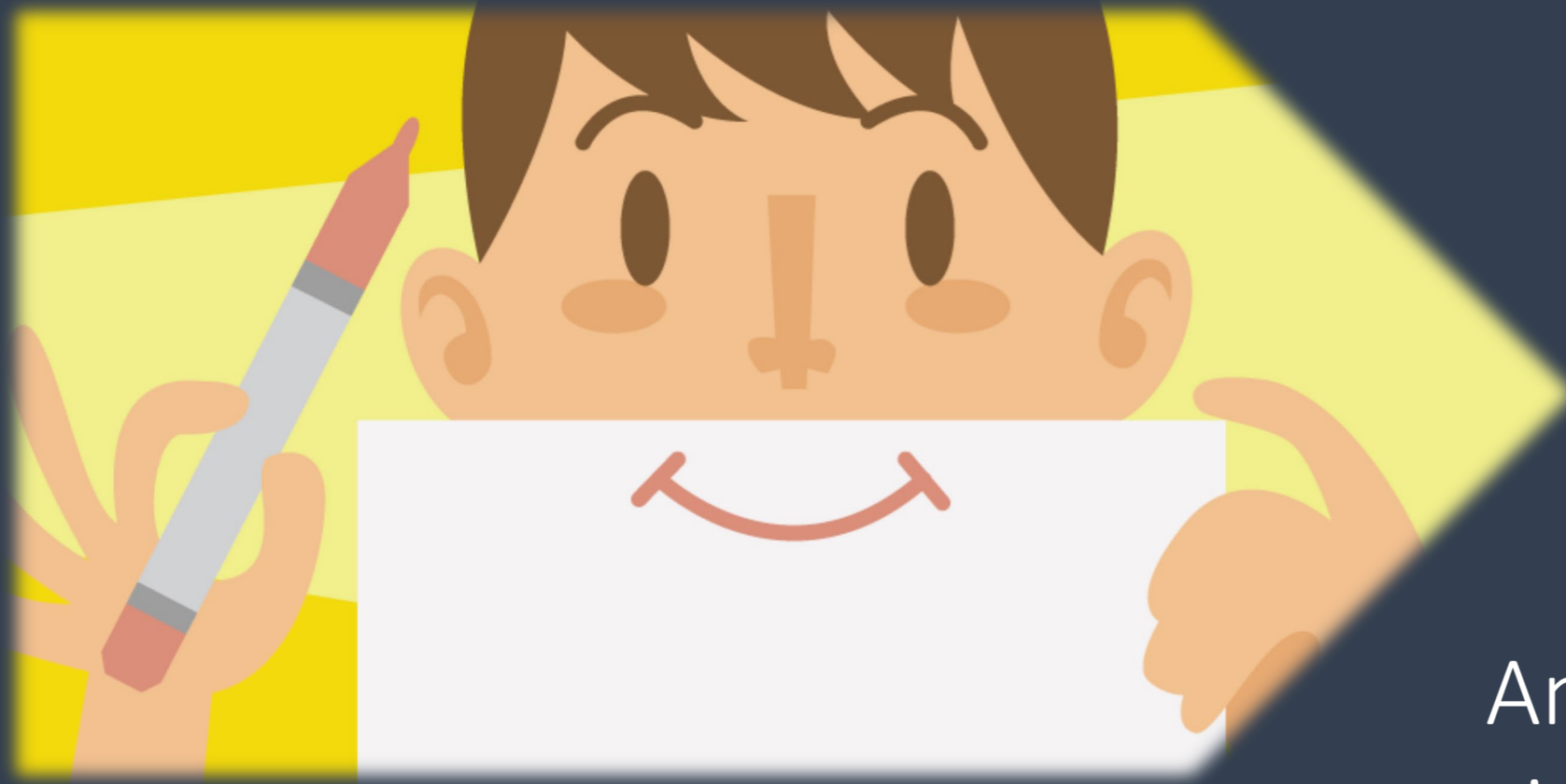


#1 Recruitment & Training



Breakout Assignment:

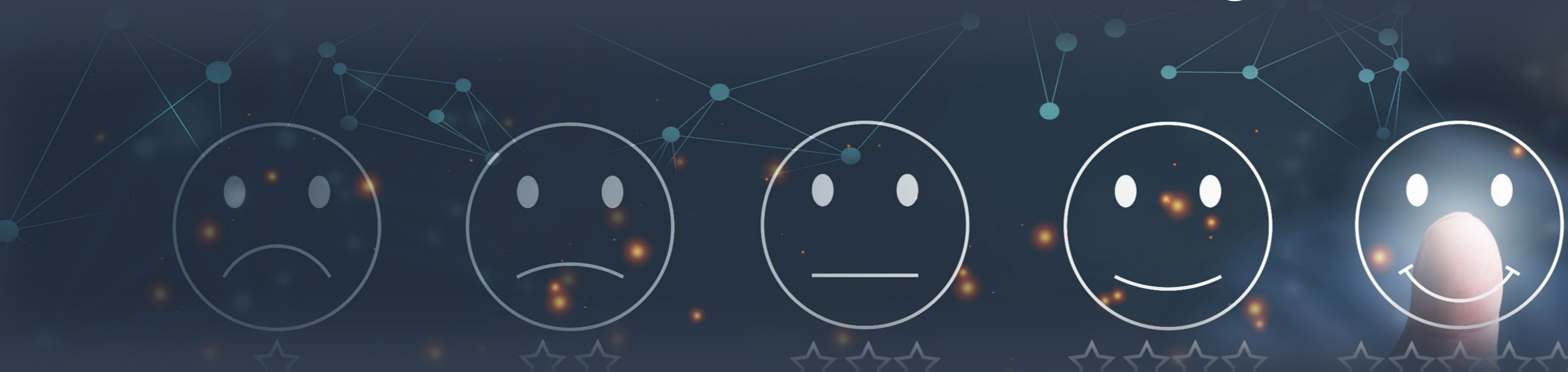
Discuss amongst your group what type of soft skills you look for during the recruitment process.

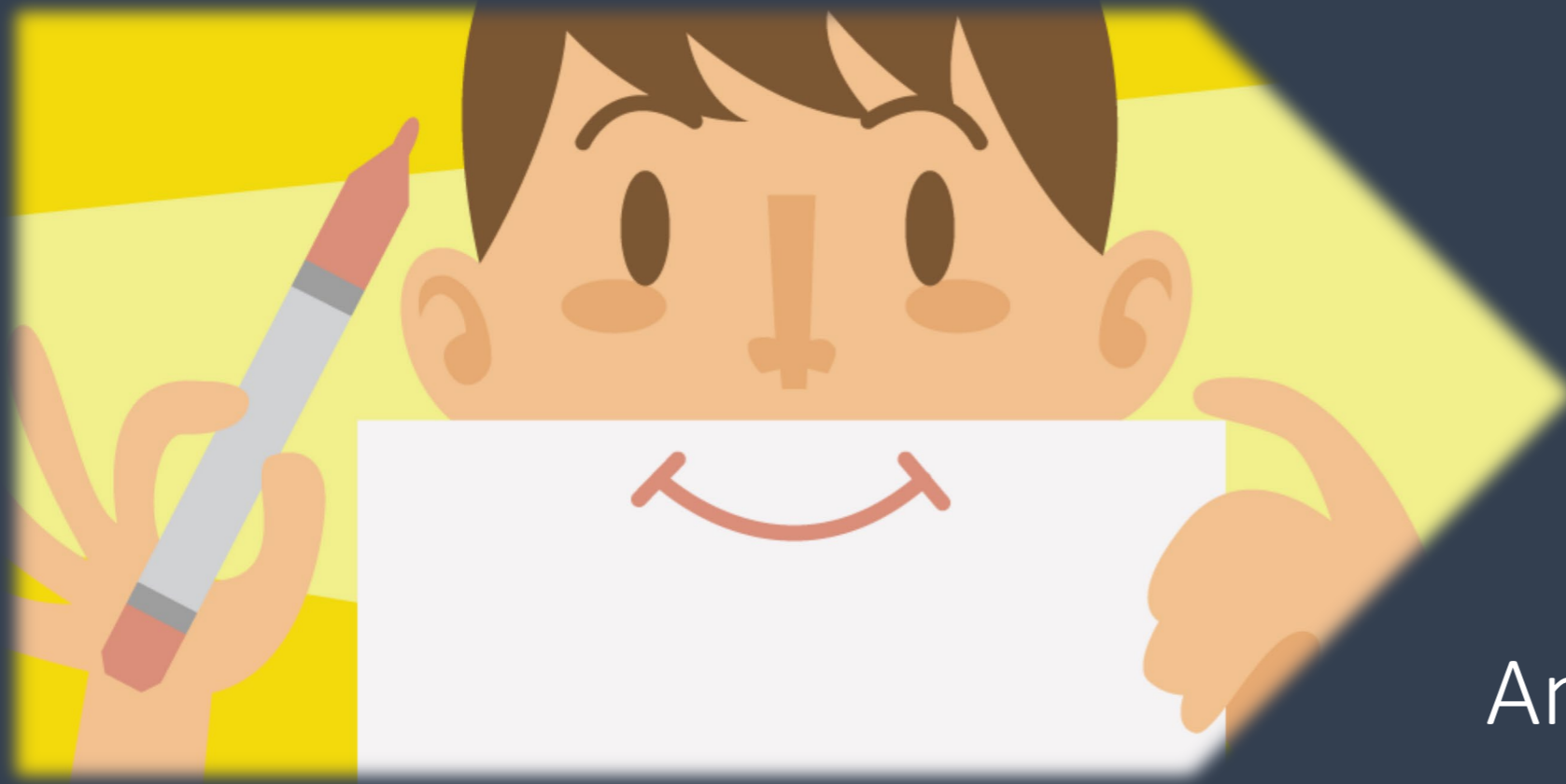


#2 Smile... Back to the Basics

An employee's smile may be the most significant part of a transaction.

Did you know that Smiling while speaking can change the tone in your voice?



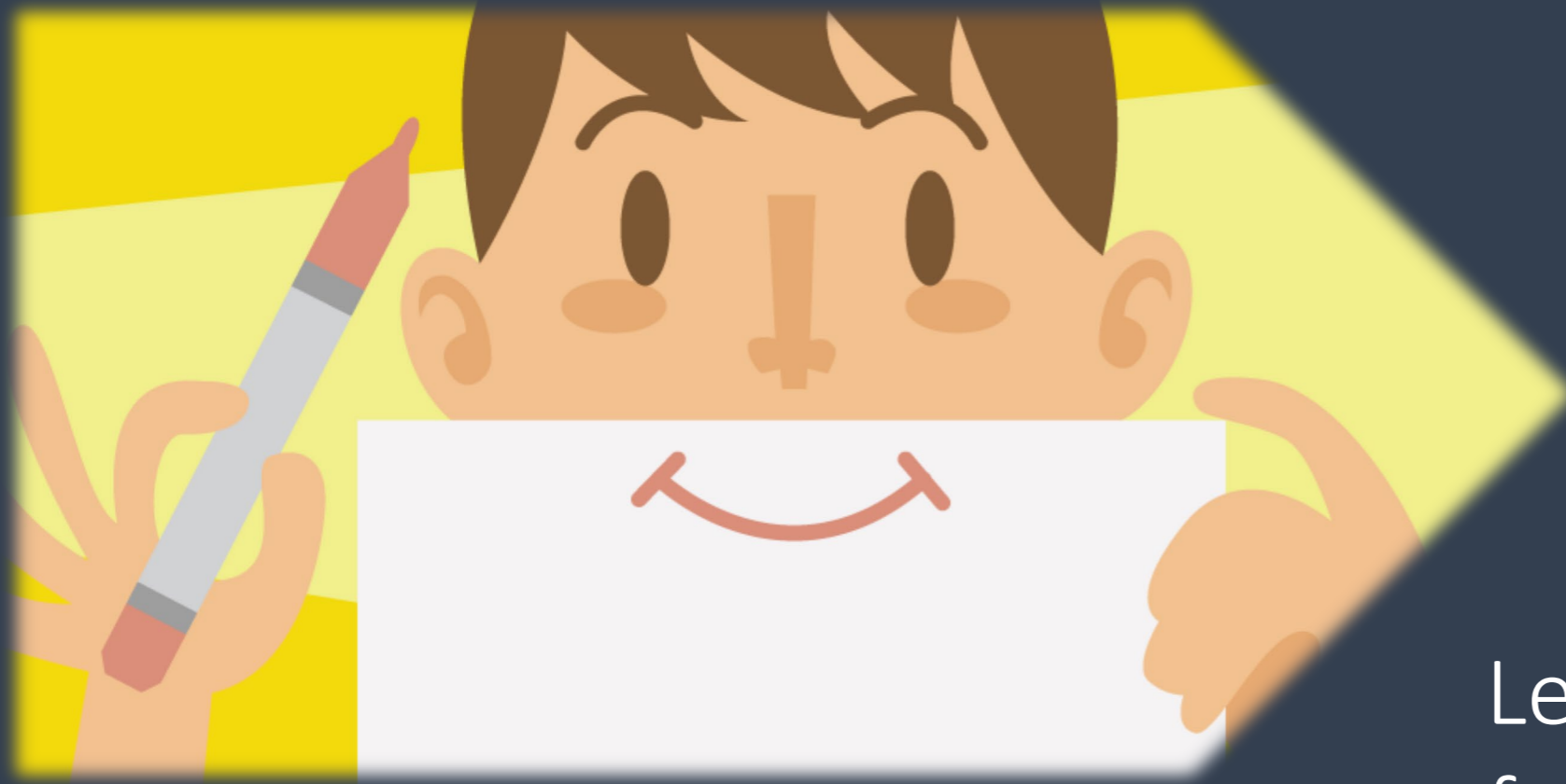


#2 Smile... Back to the Basics

An initial smile may set the tone for the remainder of the transaction!

Plus, happy employees are proven to be more productive employees.

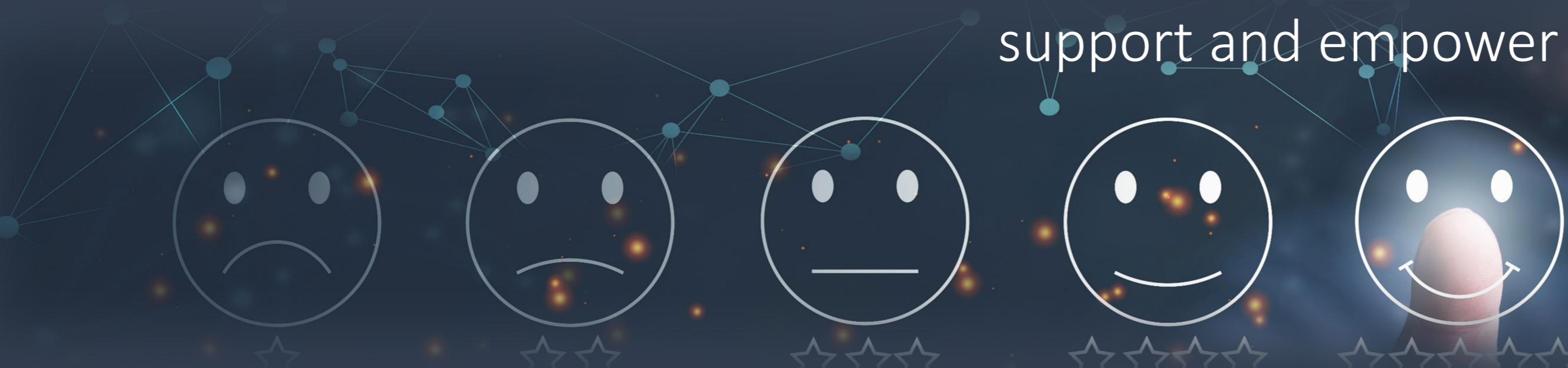




#2 Smile... Back to the Basics

Let's be clear: service with a smile isn't forced on employees.

It should be a natural consequence of an organization that understands how to support and empower its employees.





#3 Happy Employees = Happy Customers

The key to achieving customer happiness, as in customers who want to do business with you again and again, is to focus on employee happiness first.

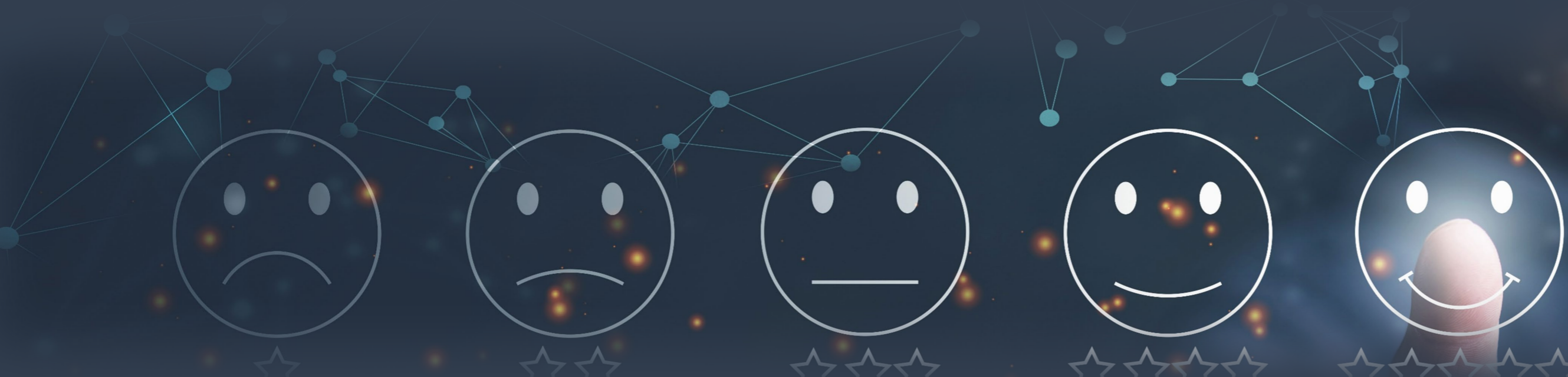




**#3 Happy
Employees = Happy
Customers**

Did you know that a happy staff improves employee engagement & retention!

And the longer a staff member stays the more knowledgeable they become of the organization and its services – resulting in better quality interactions with your customers.

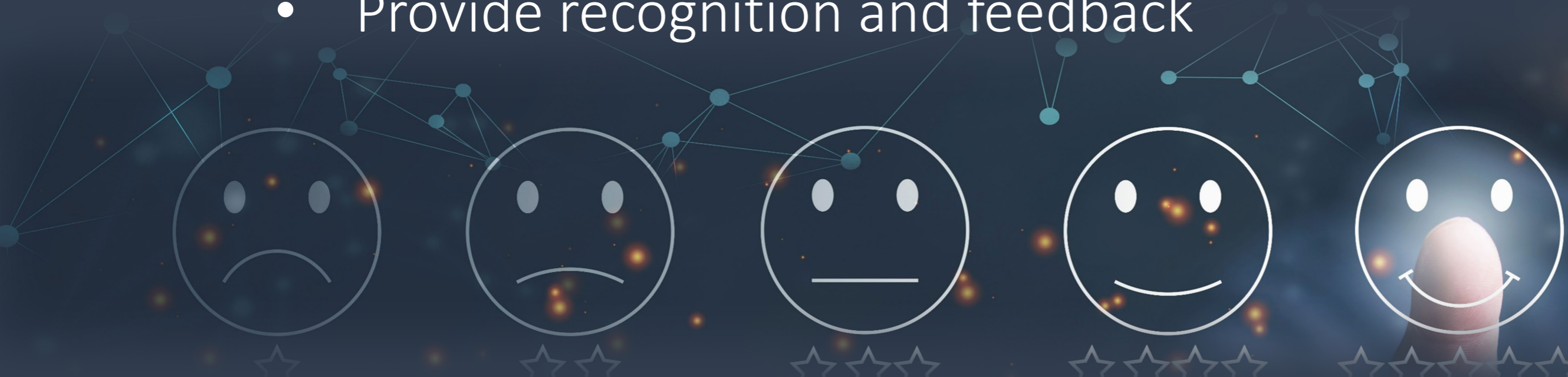




#3 Happy Employees = Happy Customers

So what can you do to keep your employees happy?

- Provide meaning to their job
- Show your employees they are supported...from the top down
- Create a fun work environment
- Provide recognition and feedback

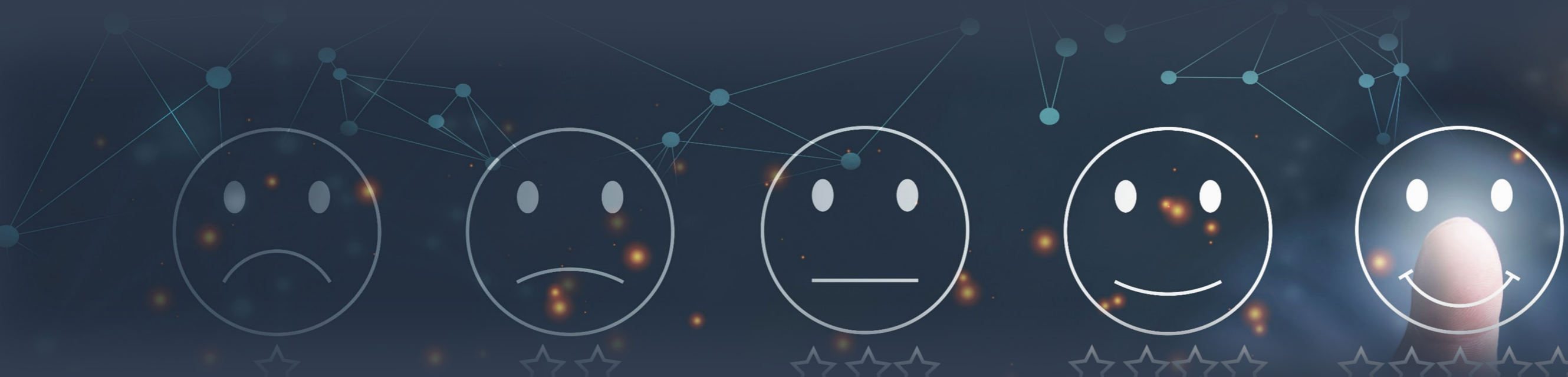




#4 10/5 Greeting Rule

Popular practice in the hospitality
& service industry.

When you are within ten feet of a customer you attempt to make eye contact and smile to greet the approaching patron.

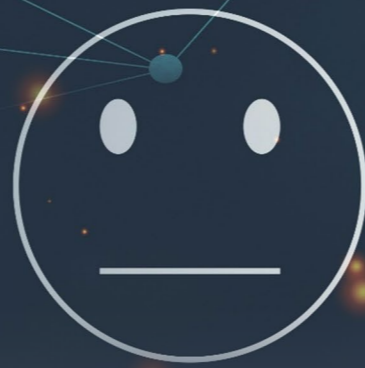
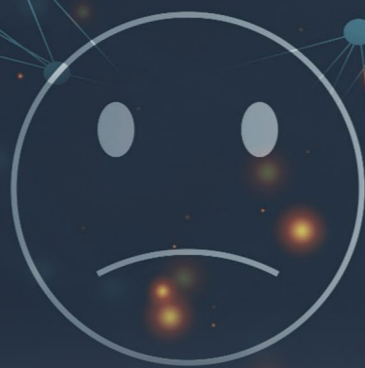


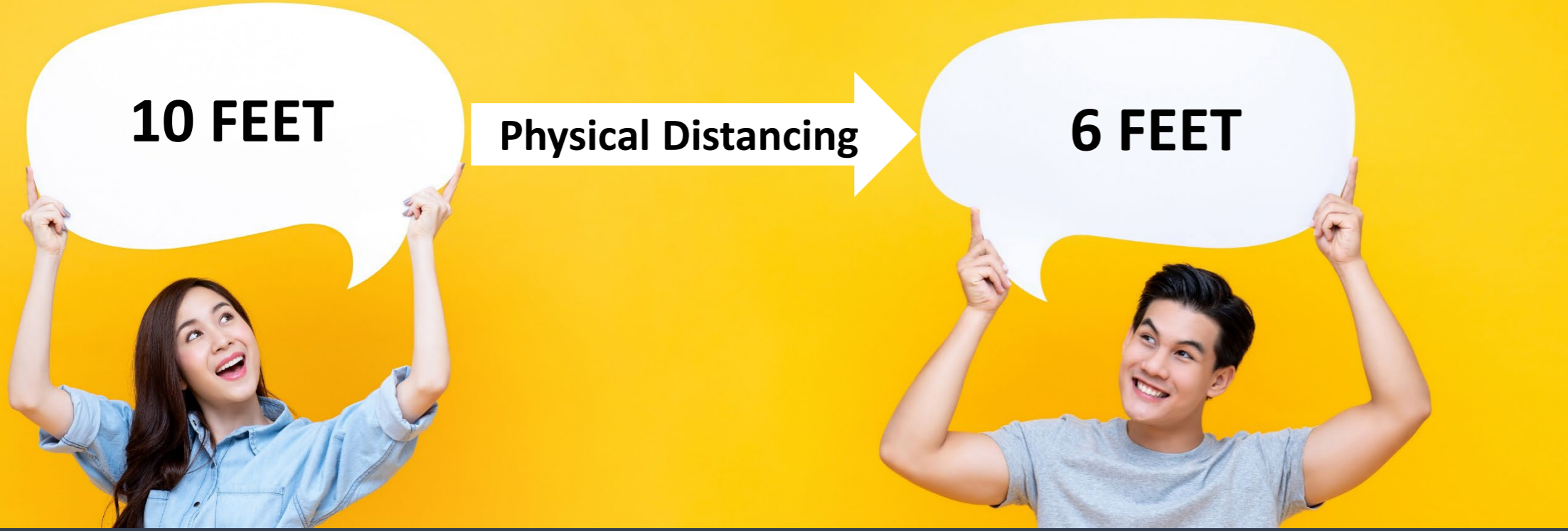


#4 10/5 Greeting Rule

When you are within five feet, you acknowledge them verbally with a “Hello,” “Good Morning/Afternoon/Evening”.

Use the customer’s name after it’s been given whenever the opportunity arises.





#4 10/5
Greeting Rule

*Give it a try with a physical
distancing twist:
Greeting at 10 feet
Greeting at 6 feet*

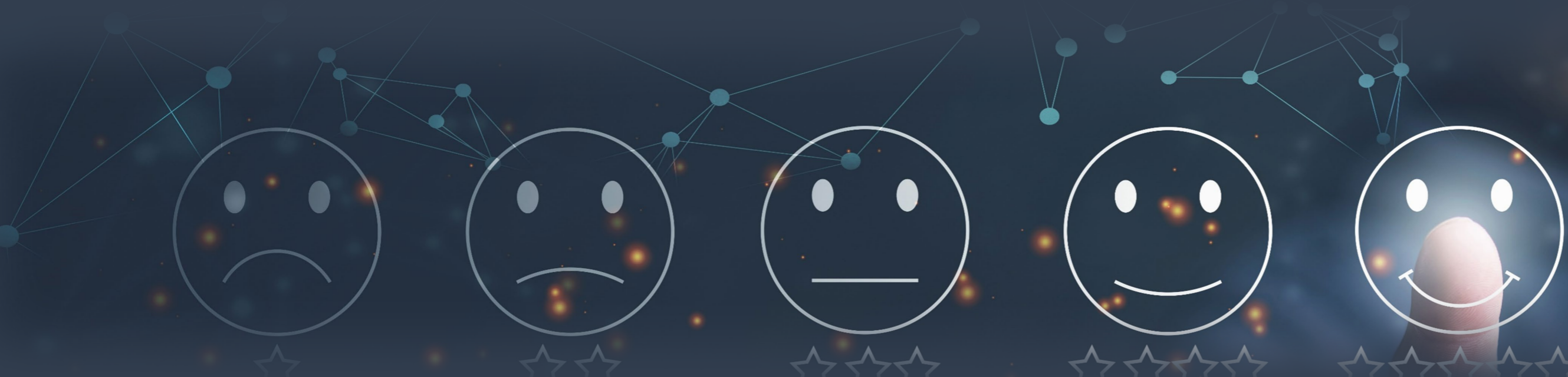




**THINK LIKE A
CUSTOMER**

#5 Identify Customer Needs

Customer needs are the named and unnamed needs your customer has when they come into contact with your business, your competitors, or when they search for the solutions you provide.



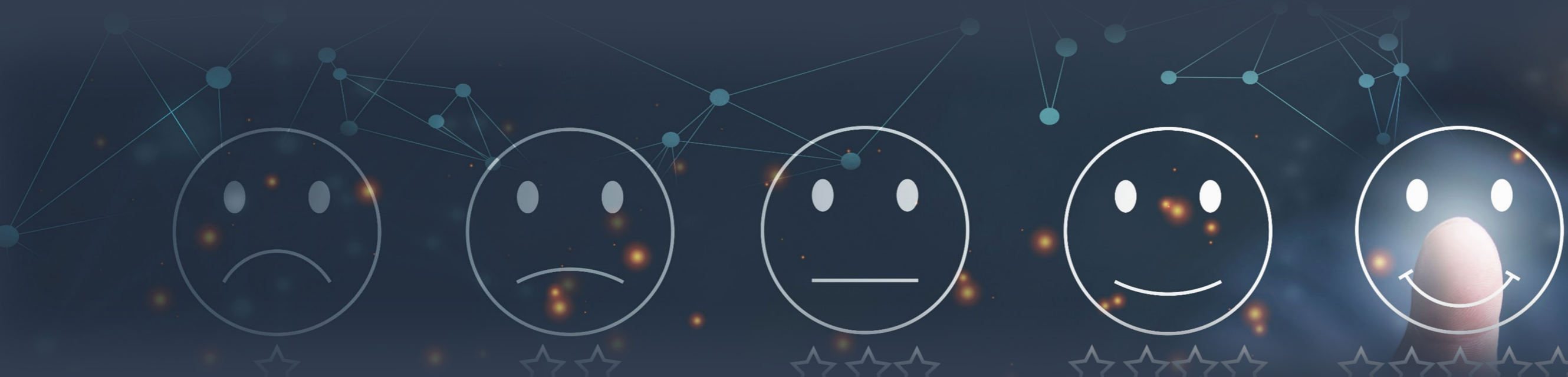


**THINK LIKE A
CUSTOMER**

#5 Identify Customer Needs

All customers have two needs: A service and a psychological need.

To identify the needs of your customers, solicit feedback from your customers at every step of your process.



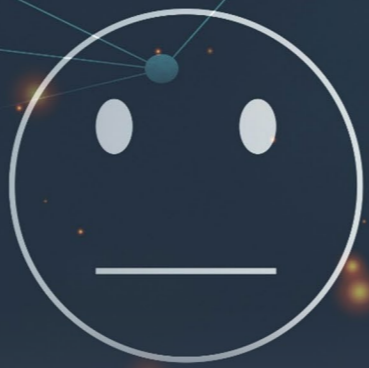
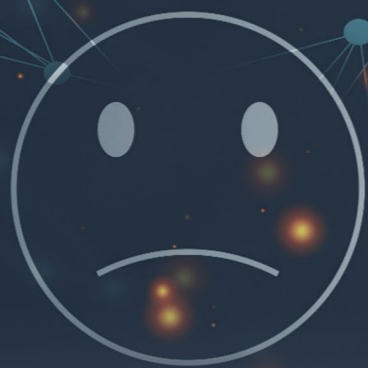


**THINK LIKE A
CUSTOMER**

#5 Identify Customer Needs

Top 6 Basic Customer Needs:

- Friendliness
- Understanding & Empathy
- Fairness
- Control
- Options & Alternatives
- Information



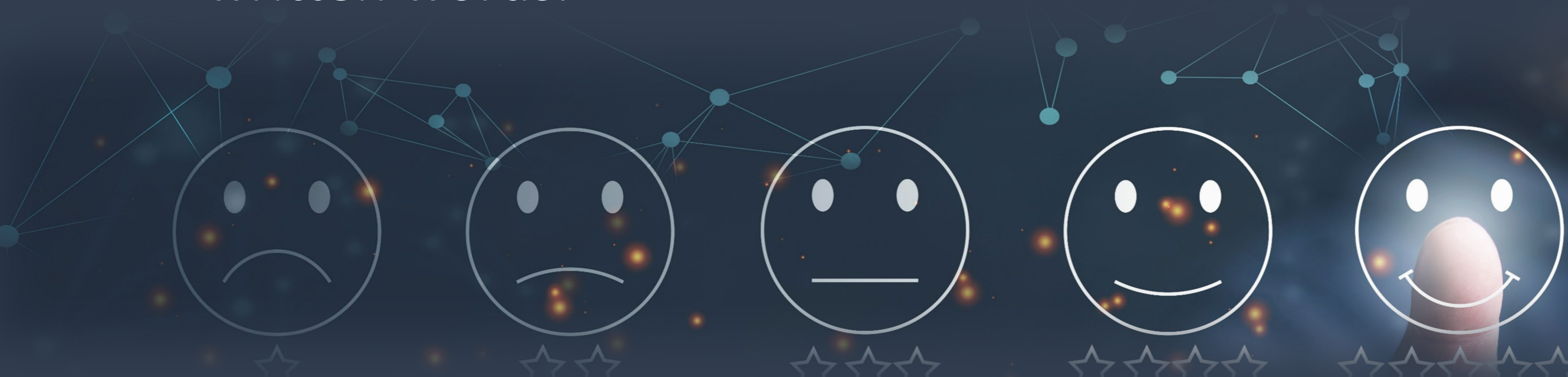
A man with a beard, wearing a light blue denim shirt, is shown in profile, shouting with his hand cupped around his mouth. A white speech bubble with a black outline is positioned to his right, containing the text "Verbal Communication". The background is a solid yellow color.

**Verbal
Communication**

#6 Verbal & Non-Verbal Communication

Verbal communication is done through intentional and unintentional phrasing.

Verbal communication can be transmitted through both spoken and written words.



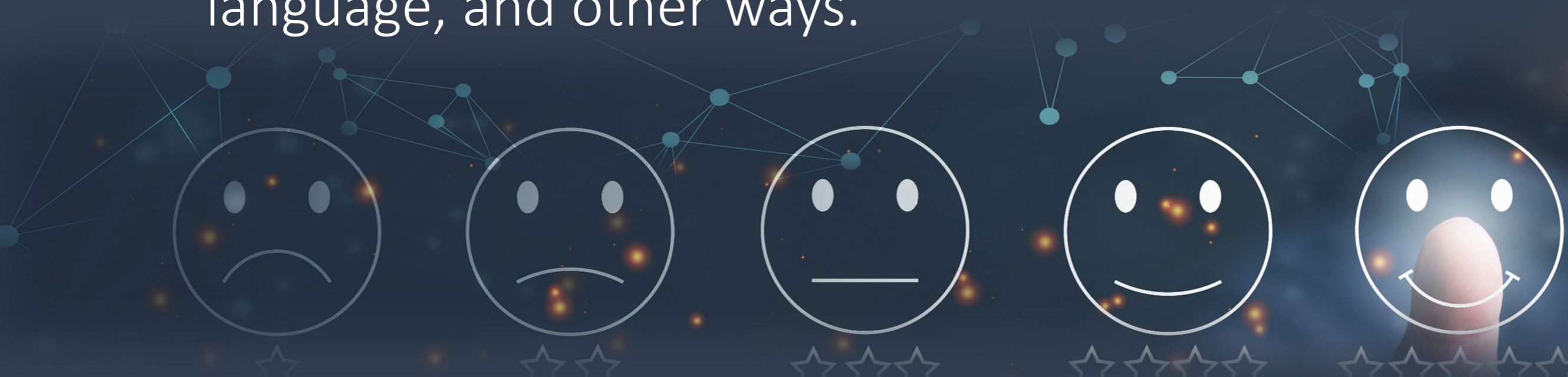
Nonverbal Communication



#6 Verbal & Non-Verbal Communication

Nonverbal communication is done through intentional and unintentional actions.

Nonverbal communication refers to signals transmitted through facial expressions, posture, eye contact, gestures, tone of voice, body language, and other ways.



#6 Verbal & Non-Verbal Communication

Be mindful of your unintentional phrasing and actions.

Breakout Assignment:

Let's share some stories in which unintentional actions lead to some disastrous outcomes? And how could they have been prevented?

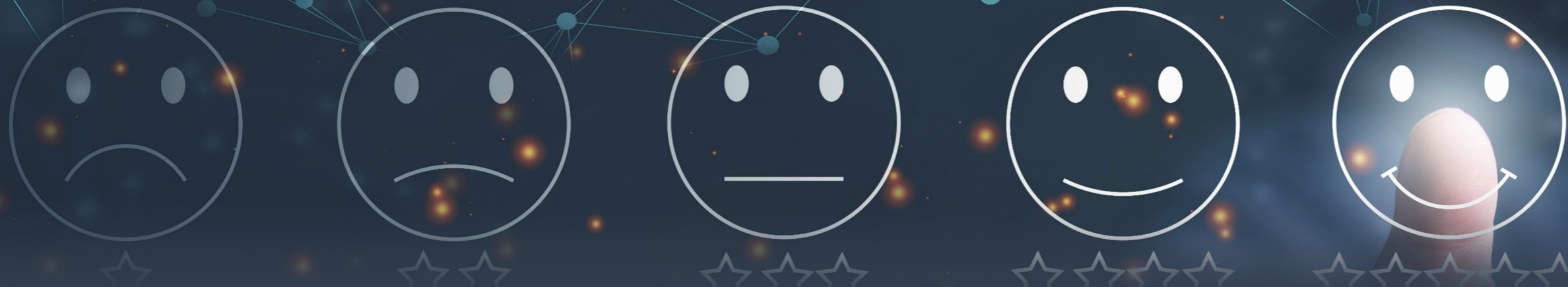
KNOW THE RULES

#7 Handling Enforcement

Why approach: Staff needs to be trained to know the rules and why they need to be enforced.

Patrons are more receptive to comply with a rule if you take the educational approach.

Most patrons will follow the rules once they are understood.





#7 Handling Enforcement

Enforcement should always be firm with fairness and courtesy.
Enforcement should be appropriate for the age of the patron.

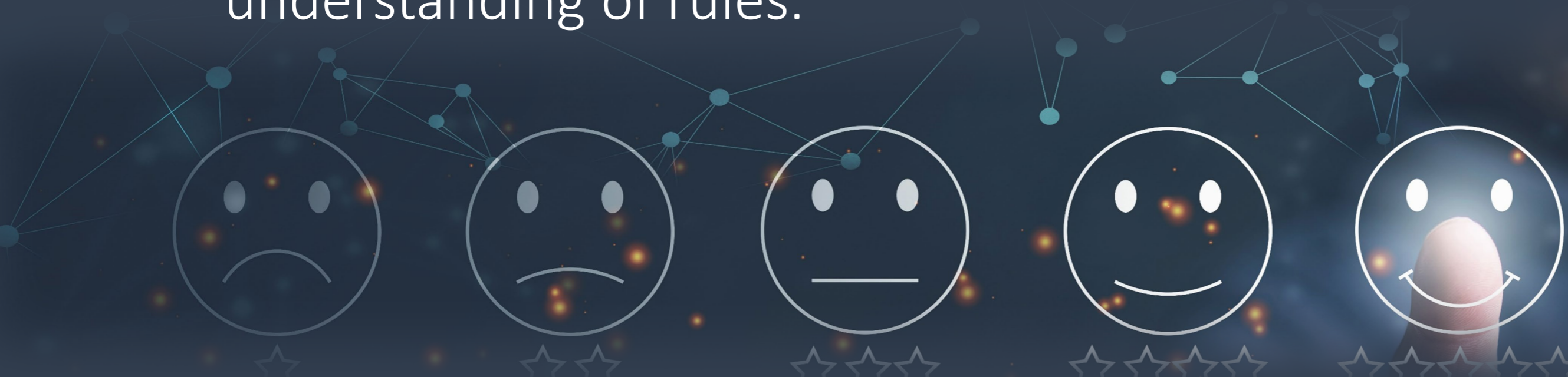




#7 Handling Enforcement

Warnings should be given in a professional manner ending in “please” and “thank you”.

Refer patrons to a Supervisor, signage or documentation to increase understanding of rules.



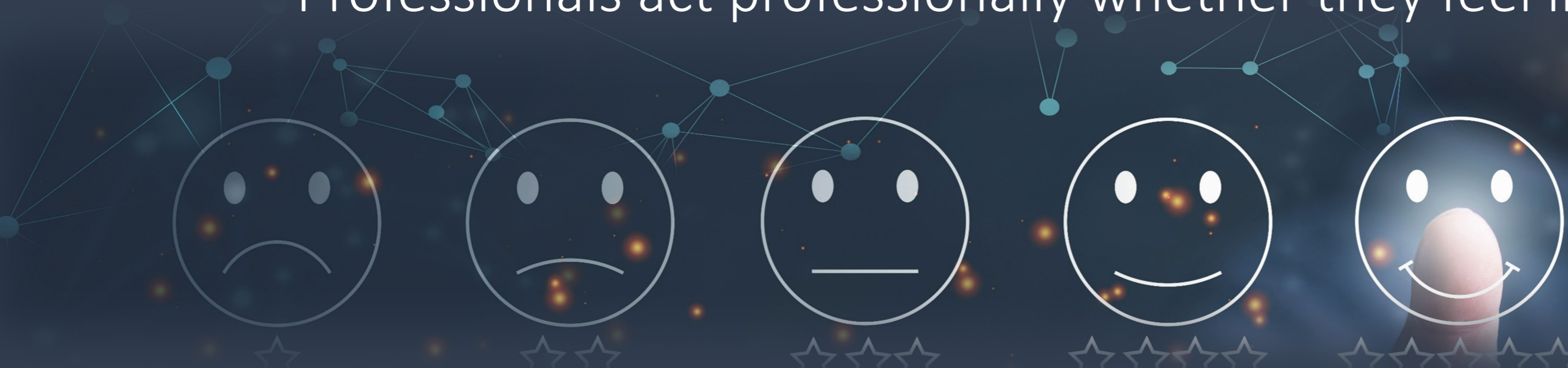


#8 Respond... Don't React

Reactions are personal...do not take things personally!!!

Always respond and don't react.

Professionals act professionally whether they feel like it or not.



PAUSE
& REFLECT



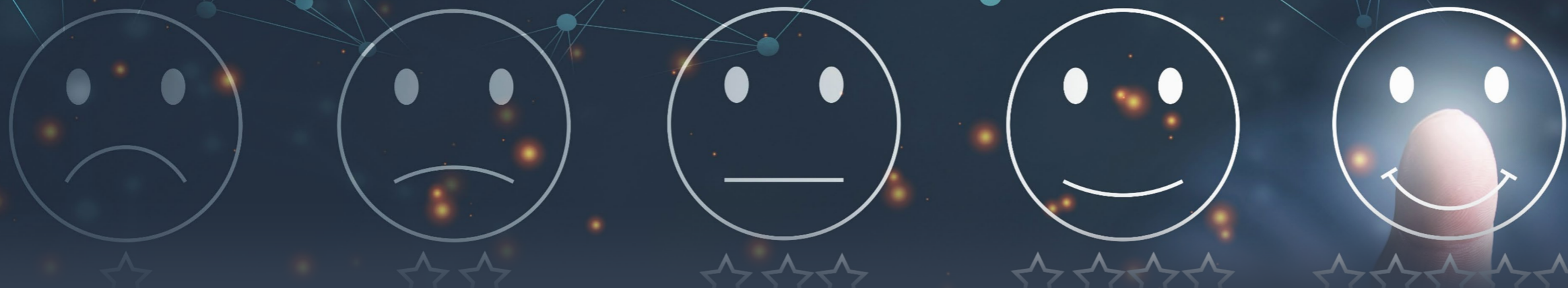
#8 Respond... Don't React

How to Respond:

The main thing to learn is mindfulness and the pause.

Mindfulness means watching ourselves when something happens that might normally upset us or trigger some sort of emotional reaction.

Pay close attention to how our minds react.



PAUSE
& REFLECT

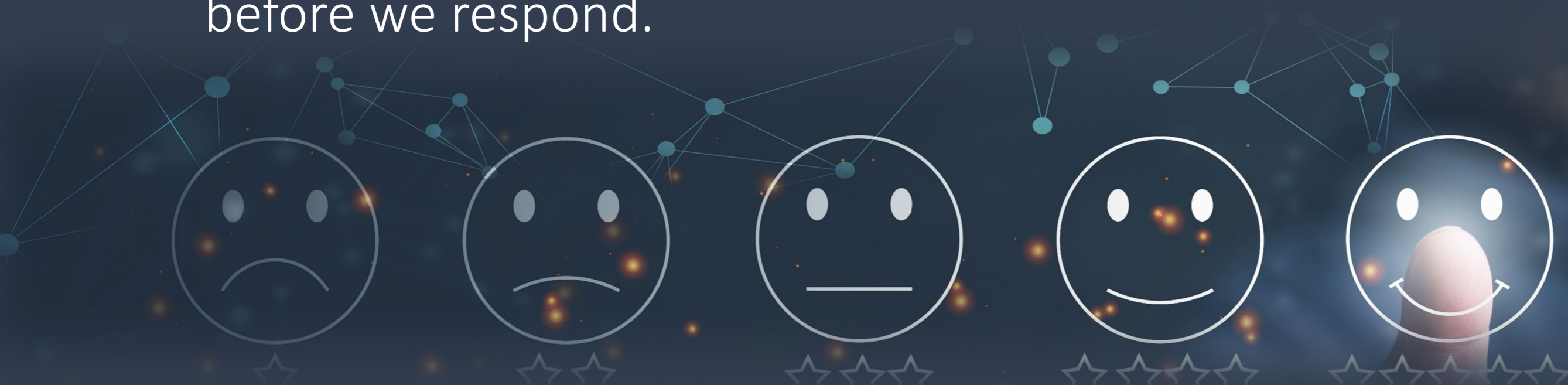


#8 Respond... Don't React

The Pause:

We don't have to act immediately...we can pause, not act, breathe.

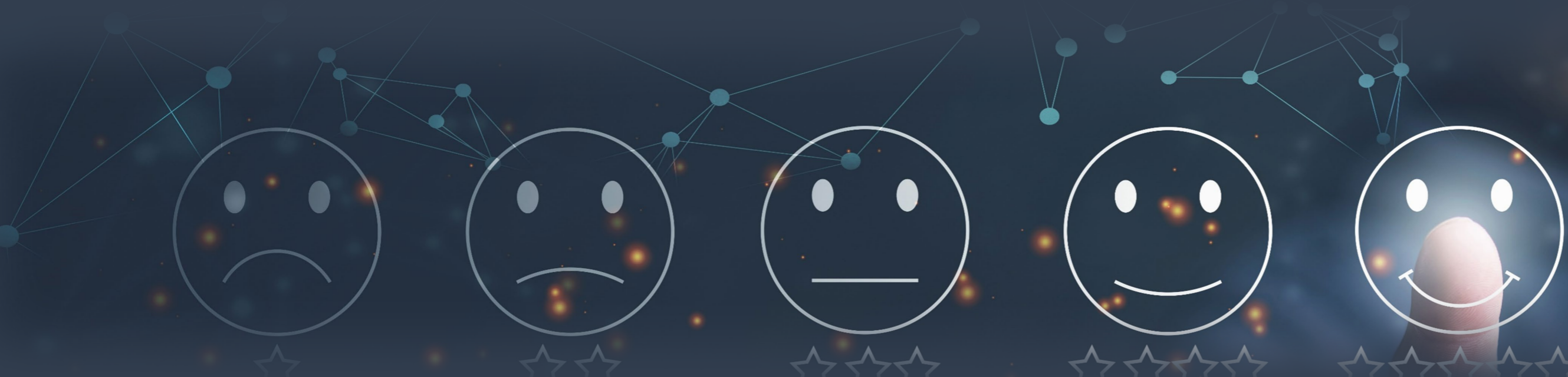
Sometimes that takes a few seconds, other times it means we should remove ourselves politely from the situation and let ourselves cool down before we respond.





#9 Take the LEAD

When dealing with an angry guest or customer
always take the LEAD!





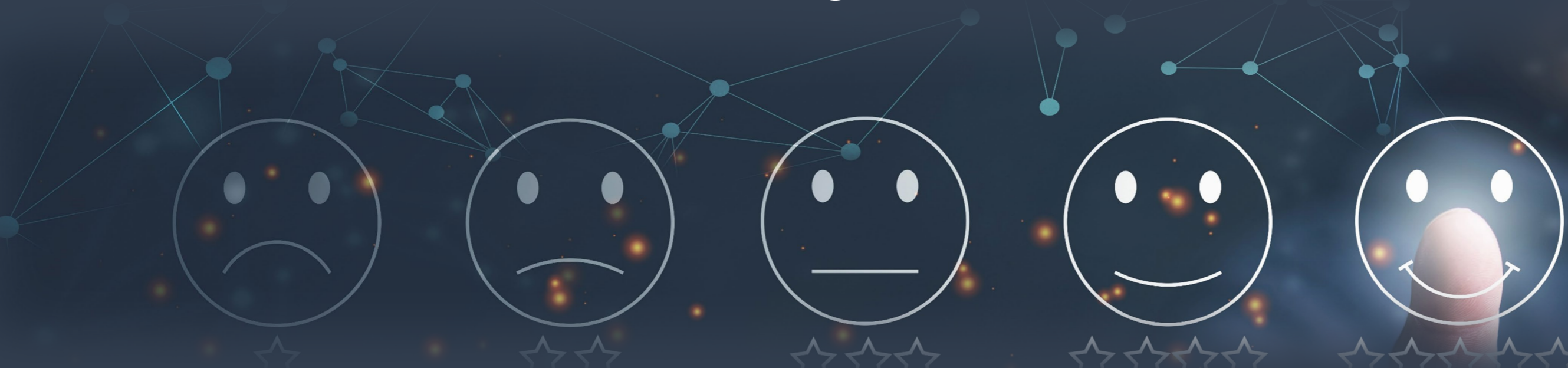
#9 Take the LEAD

Listen

Empathize

Apologize

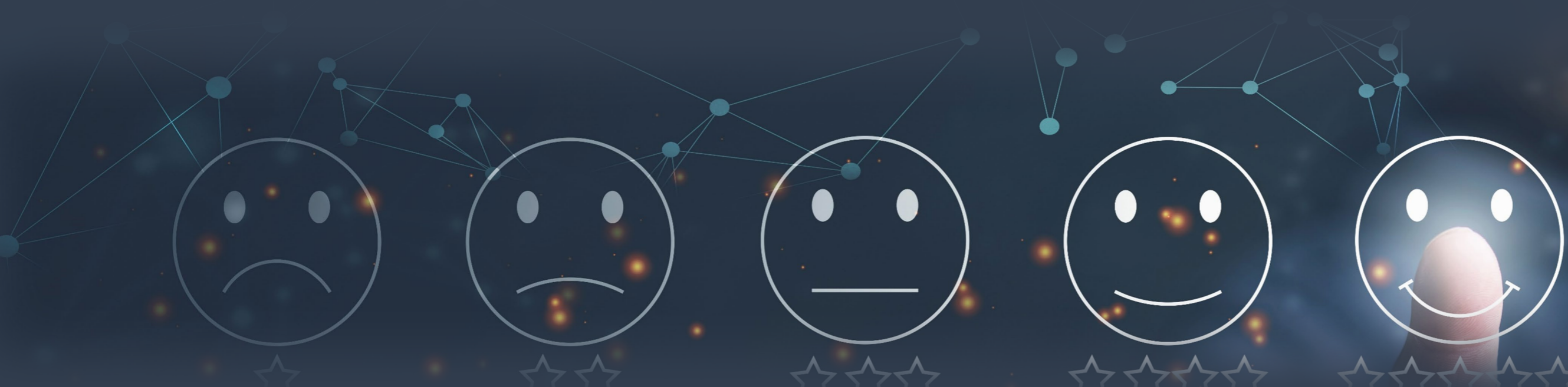
Do something or Direct to someone who can



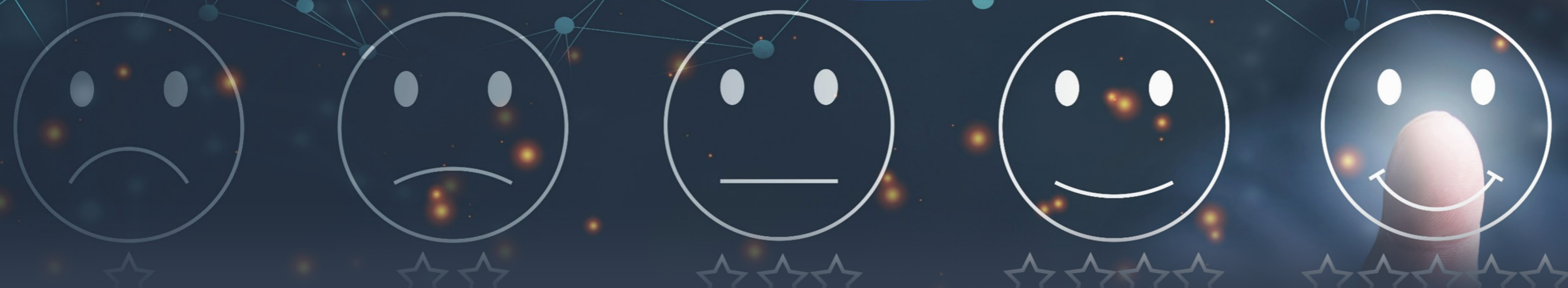


#9 Take the LEAD

Let's run through a customer scenario.



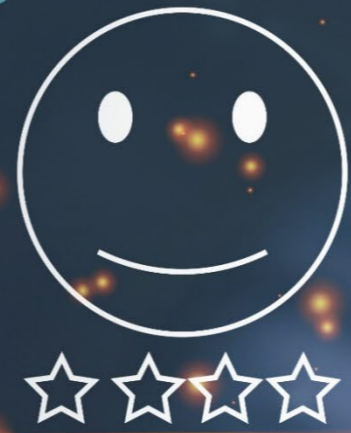
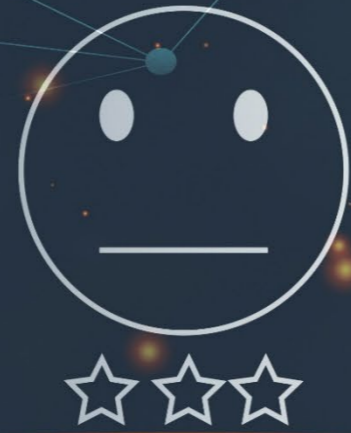
#10 The Exceptional Customer Service Model



#10 The Exceptional Customer Service Model

Accessible means being available and being responsive to guests.

Responsiveness is created through a positive first impression....



Breakout Assignment:

Put yourself in your guest or customer's shoes. What is the first thing you want them to experience when they approach you or your facility and business?



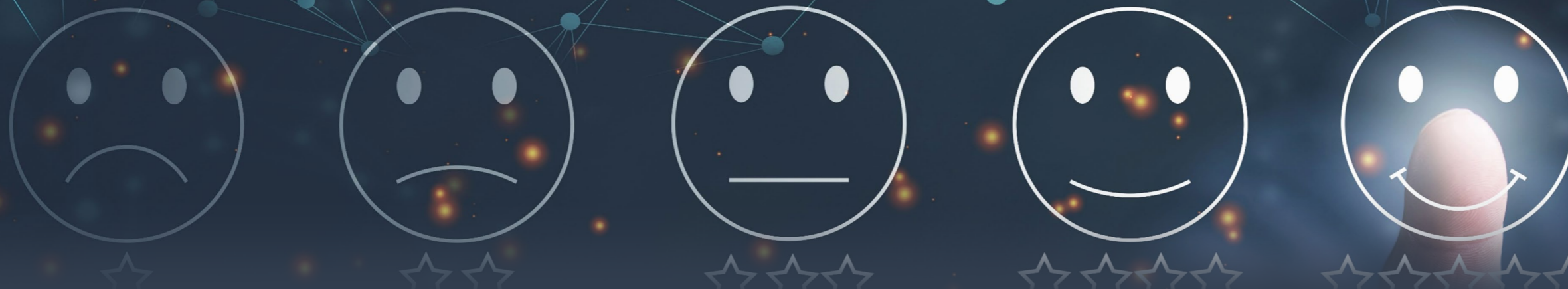
HELLO!

So why are first impressions essential to your success?

#10 The Exceptional Customer Service Model

First impressions...your initial opportunity to impress:

- Information presented first is decisive in forming perceptions.
- The first 7 – 10 seconds are critical.
- First impressions form a lasting memory.
- Sets the tone for the entire transaction.





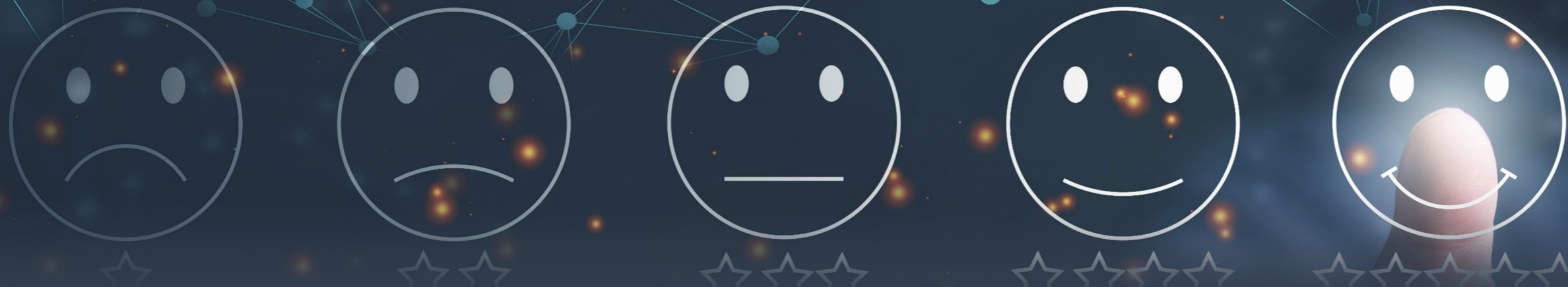
BYE!

And why are last impressions just as essential to your success?

#10 The Exceptional Customer Service Model

And through last impressions...favorable finishes:

- Things experienced last, leave lasting impressions, so make it favorable.
- Make sure you communicate your “Thank You”.
- Pleasant parting comments.
- Calling a guest by name at end of the interaction.





Develop your Customer Service Model:
How can you ensure that you have an effective and respectful communications model in your organization?

#10 The Exceptional Customer Service Model

Respectful means using engaging customer service language that shows respect for our guests.



Tips for Respectful guest communications:

Personalize the interaction:

Personalize the experience right from the start. It's important to introduce yourself and address the customer by name.

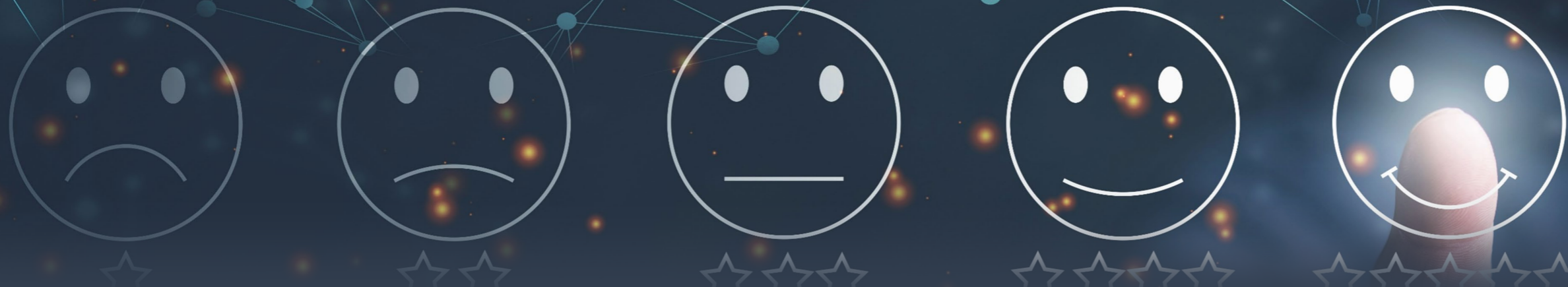
Avoid negative phrases:

Avoid words such as "can't" or "don't". Offer to find the solution with determined, positive language.

Use positive language with a touch of empathy:

Use positive phrases such as "I can," "I will," and "I understand" to connect with guests.

#10 The Exceptional
Customer Service
Model



Tips for Respectful guest communications:

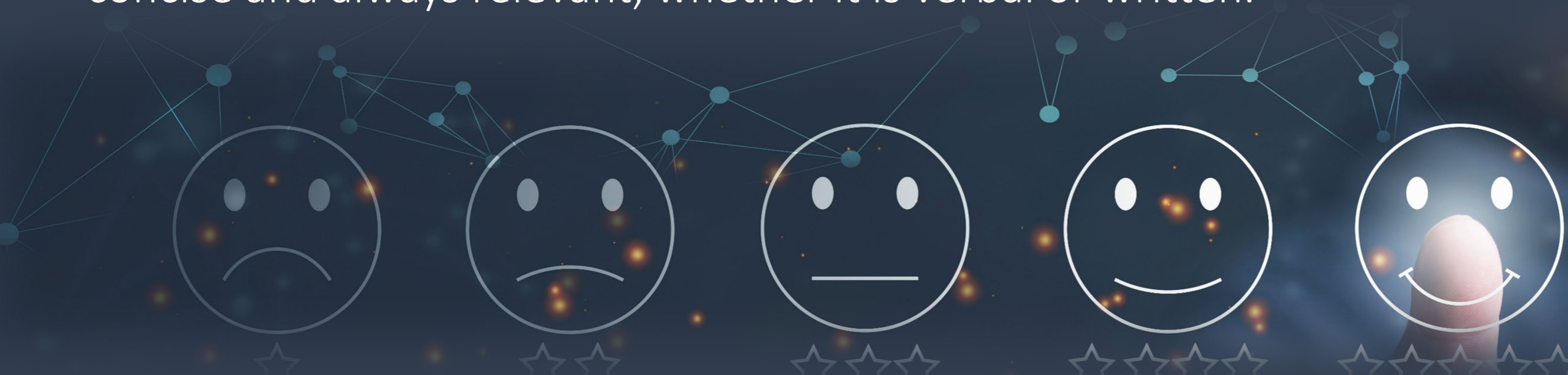
Listen closely and avoid interrupting the guest:

Always welcome guests to explain their issues in full before providing solutions. Don't Interrupt: Interrupting a guest implies a lack of respect or empathy for a problem.

Make communication clear and concise:

Guests want thorough answers, but they also value their time. Therefore we need to remember that one aspect of effective customer service communication is keeping the exchange fairly concise and always relevant, whether it is verbal or written.

#10 The Exceptional Customer Service Model

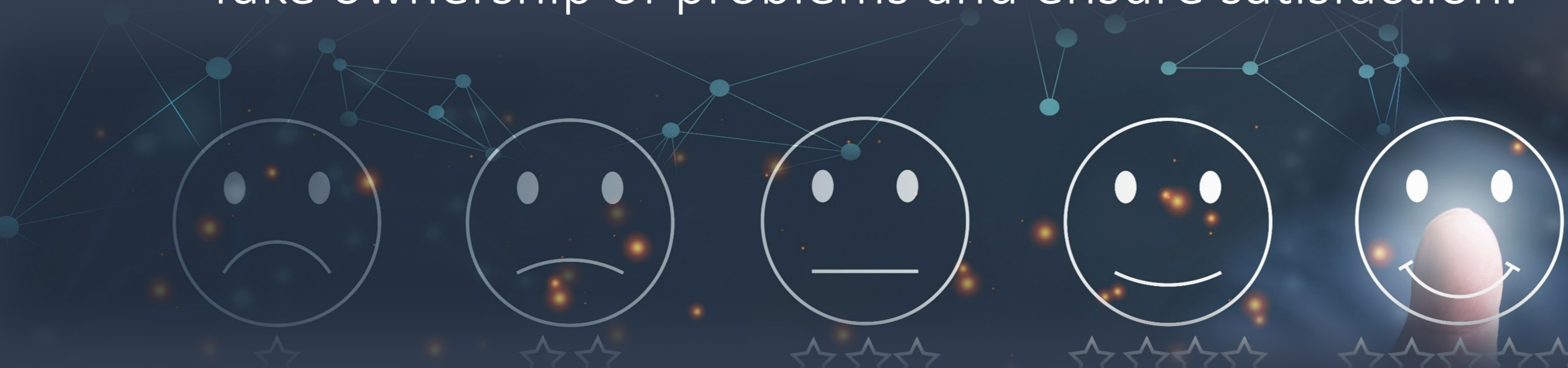


#10 The Exceptional Customer Service Model

What opportunities do you have for demonstrating accountability?

Accountable means quickly solving problems and providing accurate information to the guests.

Take ownership of problems and ensure satisfaction.



How to take ownership...

Follow-up within a specific time frame:

Tell the guest what to expect and ensure that they perceive it as responsive.

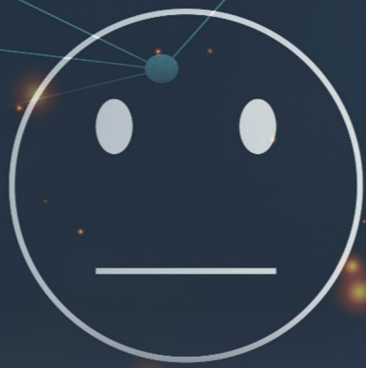
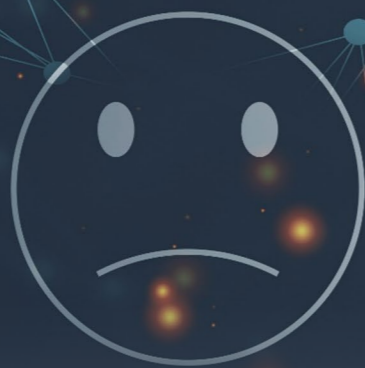
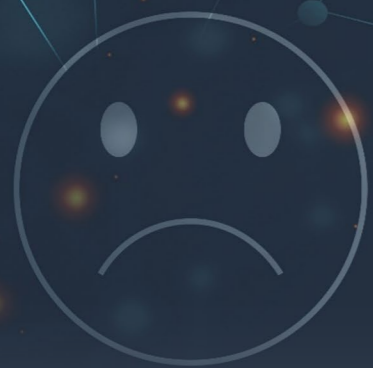
Delays explained before guest has to ask:

Don't wait for the guest to inquire about timing, reach out and let them know about any delays in the process.

Sundown Rule:

Before the sun sets, problems/issues will be cleared up, emails and phone calls returned.

#10 The Exceptional Customer Service Model



#10 The Exceptional Customer Service Model

I solve problems and follow through on my commitments.

Be Accountable

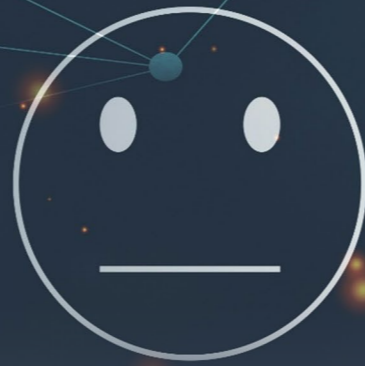
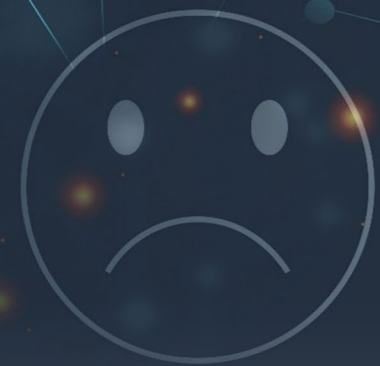
Be Accessible

I am available and strive to be helpful.

Be Respectful

Exceptional Service

I am courteous and friendly.



WORK ENVIRONMENT & ETHICS:

- Sexual Harassment Training
 - Leave the locker room talk at home
 - How to handle sexual harassment in the workplace:
 - Identify unwanted behavior
 - Report to a Supervisor
 - Report to Human Resources
- Gift Policy
 - Gifts with monetary value cannot be accepted at any time
 - Alternate options: thank you letter/card or baked goods for the team/office



OUR HONOR CODE

Integrity. Service. Respect. Responsibility.



The City of Coral Gables is introducing a new “Honor Code” for all City employees.

Always remember to:

- Serve the public interest above our own personal interests.
- Help protect against waste or fraud.
- Follow all laws and regulations.
- Perform in a manner that is not only legally right, but also ethically right – It’s doing the right thing!
- If you see something, say something.

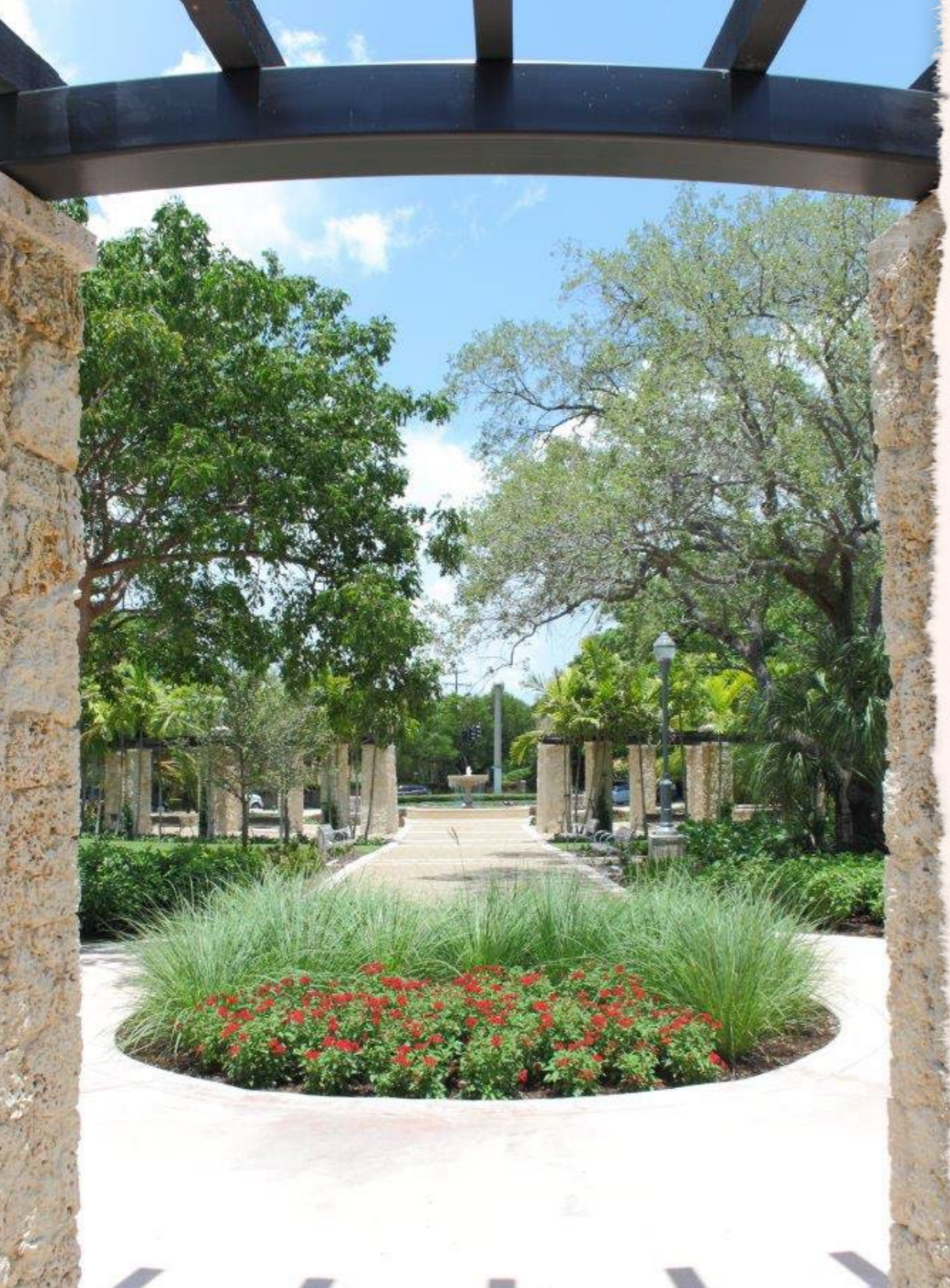
The City of Coral Gables always relies on its employees to do the right thing!

Honor yourself with the Honor Code.

If you become aware of any violations of the law or ethics, please note you will not be disciplined or dismissed if you report these incidents.

For questions, we encourage you to contact the City Attorney’s Office at 305-460-5219.





Announcements Annual Picture Q&A

The End





**Community Recreation - Parks & Recreation
Monthly Reports Workshop
Wednesday, January 25, 2023, from 11:00am to 11:30pm**

- I. What is a Monthly Report**
- II. Monthly Report Format**
- III. Report Narrative**
- IV. Report Financials & Numbers**
 - a. Expenditures**
 - b. Revenues**
- V. Reading the GL Report**
- VI. Creating Pie Charts**
- VII. How to submit your Monthly Report**

Monthly Reports Workshop: January 2023

Anderson, Katherine

K Anderson

Couceyro, Fred

Espino, Sarah

Gavarrete, Norma

Gilman, Daren

Gomez, Robert

Guerrero, Manny

Hastings, Catie

Hall, Troy

Hannah, Ana

Iskandar, Elie

Larkin, Kenneth

Llompert, Carlos

Morcate, Marilyn

Pichardo, Carlos

Rocha, Michael

Rodriguez, Fabio

Rodriguez, Yanessa

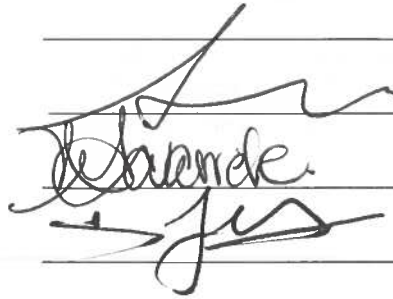
~~Silva, Maria Lorena~~

Vester, Carolina

Vilar, Jose

Walters, Greg

Zuriarrain, Mitchell



Susan Lainfiesta 
Natalia Alvarez 

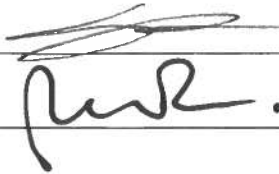
de

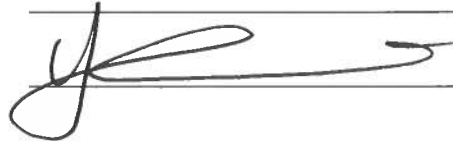
Troy Hall

Ana Hannah













Gregory Walters



Community Recreation

MONTHLY REPORTS
WORKSHOP 2023

CORAL
GABLES[®]
THE CITY BEAUTIFUL

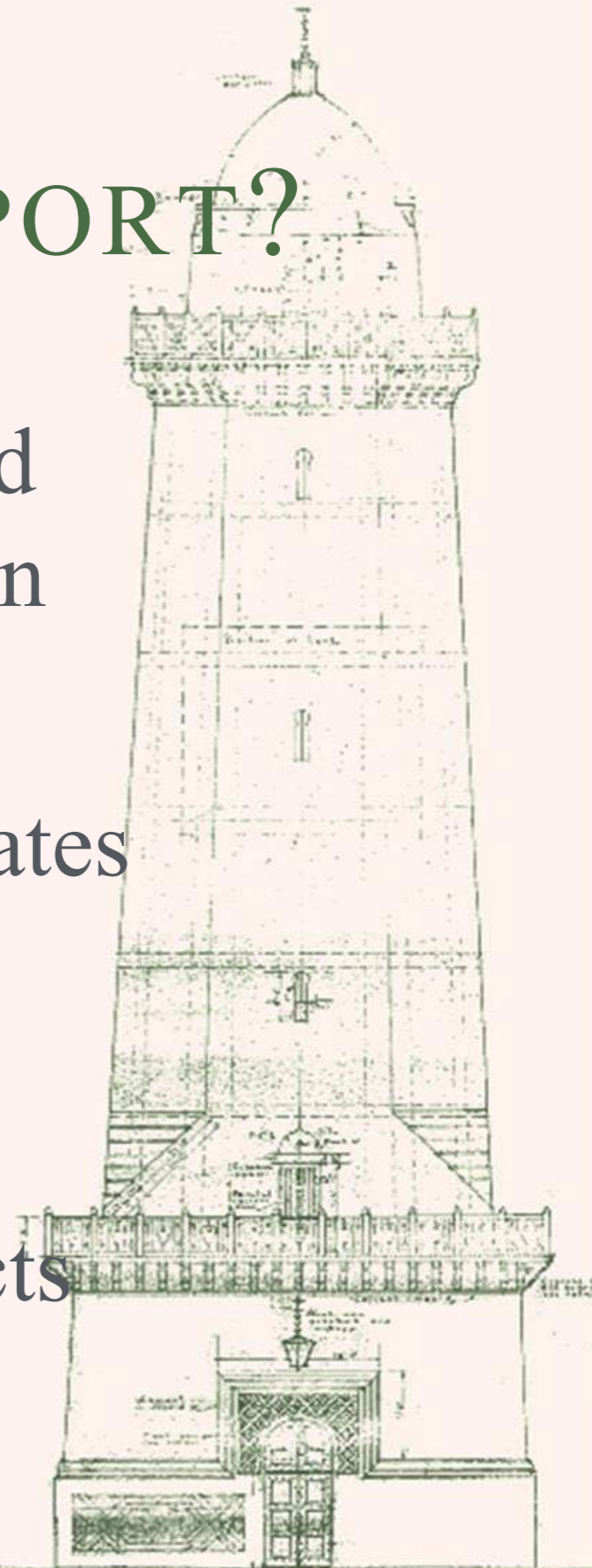


A tropical landscape featuring a well-maintained green lawn in the foreground. A dense line of large, mature trees with thick trunks and lush green foliage forms a natural barrier in the middle ground. In the background, several white buildings with red roofs are visible under a bright blue sky with scattered white clouds. The overall scene is bright and sunny, suggesting a warm, tropical environment.

*What to include
in a Monthly
Report?*

WHAT IS A MONTHLY REPORT?

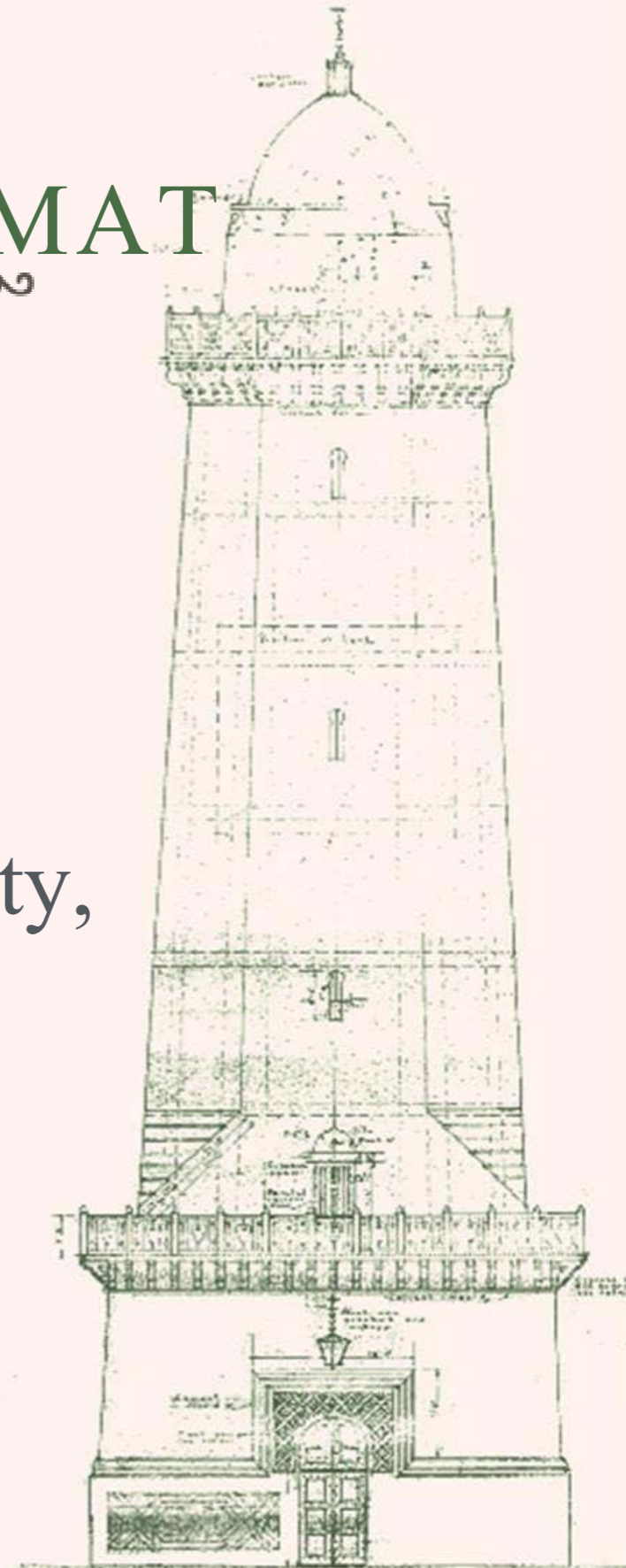
- It is a monthly status update and should include a narrative and financial section
- It should restate any facility/division specific goals and provide regular updates on these goals
- Highlight all accomplishments
- Provide updates on any pending projects
- Identify any issues or risks
- Provide possible strategies and solutions



MONTHLY REPORT FORMAT

Report Format:

- Branded Template
- Must have a header & footer
- Clearly identify the department, facility, month & year
- Page numbers at bottom
- Include financial charts & graphs
- Follow the Fiscal Year Calendar
- Export into a PDF for submittal



*Report
Narrative*



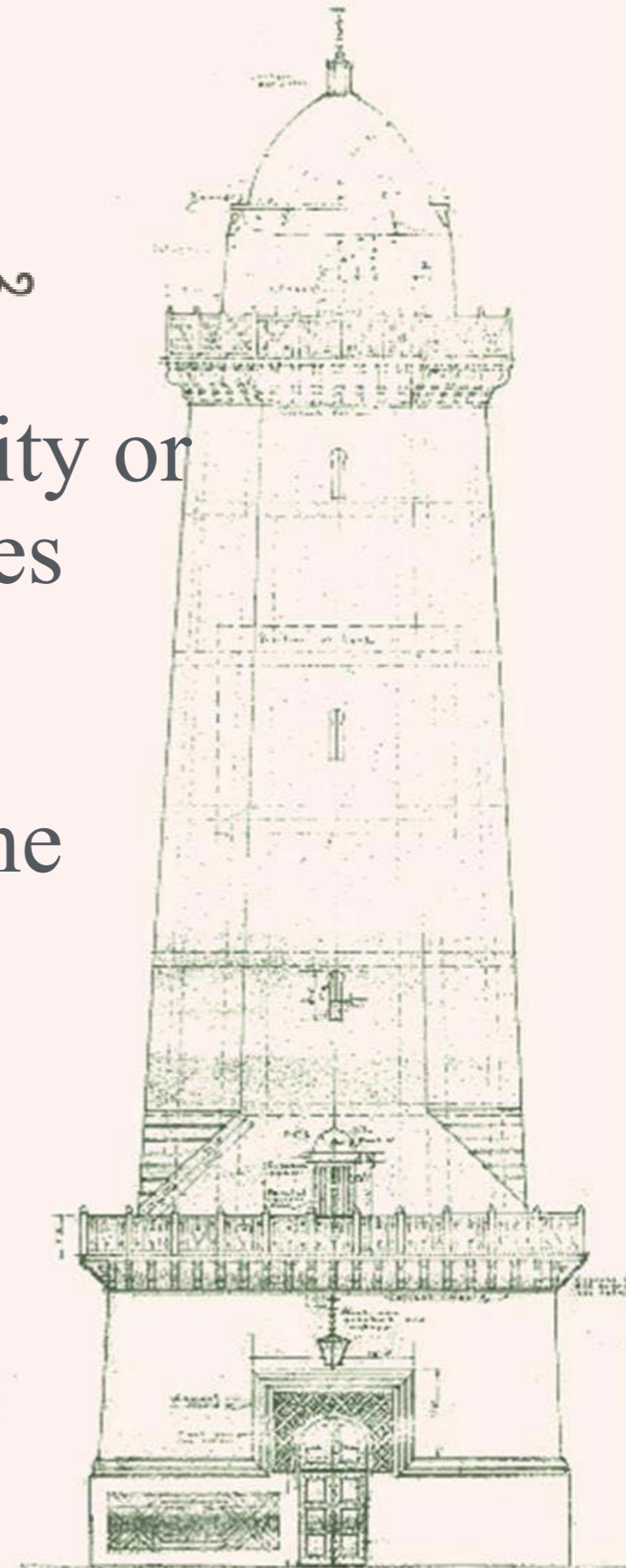
REPORT NARRATIVE

Narrative – Should focus on any facility or division specific highlights or struggles

Use simple and easy to read bullets

Separate and filter all updates using the following sections:

- Programs/activities/events
- Personnel & staffing
- Maintenance
- Supervisory



SAMPLE REPORT NARRATIVE



CITY OF CORAL GABLES COMMUNITY RECREATION

Division Name – Division Number

Monthly Report – Month & Year

FACILITY HIGHLIGHTS & ISSUES SUMMARY

I. Programs/Activities & Events:

- Annual Dog swim occurred on October 1st. Increase of sales by 27.5% from last year.
- 6 scheduled birthday party rentals.
- The Fall Adult swim lessons took place.

II. Personnel & Staffing:

- Staffing reduced on weekdays and weekends.
- Sofia Vilar began working with Norma Gavarrete with Special Events.
- Halloween themed lifeguard and GSR In-service was held on October 29th. We had a potluck after the training.
- Sent staff to the pumpkin patch on 10/21 as support.

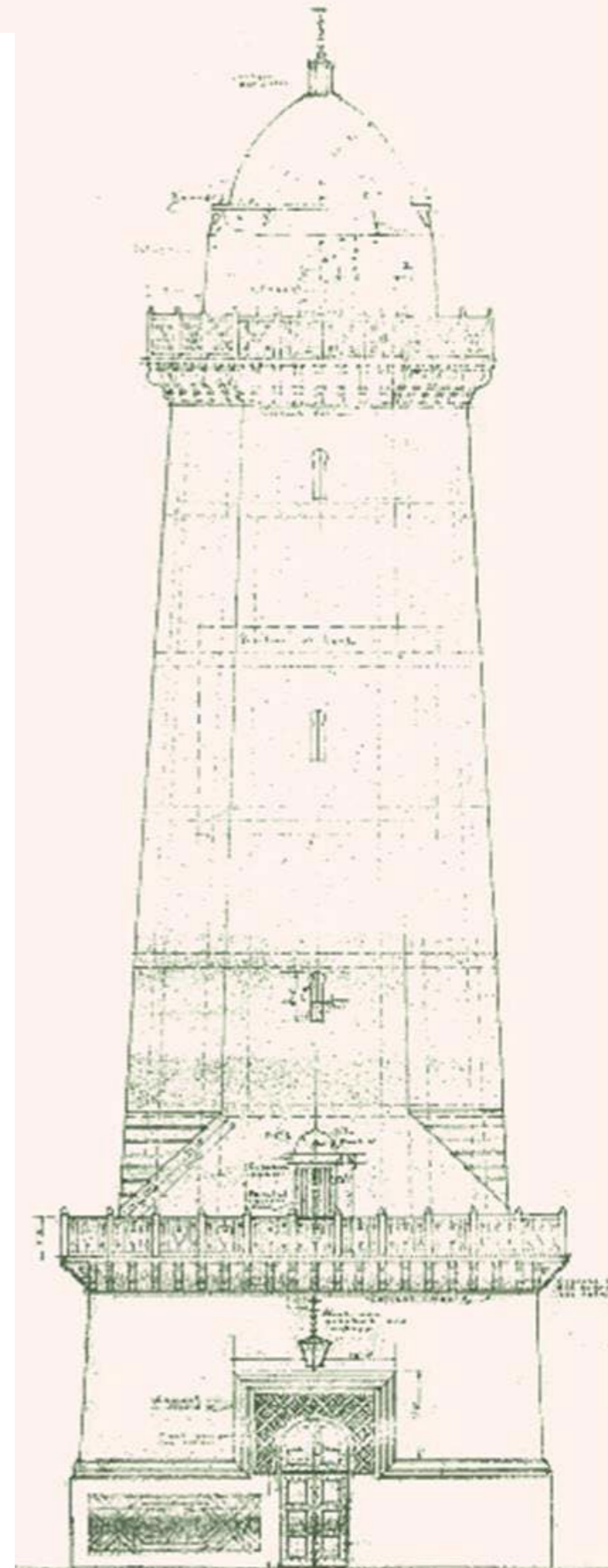
III. Maintenance:

- Fill 1 work order generated 10/22
- Tower Blinds work order generated and repaired 10/4
- Bromeliads were drained daily to reduce the possibility of a Zika outbreak.

IV. Supervisory:

- Beginning of the Fiscal Year 2018.
- Closing of requisitions and last minute purchases took place to close out the fiscal year.
- Majority of administrative duties have been handed over to the assistant supervisors including: refunds, purchasing, invoicing, and attending construction meetings.
- Supervisors attended the RecTrac trainings to transition to the new system.

V. Financials & Numbers:



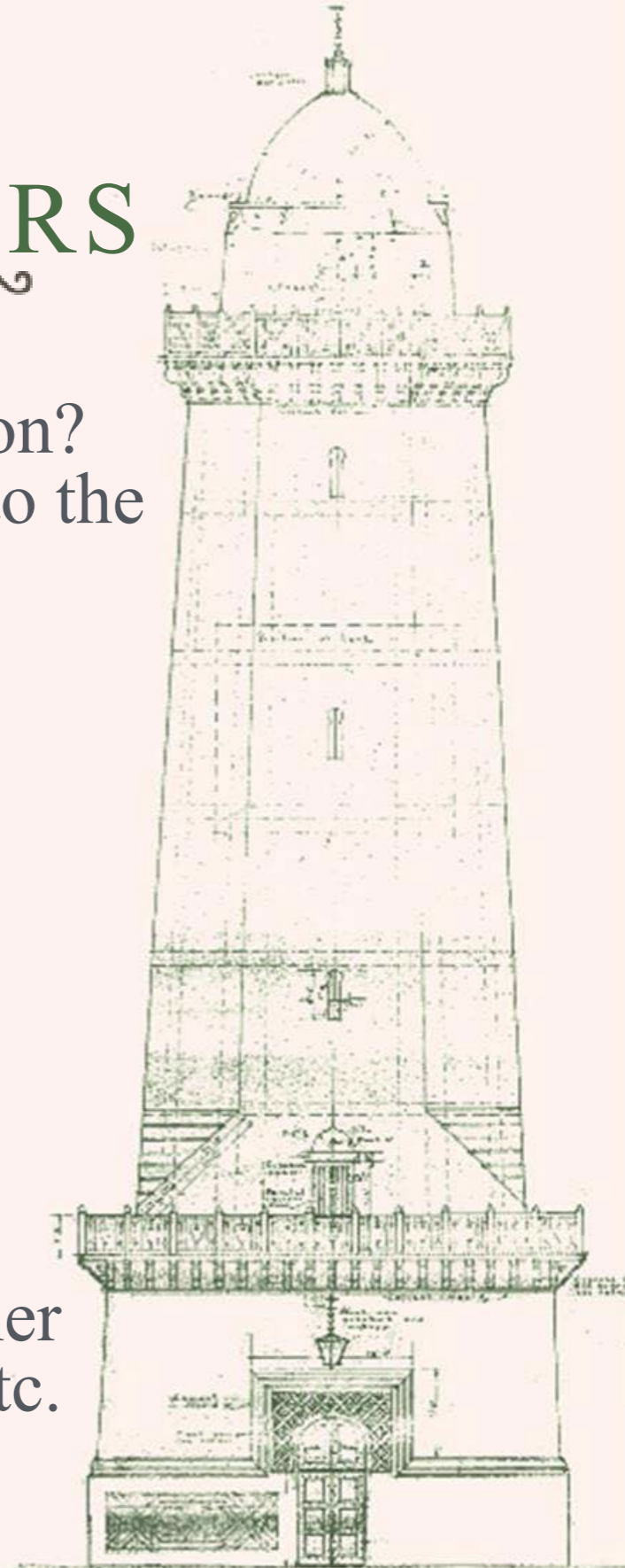
*Report
Financials &
Numbers*



FINANCIALS & NUMBERS

What numbers and financials should you report on?
And remember to always provide a comparison to the previous year/month

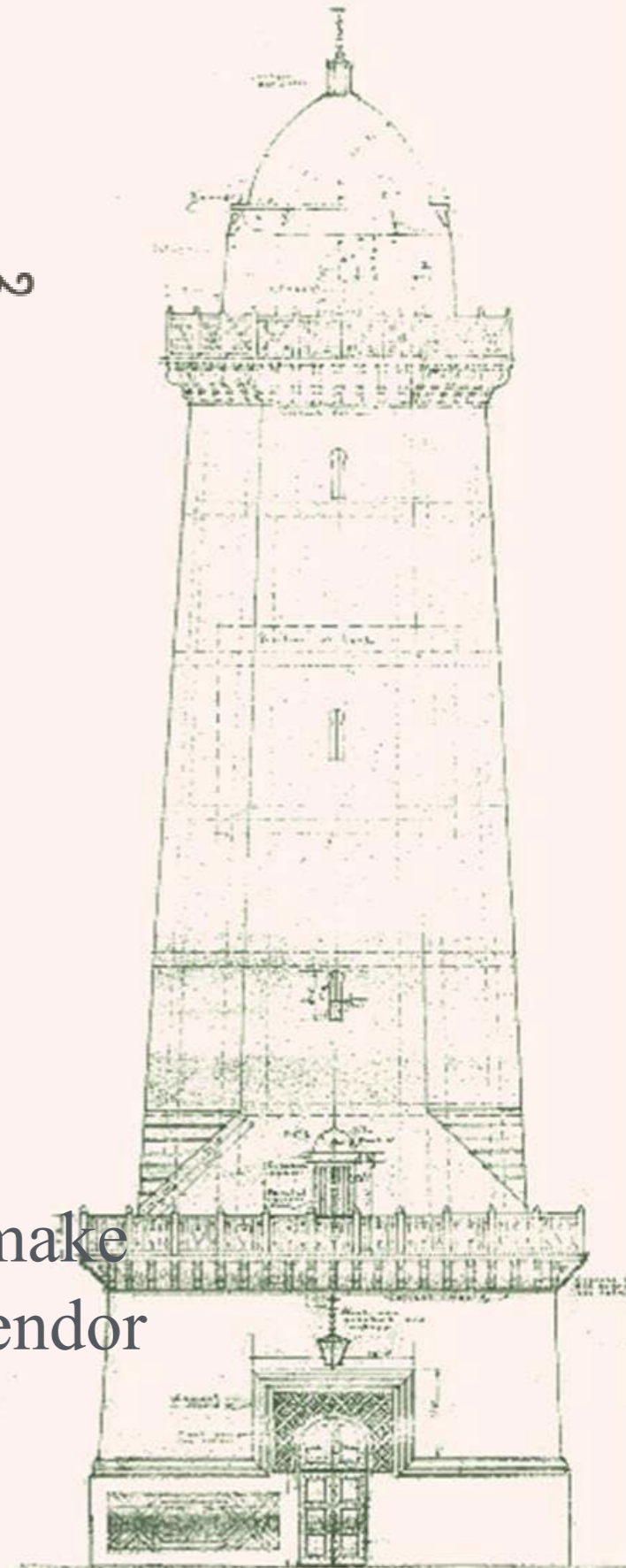
- Monthly expenditures
 - Group by staffing and operational costs
 - Pull from EDEN or your ledger
 - Always make sure to compare both for accuracy
- Monthly revenues if applicable
 - Specific to the GL account no need to further break them down by specific activities & etc.
- Attendance Numbers – Res. Vs. Non-Res.



EXPENDITURES

Pulling an expenditure detail report in EDEN:

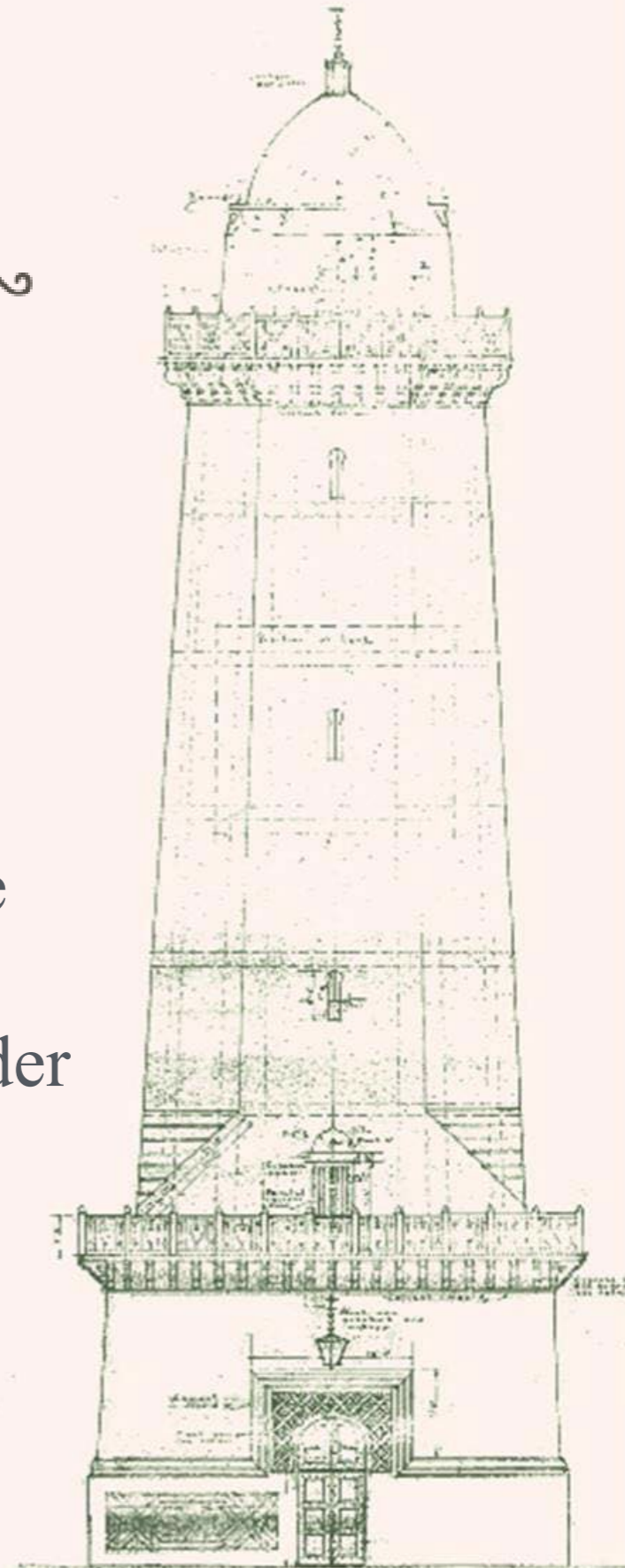
- Login to Eden
- Open the General Ledger Folder
- Open Ledger End of Period
- Open Expenditure Reports
- Open Expenditure Detail
- Type in the beginning 7 digits of your expenditure accounts (001-6050)
- Report box will appear
- In the Print Options box to the bottom right make sure you click Print Extra Detail and Print Vendor Information
- You can print or just view the report



REVENUES

Pulling a GL revenue report in RecTrac:

- Login to **RecTrac**
- Click on the **Reporting** Tab
- Click on the **GL Distribution Report** under **System Financial**
- Select your division/facility specific template under **Report Templates**
- Make sure to select the **Summary** option under **Output Type**
- Click **Process**
- You can PDF the report or use the CSV data option if you want to pull the numbers into a spreadsheet



https://apps1.vermontsystems.com/wbws/flcoralgablesrt.wsc/login.html?InterfaceParameter=RecTrac

RecTrac Coral Gables, FL

Home Processing Management Inquiry Reporting

CVESTER

GL Distribution Report

Core Criteria GL / Cost Center Criteria Pay Code Criteria

User DataGrid

Options Templates (0) Refresh

User Name	Name	Network Logon	Status	User Gro
	Gymnastics Staff		Active	VIEW
aalegria	Ana Alegria		Active	FRONT DI
aalfalahi	Anwar Alfalahi		Active	FRONT DI
aapolinar	Ayanes Apolinar		Active	ADMIN-IT
aarrabal	Alejandro Arrabal-Uria		Active	FRONT DI
aborroto	Allan Borroto		Active	FRONT DI
acenturion	Arturo Centurion		Active	SUPERVIS
aescarate	Tennis Professional		Active	VIEW
agamundi	Alex Gamundi		Active	ADMIN-IT
agarcia	Anamy Garcia		Active	SUPERVIS
ahassan	Aisha Hassan		Inactive	FRONT DI
ahenry	Amanda Henry		Inactive	FRONT DI
amartinez	Angelo Martinez		Inactive	FRONT DI

Output Group: Financial Reports

Output Template: VSI - GL Distribution (Dynamic)

Add Output Update Output

Module Filters

Modules To Include (Blank = All): (0) Selected

Modules To Filter (Blank = None): (0) Selected

User Range

Use User Name Range:

Begin UserName: End UserName: ZZZZZZ

Transaction Criteria

Change Back Option: Exclude Change Back GL Records

Tax Transaction Option: (0) Selected

Use Posting Date Range:

Begin Posting Date: Begin of Month -1 End Posting Date: End of Month -1

Use Posting Time Range:

Use Combined Posting Date/Time Range:

Use Cash Drawer Range:

Default Settings Last Settings Report Templates

Process Prev Next

https://apps1.vermontsystems.com/wbws/flcoralgablesrt.wsc/login.html?InterfaceParameter=RecTrac

RecTrac Coral Gables, FL

Home Processing Management Inquiry Reporting

CVESTER

GL Distribution Report

Core Criteria GL / Cost Center Criteria Pay Code Criteria

GL Code / Cost Center DataGrids

Options Templates (86) Refresh

GL Code	Description	Status	Account Number
<input checked="" type="checkbox"/>	1104010 Payment Cash Account	Active	001-104-010
<input checked="" type="checkbox"/>	1115130 Parks Receivables Account	Active	001-115-130
<input checked="" type="checkbox"/>	1208100 Tax Account	Active	001-208-100
<input checked="" type="checkbox"/>	1220102 Parks Rental Deposit Account	Active	001-220-102
<input checked="" type="checkbox"/>	1220431 Parks Gift Card Liability Account	Active	001-220-431

Cost Centers

Cost Center	Description	Status	Account Number
<input type="checkbox"/>	AAC Adult Activities Center	Active	
<input type="checkbox"/>	ADMIN Administration	Active	
<input type="checkbox"/>	BLT Biltmore Tennis Center	Active	
<input type="checkbox"/>	Golf Granada Golf Course	Active	

GL Code Range

Use GL Code Range:

Used To Track Sales Tax: (0) Selected

Cost Center Range

Use Cost Center Range:

Begin Cost Center: End Cost Center: ZZZZZZ



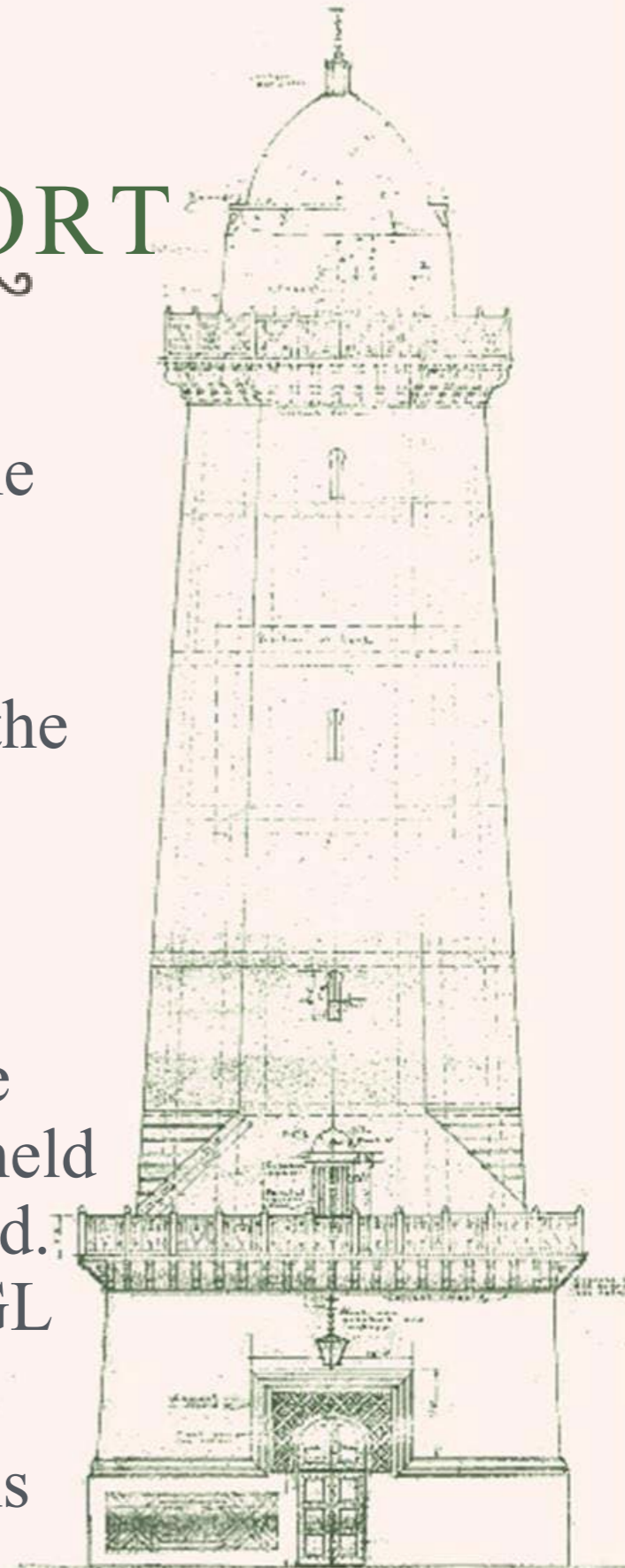
READING THE GL REPORT

GL Distribution (Dynamic)

GL Code	Description	Account Number	DR Cnt	DR Amt	CR Cnt	CR Amt	Net Amt
1115130	Parks Receivables Account	001-115-130	19539	185,890.80	19704	183,048.79	-2,842.01
1208100	Tax Account	001-208-100	296	875.31	16180	18,467.57	17,592.26
1220102	Parks Rental Deposit Accou	001-220-102	0	0.00	4	11,400.00	11,400.00
1223106	Parks Unearned Revenue A	001-223-106	100	149,541.01	985	121,681.94	-27,859.07
1329830	SE Photo Permit Account	001-329-830	2	487.85	11	1,989.73	1,501.88
1347100	YC Youth Sports Account	001-347-100	1	105.61	1	681.31	575.70
1347116	YC After School Care Accou	001-347-116	1	166.36	1	29,149.29	28,982.93
1347132	AAC Courses Account	001-347-132	1	18.69	1	7,407.61	7,388.92
1347151	YC Fitness Membership Acc	001-347-151	5	876.87	11	10,585.07	9,708.20
1347152	YC Full Membership Accoun	001-347-152	0	0.00	31	8,671.98	8,671.98
1347180	YC Other Account	001-347-180	0	0.00	1	2,285.40	2,285.40
1347195	YC Contracted Programs &	001-347-195	5	424.30	1	23,994.50	23,570.20
1347197	YC Facility Rental Account	001-347-197	0	0.00	1	540.18	540.18
1347256	VP Historic Venetian Pole M	001-347-256	0	0.00	1	14.02	14.02
1347310	STC Tennis Social Playv Acc	001-347-310	1	15.70	334	3,031.33	3,015.63

READING THE GL REPORT

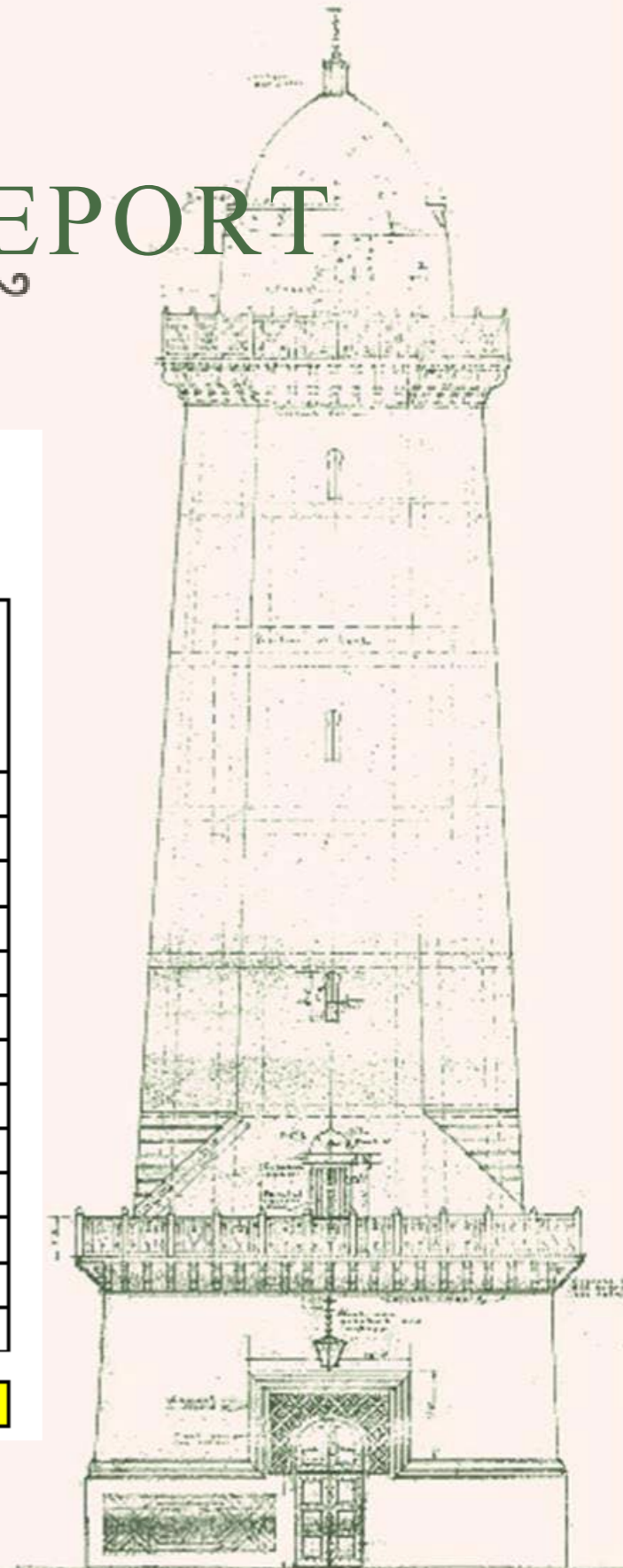
- Every transaction collected first goes through the Receivables account. (There is one for Parks and one for Venetian Pool)
- From there the appropriate percentage for taxes is moved into the tax account. (All transactions with the exception of deposits are taxed.)
- All POS and real time sales revenues are then immediately moved to the appropriate GL account.
- Revenues of programs, rentals and memberships are transferred over to the receivables account and are held there until the actual event or program have occurred. (These transaction will only post in the respective GL account the following month.)
- Each facility/division should know what transactions are going into which of their GL accounts.



SAMPLE GL REVENUES REPORT

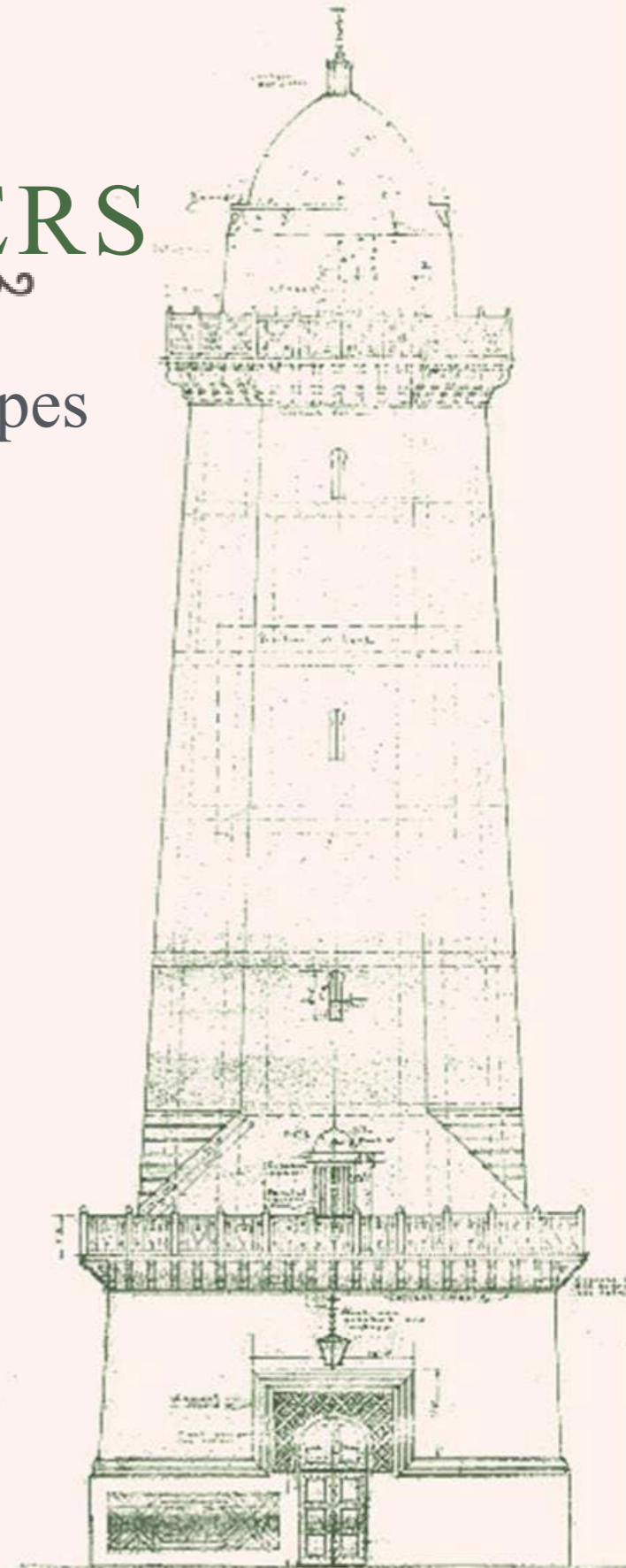
Venetian Pool Monthly Revenues Comparison Report: OCTOBER FY 2017 & FY 2018

Item Description:	GL Account #	2016 - 2017	2017 - 2018	Monthly Revenue Difference:	Monthly Percent Difference:
Swim Lessons:	420-347-233	\$0.00	\$82.00	\$82.00	N/A
Lifeguard Training:	420-347-241	\$0.00	\$0.00	\$0.00	N/A
Facility Rentals:	420-347-240	\$2,934.54	\$2,700.91	-\$233.63	-8%
Monthly Swim Fees:	420-327-232	\$0.00	\$0.00	\$0.00	N/A
Photo Permits:	420-329-830	\$0.00	\$0.00	\$0.00	N/A
Daily Swim Fees:	420-347-231	\$31,429.26	\$32,458.26	\$1,029.00	0.03
Locker Rentals:	420-347-235	\$1,000.00	\$690.00	-\$310.00	-31%
Lounge Chair Rentals:	420-347-239	\$1,850.00	\$1,765.00	-\$85.00	-5%
Facility Rentals OT:	420-347-240	\$2,934.54	\$0.00	-\$2,934.54	-100%
Special Events: Dog Swim	420-347-244	\$3,459.70	\$4,774.84	\$1,315.14	0.38
Cash Over/Short:	420-347-250	\$0.34	\$15.50	\$15.16	44.59
Merchandise Sales:	420-347-253	\$542.10	\$516.94	-\$25.16	-5%
Concessions:	420-362-100	\$5,874.01	\$4,592.33	-\$1,281.68	-22%
Total Revenue:		\$50,024.49	\$47,595.78	-\$2,428.71	-4.9%

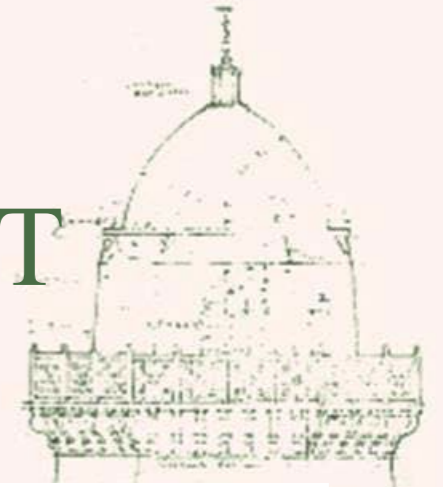


REPORTING ON NUMBERS

- Numbers should be reported on for the following types of transactions:
 - Membership/pass sales
 - Membership usage/swipe-in numbers
 - Activity registration & attendance numbers
 - Rental numbers
 - Admission / guest numbers
 - Court usage & private lesson numbers
 - Film & special event permit numbers
 - Special event attendance numbers
- Report on Resident vs. Non-Resident numbers if applicable



SAMPLE NUMBERS REPORT

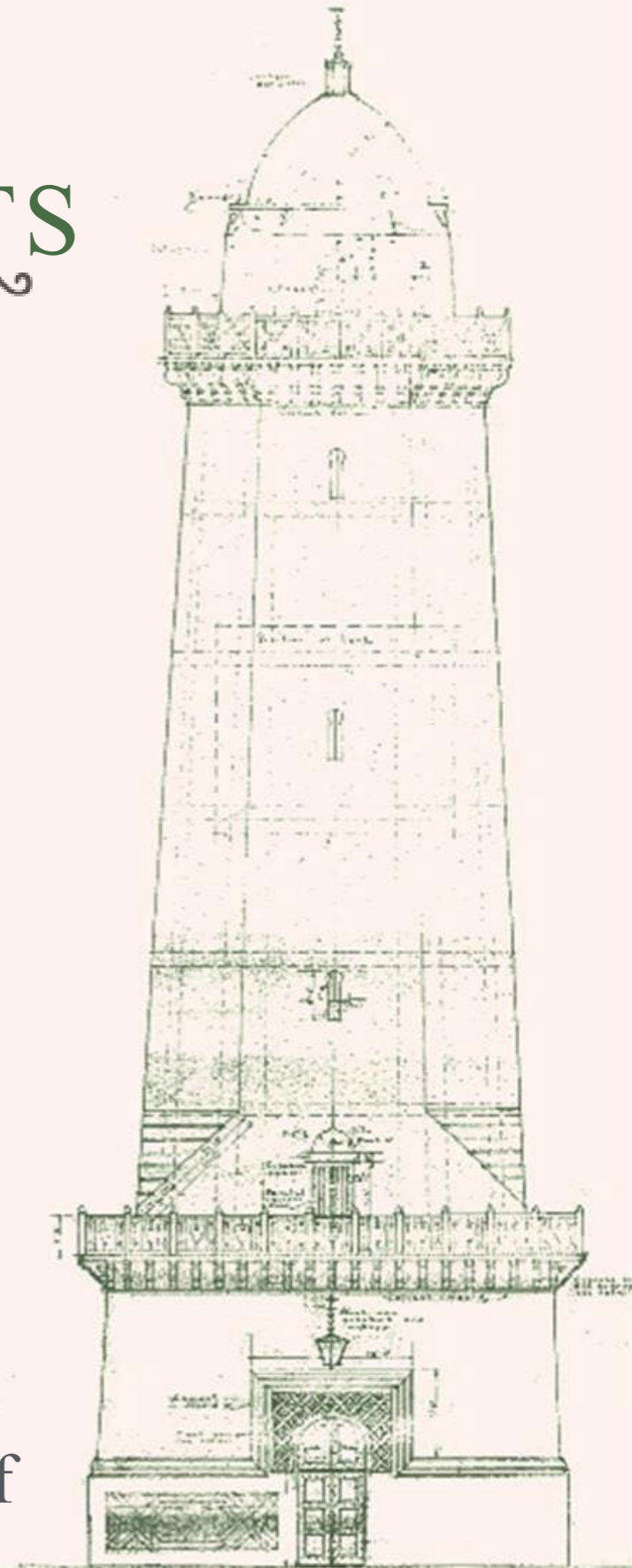


Admission Type:	2016-2017:	2017-2018:	Difference:	Percent Difference:
Non-Resident Adult:	2,109	1,849	-260	-12.3%
Non-Resident Child:	498	414	-84	-16.9%
Resident Adult:	190	340	150	78.9%
Resident Child:	85	93	8	9.4%
Camper:	81	28	-53	-65.4%
Counselor:	6	14	8	133.3%
Free Counselor:	8	3	-5	-62.5%
Tourist:	231	178	-53	-22.9%
Total Visits:	3,208	2,919	-289	-9.0%



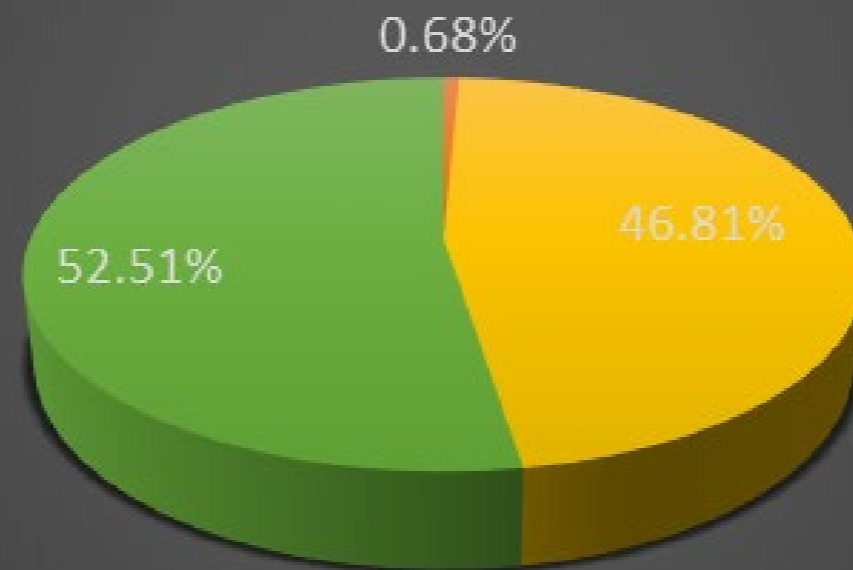
CREATING PIE CHARTS

- The best way to present numbers and percentages is by creating a visual graphic such as a pie chart.
- Pie charts can easily be created through Excel
- Enter your data description in the first column and your actual data: (numbers or percentages) in the second column.
- Highlight/select the data you want to include in the pie chart and then select Insert Pie Chart and select the 3-D Pie Chart
- Enter a Chart Title
- Select the Chart Elements
- You can also customize the colors and formatting of the chart



PIE CHART EXAMPLE

Community Recreation 2018 Active Household Families Resident vs. Non-Resident



■ NA ■ Non-Resident ■ Resident



How do I submit my Monthly Reports?

-
- All reports are to be submitted within two weeks of the completion of the month and ready for review at the monthly supervisor's meeting.
 - Reports are to be saved as a PDF in the shared drive:

*X:\ADMINISTRATION\Supervisor Documents\Division
Monthly & Annual Reports\FY
23 DIVISIONAL REPORTS*





Thank You!

