

3.6.1 – Records Disaster Mitigation and Recovery Plan and Procedures

Standard: There shall be an established records disaster mitigation and recovery plan and procedures that are periodically reviewed for protecting records, storing them, and recovering critical information after a disaster.

Suggested Evidence of Compliance: Provide the records disaster mitigation and recovery plan and procedures and a copy of the most recent review.

The Coral Gables Community Recreation department adheres to the policies and procedures set forth by the Information Technology department when under emergency conditions. The attached IT Departmental Emergency Response Standard Operating Procedures Manual is provided as evidence of compliance. This document was last reviewed and approved by IT director in 2022. The last review date is listed on the cover page.

This document goes into detail explaining the process and those involved with the planning of preliminary emergency preparations, maintenance of network and telecommunications, and all recovery post disaster. Also included within the same document is IT's Backup and Recovery Operation Standards which states that the organization requires that all information stored electronically in computerized form be backed up periodically to ensure its safety in the event of a severe hardware interruption, software interruption, virus attack, or other disaster.

In anticipation and preparation of natural disasters, the Community Recreation department has its own internal processes and procedures that should be taken prior to any emergency crisis. Attached you will find the agency's Emergency Management Hurricane Plan which includes a Vital Records Listing for each division in the event facilities cannot be accessed and we are required to work remotely or be relocated. The plan was last updated in May 2022 and presented as part of the annual meeting to Department leadership. See attached meeting agenda, sign-in and presentation.

CITY OF CORAL GABLES

EMERGENCY OPERATIONS CENTER



INFORMATION TECHNOLOGY DEPARTMENT

EMERGENCY RESPONSE

STANDARD OPERATING PROCEDURES

Effective Date:	2022
Review frequency	Annually
Reviewed	2009-2022 (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

PURPOSE

The purpose of this standard operating procedure is to provide guidance for the activation and utilization of the employees and resources of the Information Technology Department under emergency conditions.

SCOPE

This standard operating procedure applies to all employees assigned or connected with the Information Technology Department during time of emergency, and includes necessary as well as operational functions. This SOP interoperates with the Emergency Support Function (ESF) # 28 (Information Technology Services) of the Fire Department's Comprehensive Emergency Management Plan (CEMP) (see Appendix B) and the Information Technology Department's Business Continuity Plan with all its components (see Appendix A).

ORGANIZATION

Unless otherwise directed by the Information Technology Department head, the following employees will be on duty during a declared emergency:

1. The Department and Divisions Managers
2. Employees of the Information Technology Department that have been assigned emergency duties.

PLANNING AND PREPARATION

The Information Technology department head or designee will be responsible for the activation of the preliminary emergency preparations of the Department. The preliminary preparations include but are not limited to the following:

1. Preparation of meetings with all divisions and groups of the department to review emergency procedures.
2. The IT Department will update the City's internal and external Web sites with Emergency Preparedness notices, in coordination with the Public Affairs Manager and Emergency Management staff.
3. The IT Department will ensure that all the business continuity plans are active and up to date. Please refer to Appendix A: CGIT Business Continuity Plan.
4. The IT Department will ensure hurricane supplies are on hand and available. These supplies should include but not be limited to: cabling material, emergency power generators, cooling fans, emergency apparel (boots, coats), emergency lights, emergency toolkits, electrical, mechanical, and computer toolkits, first aid kit, vehicles in good condition and with full tanks available for transportation, and rapid deployment satellite system.
5. The IT Department will maintain emergency communication systems that include satellite phones and backup Internet access. Please refer to Appendix A: CGIT Business Continuity Plan.

6. The IT Department will maintain Disaster Recovery (DR) systems, data backup systems, high-availability, redundancy and survivability systems, to ensure business continuity during and after an emergency. Please refer to Appendix A: CGIT Business Continuity Plan.
7. The IT Department will maintain business continuity procedures and plans for public safety and emergency response systems. Please refer to Appendix A: CGIT Business Continuity Plan.

RESPONSE

1. Systems and Applications: Maintain all critical servers, systems, applications and programs, and prepare emergency recovery procedures for each one.
2. Network and Telecommunications: Maintain all critical network and telecommunications systems, circuits, links, backup links, facilities and infrastructure, and prepare emergency recovery procedures for each one. Test and support all emergency communications equipment.
3. Customer Support, GIS, Help Desk and Maintenance: Manage and support all calls for service, and requests for technical assistance. Monitor call-volume and incident frequency and locale. Escalate priority issues and manage issue resolution.
4. Field Operations: Maintain all EOC related computer equipment, field equipment including hand-held devices and cell phones. Support far-end testing and troubleshooting of network connectivity and other remote locations requiring support. Manage off-site incidents and report new incidents discovered in the field to the IT Help Desk.

RECOVERY

The Information Technology Department will ensure that all information and communication systems under its responsibility are recovered after an emergency. Non-emergency personnel are responsible for reporting to work when and where directed and prepare the IT facilities for normal operations.

MITIGATION

The IT Director or designee will review the emergency operating plan and revise the plan as necessary. Debriefing session should be held for all emergency personnel as soon after the emergency as feasible to determine if any modifications to the plan are needed.

RESPONSIBILITIES

A. Information Technology Director and Assistant Information Technology Director

1. Operations Planning and Implementation
2. Operations Review and Management
3. Executive Oversight
4. Executive Reporting to emergency chain of command

B. IT Division Managers

5. Oversee IT Operations
6. Operations Review and Management
7. Executive Reporting IT management and emergency chain of command

C. All IT Personnel

1. Emergency Processes
2. Communications Management
3. Services Management
4. Operations Management
5. Calls for Service
6. Administrative Documentation

D. Personnel Without Emergency Assignments

Personnel without emergency assignments will follow instructions given by the IT Director.

PERSONNEL WITH EMERGENCY ASSIGNMENTS FOR THE HURRICANE SEASON

MAIN EOC STAFF (PUBLIC SAFETY BUILDING, 4TH FLOOR): personnel to be assigned from the list below

AUXILARY EOC STAFF (72 Ave FACILITIES AND MAINTENANCE): personnel to be assigned from the list below

IT Emergency Contact Numbers

	STAFF	TITLE	EXTENSION	CELL	RADIO MODEL
1	Raimundo Rodulfo	IT Director	305 461 6725	305 733 0315	Motorola APEX 100
2	Nelson Gonzalez	Asst. IT Director	305 460 5076	786 525 5851	Motorola APEX 100
2	Ayanes Apolinar	IT Systems Manager	305 461 6727	305 733 0048	Motorola APEX 100
4	Lemay Ramos	IT Applications Manager	305 461 6723	305 733 0204	Motorola APEX 100
5	Mark Hébert	IT Customer Support & GIS Manager	305 461 6733	305 733 0312	Motorola APEX 100
6	Gisela Rodriguez	IT Network Manager	305 461 6738	305 7330155	Motorola APEX 100
7	Alex Gamundi	IT Systems Analyst II	305 461 6741	305 733 0348	Motorola APEX 100
8	Christopher Cowen	IT Crime Data Analyst	305 461 6746	305 7330086	
9	Roger Rodriguez	IT Network Analyst II	305 461 6735	305 742 9201	Motorola APEX 100
12	Paulson Jean	IT Network Analyst II	305 467 6722	305 733 0243	Motorola APEX 100
13	Benjamin Thomas	IT Systems Analyst I	305 461 6736	305 733 0326	Motorola APEX 100
14	Rayza Collazo	IT Systems Analyst I	305 461 6755	305 733 0131	
15	Monica Conde	IT Applications Analyst I	305 461 6744	305 801 9172	
16	Adriana Mendoza	IT Applications Analyst II	305 461 6743	786 281 5382	
17	Neil Rodriguez	IT Network Analyst I	305 461 6757	305 733 0249	
18	Efrain Fleites	IT Network Analyst I	305-461-6737	305 733 0240	

Employee Info Line (305) 460-5403

- IT SERVICE DESK: 305.569.2448**
- IT Svc Desk Fax: 305.461.6745**
- IT Main Office 305.460.5030**
- IT FAX: 305.441.5752**
- IT Emergency Numbers: 305-733-0172, 305-733-0118**
- Residents Hot-Line 305-800-6397**

Conference Call Bridges:

Call Type	Dial in Number	No. of Call Allowed
WebEx	305-461-6762	(50)
GotoMeeting	As Schedule by IT	(150)

APPENDIX A: BUSINESS CONTINUITY PLAN

The Coral Gables Information Technology Business Continuity Plan is defined and established on the following documentation:

1. IT Operation Handbook
2. CGITOS: IT Operation Standard document
3. CGITOP: IT Operation Plan
4. CGITSP: IT Standard Procedures (backup plan, backup retention, backup schedule, Disaster Recovery systems documentation)
5. CALEA Accreditation Document
6. High Availability and Disaster Recovery systems in place

1. IT Operation handbook document

Includes standards, policies, procedures and plans in place in the IT Department.

2. Response Management chapters from the CGITOS: IT Operation Standard document

Section V: Response Management (R)

The response management phase is triggered by the detection of an anomaly or “event.” An automatic event alert should occur based on inappropriate activity and identified attack signature or patterns. Incident response procedures indicate the action to be taken during and after an event occurs. Technical staff should be trained on these procedures to provide for an appropriate and measured response. Response procedures may require the collection and preservation of evidence (forensics) that may be necessary in the advent of an investigation or prosecution. Assessment of events and responses to them can help to refine all phases of the operation standard plan. Disaster recovery procedures may need to be activated, depending on the severity of the event. Major components of the response management phase include the following:

- Incident response and assessment
- Backup and off-site storage
- Disaster recovery

IT Operation Standard Subsection 5.1: Incident Response Team

The City will develop a process for creating an incident response team (IRT). The IRT is a specialized group of internal and/or external people whose responsibility is specifically to manage maintenance, operation and security-related incidents. The IRT should be composed of individuals with different areas of expertise. When an incident occurs, team members with the appropriate expertise should handle the investigation.

IT Operation Standard Subsection 5.2: Incident Response Procedures

Effective procedures are extremely important in an IRT plan. Considerable effort and time are necessary to develop the detailed procedures. However, procedures can be difficult to use and become outdated quickly. Poorly written IRT procedures can be extremely frustrating. Well-written procedures reduce the time required to read and understand the procedures and, therefore, result in a better chance of success of rapid containment and resolution of

a maintenance, operation and security incident. This chapter describes various IRT procedures related to the following:

- Determination
- Notification
- Containment
- Assessment
- Eradication
- Recovery

IT Operation Standard Subsection 5.3: Backup and Off-Site Storage

Backup and off-site storage and protection of vital records is an important aspect of operation standard planning. Most operation standard plans assume that off-site storage will survive. Accordingly, the operation standard planning team should carefully evaluate the safety and soundness of the off-site storage facility. Periodic, regular backups and off-site storage of critical system and database files are an important layer of protection against user error, the most common cause of data loss, as well as extra insurance against threats such as malicious damage caused by disgruntled users, hackers, and malicious code.

IT Operation Standard Subsection 5.4: Business Continuity Planning

Business continuity procedures may be activated if the event is severe enough to require them, such as the destruction of a critical system through an intentional or unintentional compromise. It may also happen as the result of a natural disaster.

Response Management standards from the CGITOS: IT Operation Standard document

IT Operation Standard CGITOS-R-02 — Backup and Recovery

IT Operation Standard CGITOS-R-03 — Business Continuity Planning

Information Technology Operation Standard CGITOS-R-02

Backup and Recovery

Issue Date: 2009

Revision Date: 2009-2019 (IT) | 2010 (CAO, McGladrey) | 2011 (HR, Finance) | 2012 (Gartner)

1. Operation Standard Overview

The organization requires that all information stored electronically in computerized form be backed up periodically to ensure its safety in the event of a severe hardware interruption, software interruption, virus attack, or other disaster. Likewise, all operating software and application software necessary to access, recreate, or generate the information should also be backed up periodically. The frequency of backup will depend on the significance of the information and its frequency of change. The most current copy of backup media should be stored off site at a City of Coral Gables-authorized location. Procedures for recovery and restoration of the information should be documented.

2. Operation Standard Responsibilities

This Operation Standard provides guidelines for procedures and responsibilities for management, system administrators, all users, and information technology (IT) services.

□ City of Coral Gables Management

- Identify computerized systems that store information.
- Implement standard frequency of backup for each type of computer system or platform in use based on the significance of the information and its frequency of change.
- Implement procedures for transferring the most current copy of backup media to a physically and environmentally secure off-site storage location.
- Ensure that documented procedures exist for the recovery and restoration of information from backup media.
- Monitor backup and recovery procedures and practices to ensure compliance with this Operation Standard.

□ System Administrators

- Routinely copy operating software, application software, and production information to backup media based on frequencies set by management. This applies to major systems (e.g., servers, local area network (LAN) or wide area network (WAN) servers, client/server database servers, special-purpose computers, centralized storage (SAN, NAS, SDN) in use by the organization.
- Maintain at least three generations of backup media in a “grandfather, father, son” format.
- Transport or provide for the transportation and storage of current backup media at an off-site storage location.
- Ensure that at least one copy of backup media is stored off site at all times.

- Determine that the off-site storage location has sufficient physical and environmental controls to ensure the safety of backup media.
- Develop and implement procedures for maintaining an inventory and tracking the location of backup media.
- Document and implement procedures for the orderly recovery and restoration of information and its operating environment from backup media.

□ **All Users**

- Ensure that all business-related data is stored in centralized storage locations designated by the IT Department, and not in the local client computer drives.

□ **IT Services**

- Copy operating software, application software, and production information to backup media routinely, based on frequencies set by management. This applies to major systems (e.g., centralized storage systems, LAN or WAN servers, client/server database servers, special-purpose computers) in use at the organization.
- Maintain at least three generations of backup media in a “grandfather, father, son” format.
- Transport and store (or provide for the transportation and storage of) current backup media at an off-site storage location.
- Ensure that at least one copy of backup media is stored off site at all times.
- Determine that the off-site storage location has sufficient physical and environmental controls to ensure the safety of backup media.
- Develop and implement procedures for maintaining an inventory and tracking the location of backup media.
- Document and implement procedures for the orderly recovery and restoration of information and its operating environment from backup media.

3. Operation Standard Description

The concept of performing backups of data files and programs is as fundamental as any concept in information services. Backup procedures should include the following:

- Maintaining a copy of backups off site at all times
- Backing up systems on a daily basis
- Backing up all necessary data files and programs to recreate the operating environment
- Storing the current copy of backups off organization premises
- Storing backup copies at an off-site location sufficiently distant from the data center to ensure their protection if the original system is destroyed
- Considering the ease of access and retrieval from the off-site storage location, including blockage by debris, transportation, and hours of operation
- Backing up the printed documentation and preprinted forms necessary for recovery

- Having at least three generations of backup to disk instances or tapes so an earlier generation of backup can be used if the current backup media are damaged or become unreadable
- Ensuring that backup is not continually performed on the same set of tapes
- Testing the backup to determine if data files and programs can be recovered
- Backing up on media that are compatible with the alternate computer system that will be used following a disaster, considering storage density, media type, and type of tape or disk drive
- Ensure that the following are stored at an off-site storage location:
 - Source and object code for production programs
 - Master files and transaction files necessary to recreate the current master files
 - System and program documentation
 - Operating systems, utilities, and other environmental software
 - Other vital records

4. Enforcement

The IT Department Managers will supervise the maintenance and application of these procedures.

Information Technology Operation Standard CGITOS-R-03

Business Continuity Planning

Issue Date: 2009

Revision Date: 2009-2019 (IT) | 2010 (CAO, McGladrey) | 2011 (HR, Finance) | 2012 (Gartner)

1. Operation Standard Overview

City of Coral Gables will develop and maintain business continuity plans that include contingency procedures for continuing business operations in the event of a disaster. The business continuity plan should include temporary operating procedures that address the following scenarios:

- Departmental or building disaster.* Short-term procedures to be implemented in the event the building is destroyed and/or everything in the department is destroyed or inaccessible.
- Primary computer systems disaster.* Short-term procedures to be implemented in the event that critical systems provided by the primary department and/or division computer systems are unavailable.

Current copies of City of Coral Gables's business continuity plans will be stored off site at an alternate location for use during an emergency situation. Testing of the plan should be completed at least annually. Updates and revisions should be distributed to all employees involved in the recovery process.

2. Operation Standard Responsibilities

This Operation Standard provides guidelines for setting procedures and responsibilities for management, information technology (IT) services, and the contingency planner.

- City of Coral Gables Management**
 - Assign an individual responsible for contingency planning within City of Coral Gables. This person should oversee the development and maintenance of contingency plans for all departments within City of Coral Gables.
 - Monitor equipment plans and purchases to help ensure that redundancy exists for equipment and communications networks that serve mission-critical business operations.
 - Ensure that adequate cross-training exists for persons and positions dealing with mission-critical business operations and for persons with specific technical skills.
 - Ensure that the business continuity plan is tested at least annually and that the results of the tests are used in updating and enhancing the plan.
 - Produce a business impact analysis with the assistance of the contingency planners for City of Coral Gables departments using the following steps:
 1. Produce a list of the mission-critical business functions and identify the critical resources necessary to perform the critical business functions.
 2. List various potential threats (e.g., hurricane, tornado, flood, fire) and estimate the probability (high, medium, low) of each potential threat occurring based on the

present geographic location, site security, data security, and utilities for each facility used by City of Coral Gables.

3. If the threat or event were to occur, estimate the expected impact of the event on each location using the following (or similar) ratings:

0 = No impact/not applicable.

1 = Noticeable impact, but recovery could be accomplished within 24 hours.

2 = Damage to equipment and/or facilities, but recovery could be accomplished within 72 hours.

3 = Major damage to the facilities; all functions and personnel must be moved to alternative sites.

4. For each threat listed in step 3, identify procedures or controls currently in place or controls that should be in place to prevent the threat from occurring.

5. Identify procedures to recover from the threat if it were to occur.

6. Orient the business continuity plan toward those threats that are most likely to occur.

- In the event of a disaster, execute City of Coral Gables's contingency plan.

□ **IT Services**

- Assign an individual responsible for organization-wide contingency planning. This person should assist those assigned with contingency planning responsibilities at the departmental level with the completion of their assigned responsibilities.

□ **Organization Contingency Planner**

- Raise organization-wide awareness of the risks involved by educating individuals in City of Coral Gables and assisting departments with their business impact analysis.
- Assist departments in evaluating contingency processing requirements for mission-critical applications and systems.
- Investigate, identify, and provide business contingency planning tools and methodologies to departmental contingency planners.
- Ensure that the data center business continuity plan includes the following key components:
 - *Critical systems*. Those systems City of Coral Gables relies on to perform its high-priority tasks.
 - *High-priority tasks*. Critical functions performed by City of Coral Gables at the organizational level that significantly affect essential public service, produce significant revenue (or loss avoidance), and/or are the result of government regulations.
 - *Temporary operating procedures (departmental or building disaster)*. Short-term procedures to be implemented in the event the building is destroyed and/or everything in the department is destroyed or inaccessible.
 - *Facilities and staffing requirements*. Identification of the minimum number of employees needed to perform the high-priority tasks after a disaster and the alternate locations that will temporarily house these employees.

- *Minimum equipment, forms, and supplies.* Identifies the minimum equipment, forms, and supplies necessary to support the high-priority tasks immediately following a disaster.
- *Reconstruction procedures.* Those procedures required to reestablish the department on a more permanent basis.
- *Computer interruption procedures (computer system disaster).* Short-term procedures to be implemented in the event that critical systems provided by City of Coral Gables's computer systems are unavailable.
- Ensure that the following are stored at an off-site storage location:
 - Source and object code for production programs
 - Master files and transaction files necessary to recreate the current master files
 - System and program documentation
 - Operating systems, utilities, and other environmental software
 - Other vital records

3. Operation Standard Description

The objective of the contingency planning process is to develop a business recovery plan that addresses alternative procedures if all or part of City of Coral Gables's facilities, departments, communications, and/or computer systems are rendered unusable or inaccessible for some period of time. The plan should ensure minimal disruption to operations and essential services in the event of significant problems or interruptions and ensure organizational stability and an orderly recovery process.

By performing business continuity planning, City of Coral Gables intends to:

- Assess the risk of loss from various potential disaster events.
- Reduce the risk of loss from disaster events.
- Develop a written plan and procedures that identify the specific actions to be performed before, during, and after a disaster event.
- Assure the plan is adequately tested.
- Approve and finalize the plan based on the results of periodic tests.

4. Enforcement

The IT Department Managers will supervise the maintenance and application of these procedures.

3. CGITOP: IT Operation Plan

Daily, Weekly, Biweekly, Monthly, Quarterly and Annual operation recurring tasks in place to ensure business continuity and emergency preparedness:

CGITOP-D-03	Perform & verify daily database backups
CGITOP-D-07	Check physical systems alerts and environmental
CGITOP-D-08	Perform & verify virtual machine backups
CGITOP-D-09	Perform & verify enterprise data backups

CGITOP-W-01	Weekly full backups to disk. Perform and Validate.
CGITOP-W-05	Daily Operation Plan AUDIT (previous week post-mortem)

CGITOP-B-03	Weekly Operation Plan AUDIT (previous 2 weeks post-mortem)
-------------	--

CGITOP-M-01	Tape Backup Plan. Perform & Validate.
CGITOP-M-05	Vehicle maintenance
CGITOP-M-07	Backup to cloud plan
CGITOP-M-08	Backup PSAP activation coordination and IT support
CGITOP-M-11	Biweekly Operation Plan AUDIT

CGITOP-Q-06	Monthly operation plan AUDIT
CGITOP-Q-07	Order IT parts & material supplies
CGITOP-Q-11	Warehouse Inventory Audit
CGITOP-Q-12	Test & validate backup restore process
CGITOP-Q-14	IT Tools Audit
CGITOP-Q-19	IT Facilities/rooms physical & environmental maintenance

CGITOP-A-03	DR site failover test
CGITOP-A-04	FDLE Audit
CGITOP-A-05	CALEA Audit
CGITOP-A-06	Finance IT External Audit (McGladrey): Prepare IT items
CGITOP-A-07	Internal Audits - Prepare and deliver IT items
CGITOP-A-13	Information Insurance Policy Risk Management
CGITOP-A-16	Quarterly operation plan AUDIT
CGITOP-A-17	IT Vehicle automotive service audit

4. CGITSP: IT Standard Procedures

Existing IT standard procedures in file in the IT Department, including emergency preparedness and response procedures.

5. **Conclusion:**

Systems and procedures in compliance with the standard. The following are the details and specifications of the data and applications backup implemented by IT:

- Backup-to-Disk solution: Rubrik (NAP) appliances are deployed and backing up critical data
- Backup-to-Tape solution: Dell TL4000 Quad Bay Dual Drive Tape Backup System.
- Media: LTO4 Tapes
- Schedule: Daily backups of all servers, full and differentials scheme.
- Storage: Tapes are stored at a remote location to meet the specifications of the SOP and Disaster Recovery policies.
- Critical data is replicated between the main datacenter at PSB and the DR colocation site at the NAP.

6. **Some of the High Availability and Disaster Recovery systems in place:**

- Critical Servers Cluster Redundancy: EDEN, OSSI CAD, OSSI RMS, Email server.
- Servers with high-availability through virtualization: Web server, OSSI Switch, City applications servers.
- Backup PSAP system.
- Critical Servers with redundancy and survivability: Domain controllers and network management and security appliances, VoIP call managers. EDEN ERP Disaster Recovery server.
- Backup servers and systems.
- NAP of the America's secondary datacenter, collocation and disaster recovery facility.
- Network and telecommunication links backups: 6 Metro-E circuits backing up the fiber links between main buildings, ISP link backups from different providers. Wireless point-to-point and cellular links and rapid-deployable access points are implemented and available as well.
- Monthly full backups of all City enterprise data are being stored at the City's off-site Colo cabinet at the NAP.
- Power generators.
- Satellite Phones.
- Radios for emergency communications.
- Emergency operations system hosted by Miami-Dade County.
- Network core redundancy and dual-home configuration.
- Spare switch, cabling, materials, and parts.
- Other DR and HA systems in progress:
 - Hyperconverged protection domains are in place to allow real-time data replication between the main site and the collocation site for DR purposes.
 - BGP-4 full implementation for ISP HA.
 - Metro-E services
 - Dedicated VPN public safety mobile network
 - VPN services for general government
 - Advanced Authentication services
 - Virtualization at the NAP

APPENDIX B: Emergency Support Function (ESF) # 28 (Information Technology Services) of the Fire Department's Comprehensive Emergency Management Plan (CEMP)

Document located in the IT information library:

[\\cgafs\it\\$_ADM\Policies\8_CGFD-CEMP_ESF28-IT_2013.pdf](\\cgafs\it$_ADM\Policies\8_CGFD-CEMP_ESF28-IT_2013.pdf)

Prepared by: Raimundo Rodulfo, P.E., PMP, ITIL
Nelson Gonzalez, CISSP
Last update: 01/03/2019

City of Coral Gables COMMUNITY RECREATION

Emergency Management Hurricane Plan 2022



Table of Contents

Emergency Contacts Procedures & Chart	3
Mission Essential Department Functions Summary.....	4
Parks Inventory.....	6
Granada Golf Course & Parks Checklist	7
Adult Activity Center Checklist.....	9
Venetian Pool Checklist.....	14
Youth Center Checklist	16
Tennis Checklist.....	20
Emergency Supply Bag.....	23
Vital Records List	24
Department Employee Contact Information.....	26

Appendix A - ESF #6 MASS CARE (GENERAL PUBLIC)

Appendix B - ESF #15 VOLUNTEER SERVICES AND MANAGEMENT

Appendix C - ESF #17 ANIMAL PROTECTION

**Appendix D - ESF #18 VULNERABLE POPULATIONS AND SPECIAL MEDICAL
NEEDS**



City of Coral Gables
COMMUNITY RECREATION
AFTER HOURS EMERGENCY CONTACTS
Procedure Flowchart

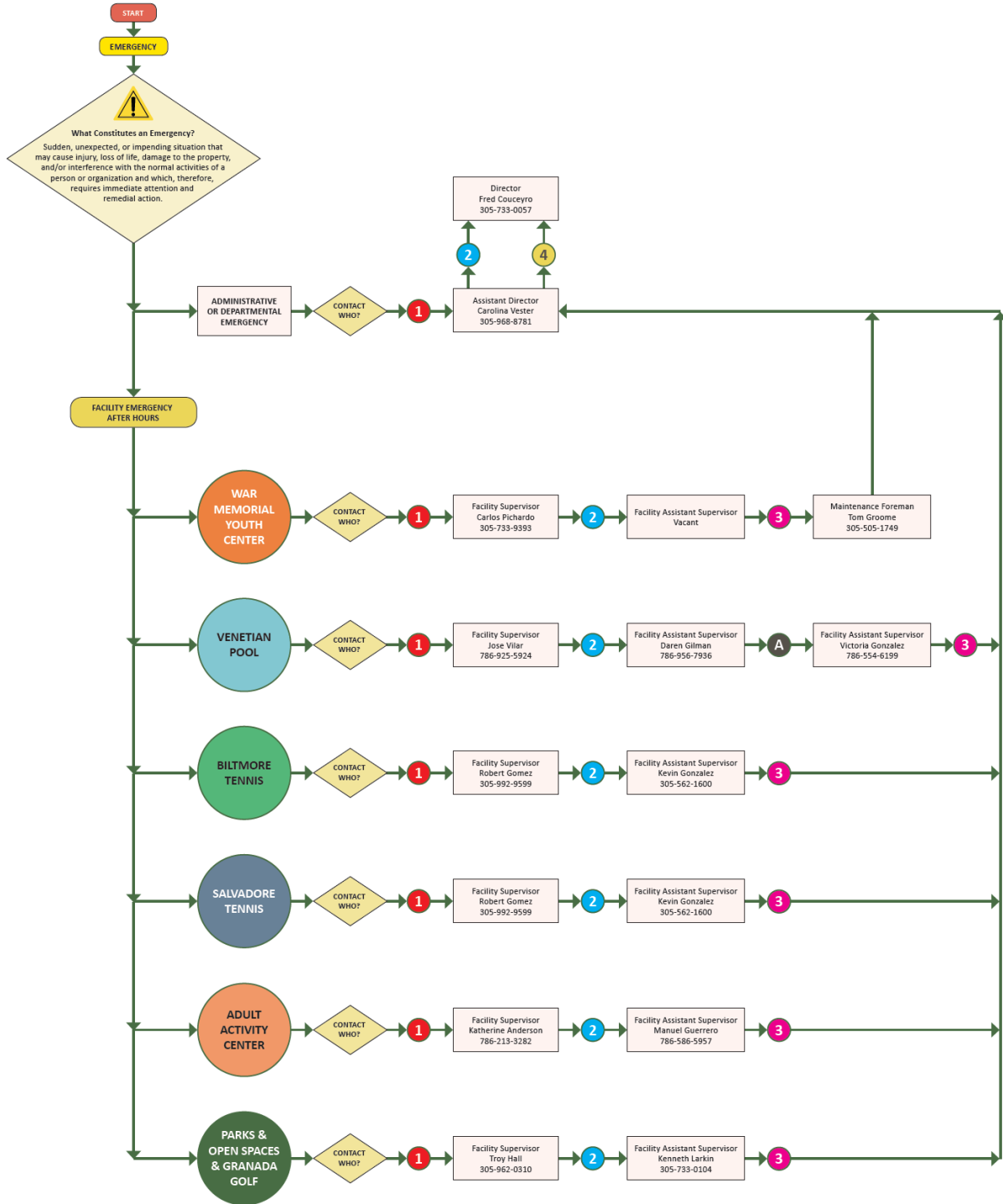


Table 1. Mission Essential Functions		
Parks & Recreation Divisions	Mission Essential Function	Priority for Declared Emergency
High Critical		
Administration	Answering & returning phone calls	
Administration	Scheduling of essential employees	
Adult Activity Center	Providing activities for 50+ population	
Adult Activity Center	Wellness checks for vulnerable populations	
Youth Center	Aftercare	
Youth Centers	Summer camp if applicable	
Medium Critical		
Administration	Administrative duties	
Administration	Scheduling updates	
Administration	Payroll	
Low Critical		
Administration	Attend monthly advisory board meetings	
Administration	Processing requisitions and Purchase Orders	
Administration	Paying of vendors	
Administration / Parks	Service playgrounds and safety inspections	
Administration / SE	Coordinate citywide events (special events)	
Special Events	Permit events & photo shoots	
Youth Center	Rental of pavilions and parks	
AAC / Tennis / YC / VP	Schedule programs & activities	
AAC / Tennis / YC / VP	Class offerings for the community (including youth, adult, senior)	
AAC / Tennis / YC / VP	Rental of facility (done at each center for that center)	
AAC	Specialized senior programming	
Not Rated		
Parks	Open secured parks	
Parks	Maintain Golf Course	
Parks	Sports fields in safe playable conditions	

Mission Essential Functions

The Community Recreation Department's primary function is to provide the City of Coral Gables residents and guests of all ages access to open space, facilities, programs and events to promote play, health and quality of life.

During a natural disaster or hurricane the primary functions of the Department shift to identify the essential functions for the safety and well-being of the community.

Table 1 provides a list of those essential functions, sorted by priority and by Division.

Community Recreation: Parks Inventory

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
Coral Gables Adult Activity Center	2 Andalusia Avenue					•	•			•					•						•
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	4935 Campo Sano Court			•																	•
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 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																				•
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.		•	•	•		•			•	•	•	•	•				•		•	•
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 (Corner of Majorca & Granada)	937 Majorca Avenue																				•
Mall Street Median	Mall Street																				•
Marlin Park (Corner of Marlin & Bonito)	6540 Marlin Drive																				•
Merrick Park	400 Biltmore Way			•						•		•									•
Miss Lamar Louise Curry Park	2665 De Soto Boulevard																				•
Nellie B. Moore Park	202 Jefferson Dr.			•																	•
Orduna Dr-Miller Rd Triangle Park	Corner of Orduna & Miller Road																				•
Phillips Park	90 Menores Avenue	•	•	•	•		•			•	•	•	•	•	•			•	•	•	•
Pierce Park	101 Oak Avenue			•			•				•	•	•	•							•
Pittman Park	115 Merrick Way			•						•											•
Ponce de Leon Park	1201 Ponce de Leon Blvd.			•						•											•
Robert J. Fewell Park	950 Coral Way			•	•																•
Rotary Centennial Park	512 Ponce De Leon Blvd.			•						•				•							•
Ruth Bryan Owen Waterway Park	3940 Granada Blvd.			•									•								•
Salvadore Park	1120 Andalusia Avenue	•	•	•	•		•			•	•	•	•	•	•			•	•	•	•
Salvadore Park Tennis Center	1120 Andalusia Avenue				•		•			•			•		•						•
San Benito Green	5750 Sunset Drive																				•
San Sebastian Park	130 San Sebastian Avenue																				•
Sarto Green	241 Sarto Avenue																				•
Sunrise Harbor Park	25 Sunrise Avenue		•	•	•		•			•	•	•	•	•						•	•
Tiziano Park	7700 Old Cutler Rd.																				•
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			•	•		•			•	•	•	•							•	•
Young Park	950 Castile Plaza			•								•									•

Granada Golf Course & Parks: 2001 Granada Boulevard

Preparations While Operational: Pre-Storm Preparations 72-48 Hours

1. The Golf & Parks Superintendent & Assistant Superintendent will be responsible for securing the following items when a storm is approaching:
 - Trim trees
 - Fuel Diesel Tank
 - Fuel External Gas Tanks
 - 6 Chainsaws
 - Small generator
 - Large plastic bags
 - 10 flashlights and batteries
 - 50 feet of rope
 - 5 rolls of packing and masking tape
 - 3 rolls of visqueen plastic
 - 20 Sand bags

Pre-Storm Checklist: Hurricane Watch 48-36 hours

The Golf & Parks Superintendent and Assistant Superintendent and all Maintenance staff will be responsible for securing the following items when a storm is approaching:

1. Granada Golf Course
 - Remove all loose equipment such as flags, wastebaskets, portable benches, ball washers, water coolers, ect, and store them in the maintenance facility.
 - Install shutters around the Golf Pro Shop and adjacent restaurant.
 - Fuel up and service all motorized vehicles and equipment. Store as much equipment as possible inside maintenance building.
 - Fuel Diesel tank.
 - Prepare back-up generator
 - Power down all computers and unplug. Turn off electricity to the field satellites and the pump station.
 - Pick up any loose debris on the golf course.
 - Prepare hurricane supplies for clean-up such as; work gloves, eye protection, first aid supplies, flashlights, batteries, chainsaws, gas, ect.
 - Sandbag all entrances to prevent flooding of Maintenance Barn
2. Youth Center and Phillips Park Athletic Fields
 - Remove all loose equipment such as soccer goals, garbage cans, ect.
 - Turn off power to irrigation pumps and clocks.
3. All Playground Parks
 - Remove all loose equipment such as garbage cans, park benches, ect.
 - Turn off power to irrigation systems.
 - Take down all playground shade cloths
 - Check all parks for loose debris.

4. Salvadore and Biltmore Tennis Courts
 - Assist in removal and tie-down of wind screens.

Post-Storm Checklist: Post-Landfall 0-24 hours

1. When the storm has passed and/or power is restored all essential employees must report for assessment, cleanup and restoration of the facility
 - A. The following employees will report to prepare facility for opening
 - Golf & Parks Superintendent
 - Golf & Parks Assistant Superintendent
 - Irrigation Foreman
 - Mechanic
 - Parks Foreman
 - And all Maintenance Staff
2. All employees shall check in on the employee call line as given by the City Of Coral Gables. Golf Course and Park Maintenance employees shall attempt to contact supervisor.
3. Prepare Maintenance Barn for staging area of staff to include set up of generator, powering on of ice machine and water fountain.
4. Make available use of showers and bathroom facilities for Rescue Recon personnel and staff as needed.
5. Supervisor shall assess damage to facilities and schedule clean-up duties as required.
6. All irrigation satellites shall be checked for damage before powering up.
7. After the hurricane, employees shall return all equipment to the golf course and parks. The shutters shall be removed from the Granada Pro Shop and restaurant and stored in the maintenance building.
8. Assist in the replacement of wind screens at tennis facilities.

Adult Activity Center: 2 Andalusia Avenue

Preparations While Operational: Pre-Storm Preparations 72-48 Hours

1. The Adult Activity Center Supervisors and Maintenance Worker will be responsible for securing the following items when a storm is approaching:
 - Large plastic bags
 - 10 flashlights and batteries
 - 5 rolls of packing and masking tape
 - 4 rolls of plastic sheeting
 - Large packing boxes
 - 14 Large sandbags
 - 15 gallons of bottled water

Pre-Storm Checklist: Hurricane Watch 48-36 hours

1. All staff will prepare the facility as follows:
 - A. Main Lobby
 - Move all furniture away from doors and windows.
 - Clear all surfaces of loose items. All documents are to be boxed, and other items are to be put in a storage closet.
 - Sandbag exterior of main entrance doors
 - Lock and seal doors with plastic sheeting
 - Unplug all electronics
 - Cover TV, computers, and wire with plastic sheeting.
 - Remove and store all artwork, plants, magazine racks, and decorations
 - B. Registration Lobby
 - Clear surface of Credenza
 - Clear all fliers and registration documents
 - Lock items in credenza
 - Cover credenza and table with plastic sheeting
 - C. Registration Office
 - Cover computers, desk, file cabinets and cash registers with plastic sheeting
 - Place all paper and books in cabinets and closets
 - Move all objects such as tape dispensers and staplers into desks
 - Remove pictures on walls and store in closets
 - Lock doors and check windows
 - Unplug all electrical equipment, copy machine, etc. and cover with plastic sheeting
 - D. Office 1 & 2
 - Move all books and papers away from windows and cover with plastic sheeting
 - Unplug all electrical appliances and machines. Cover or put in safe place

- Cover all file cabinets, desks, computers, bookcases with plastic sheeting
 - Take all pictures, trophies, etc. off walls and put in safe place
 - Move all heavy objects off desk tops and secure
 - Make sure all computer data files are backed up
 - Move any valuable/sensitive materials into safes
 - Lock doors
- E. Classroom #1, #2, & #3
- Cover tables with plastic sheeting
 - Unplug, cover and move electrical powered games, TV's and computers away from windows
 - Cover chairs and tables with plastic sheeting
 - Lock all doors and check windows
 - Clear counter tops
 - Move any loose items into the supply closets in Classroom #3
 - Plug classroom #3 sink, and fill with water
 - Lock doors
- F. Conference Room
- Remove and secure all wires connected to Conference Table.
 - Cover TV and all electronics with plastic sheeting
 - Remove any electronic equipment off of the floor
 - Cover table, chairs, and credenza with plastic sheeting
 - Lock all loose items in credenza
 - Lock door
- G. Media Library
- Move laptop computers, wires, and small electronic into the drawers and lock.
 - Cover TV and printer with plastic sheeting
 - Cover tables and chairs with plastic sheeting
 - Cover shelves/drawers with plastic sheeting
 - Lock door
- H. West Corridor (Restroom Hallway)
- Remove art work and move to Maintenance closet
 - Unplug water dispenser, secure wire, and move to registration office
 - Power off both elevator lift (Switch inside service door)
- I. Central Corridor
- Remove and store all artwork and plants in Main storage/Maintenance closet
- J. IT Closet
- Power off and unplug all electronics
 - Cover all equipment and wiring with plastic sheeting
 - Sandbag exterior of doors
- K. East Corridor
- Power off both elevator lift (Switch inside service door)
- L. East Lobby

- Move all furniture away from doors and windows.
 - Clear all surfaces of loose items. All documents are to be boxed, and other items are to be put in a storage closet.
 - Sandbag exterior of lobby entrance doors
 - Lock and seal doors with plastic sheeting
 - Unplug all electronics
 - Cover TV and wires with plastic sheeting.
 - Remove and store all artwork, plants, magazine racks, and decorations
- M. Multipurpose room
- Move supply rack to Main storage closet
 - Lower window blinds
 - Remove all artwork and store in main storage
 - Sand bag the street door
- N. Main Storage/Maintenance office
- Cover A/V Equipment with plastic sheeting
 - Make clear pathway to access any essential items (Tools, tape, batteries, etc.).
- O. Kitchen
- Put all materials in cabinets or storage closet
 - Place all heavy objects in storage closet
 - Lock all doors and check windows
 - Cover stove, and oven with plastic sheeting
 - Move the microwave to the kitchen storage closet
 - Close and secure the service windows

Rescue Recon Prep Checklist: HURRICANE WARNING 36-24 Hours

1. When the Adult Activity Center becomes activated as a Rescue/Recon Shelter the following will occur:
 - A. The following staff will be alerted that the Adult Activity Center will be activated and to prepare to be on duty as facility hosts. The following staff will be needed:
 - Adult Activity Supervisor
 - Asst. Adult Activity Supervisor
 - 1 Maintenance Staff
 - B. Prepare signs for status of facility closure
 - C. Prepare Multipurpose Room
 - 60 chairs
 - 4- 6' Round tables
 - 2- 8' Rectangular tables
 - Disposable Table Cloths
 - Extension cords
 - Coffee Machines
 - Serving Utensils/Trays

- Sleeping Cots
 - Manual Air Pumps
 - Blankets
 - Paper Cups
 - Heavy Duty Trash bags
 - 4- Large Trash Bins
 - Batteries
 - Battery-Operated Radio
 - Flashlights & Lanterns
 - Lighters & Matches
 - Signage
 - Tape
 - Walkie-Talkies
 - Portable AC unit
 - Facility Storm Manuals
- D. Prepare Kitchen
- 6' rectangular table
 - cooler with ice
 - All food items from the hurricane storage
 - Bottled water
 - Cups, plates, napkins, and utensils
 - Serving Supplies & Utensils (Bowls, trays, napkin/utensil holders, etc.)
 - Gas camping stove
 - Propane
 - Large Coffee Machine
 - Coffee Dispensers
 - Coffee & Tea Supplies (Coffee, filters, creamer [powder], sweeteners, etc.)
 - Can Openers
 - Gloves
- E. Prepare Conference Room
- TV
 - Phone
 - Coffee Station
- F. General Preparations
- Make sure all essential supplies are on hand – paper goods, bathroom essentials, etc.

Post-Storm Checklist: Post-Landfall 0-24 hours

1. When the storm has passed and/or power is restored all essential employees must report for assessment, cleanup and restoration of the facility
 - B. The following employees will report to prepare facility for opening
 - Adult Activity Supervisor

- Assistant Adult Activity Supervisor
- All Guest Service Specialists
- All Maintenance Personnel
- C. All unused materials and supplies to be stored in hurricane storage room
- D. All trash, tree branches and debris to be removed from all walkways, entrances and open areas
- E. Staff to give a written assessment of damage

Venetian Pool: 2701 DeSoto Boulevard

Preparations While Operational: Pre-Storm Preparations 72-48 Hours

- Secure portion of Lifejackets and Bins in Classrooms
- Secure Portion of Lounge Chairs in Classrooms
- Contact Public Works for sandbags and prepare Sandbags
- Tie up and loose blinds in the towers to prevent crashing against windows

Pre-Storm Checklist: Hurricane Watch 48-36 hours

1. The Venetian Pool Supervisors and Maintenance Worker will be responsible for securing the following items when a storm is approaching:
 - Toss all facility anti-slip mats into the water
 - Forward calls to City emergency hotline number
 - Post Facility Signage that the Venetian Pool will be closed until further notice. We Apologize for the inconvenience. Update Website and Social Media
 - Drain Pool 3 Feet
 - Flip Benches over & Bring in Free standing signs
 - Secure Lifejackets and bins in classrooms
 - Bring in Trash Cans
 - Sandbag the entrances
 - Secure Pool lines and buoys
 - Move all computers and electronic equipment away from windows and store in waterproof container in closet.
 - Grab Rope and Secure Upper Patio Chandelier to railings. Prevent swinging.
 - Secure Lounge Chairs into Beach classroom.
 - Remove Clock by Handicap Elevator.
 - Bring all tables, chairs, umbrellas, and bases into the concessions and classrooms.
 - Tie up any loose awnings in the Towers
 - DRAIN the pool between 2-3 feet.
 - Take pictures and document prior to storm and post-storm facility conditions.
 - o Save them to the Supervisor Drive Prior to the storm.
 - TURN off breakers to the pumps.
 - LOCK DOORS AND GATES OF FACILITY

Post-Storm Checklist: Post-Landfall 0-24 hours

1. When the storm has passed and/or power is restored all essential employees must report for assessment, cleanup and restoration of the facility
 - A. The following employees will report to prepare facility for opening
 - Venetian Pool Supervisor
 - Assistant Venetian Pool Supervisors

- Maintenance Worker II
 - All Guest Service Specialists
 - All Lifeguards
- B. The following steps should be completed post storm when the all clear has been given to safely enter the facility
- Drive perimeter looking for down electric-wires or anything potentially hazardous prior to getting on foot and entering the building.
 - Call FPL to report electric outage/ down wires.
 - Document/ take pictures of facility damage prior to setting up tables, chairs, matts, etc.
 - Post Facility Signage that the Venetian Pool will be closed until further notice. We apologize for the inconvenience. Update Website and Social Media
 - Call in additional staff to set up patio areas and get remove branches/ foliage
 - Toss any food that has been thawed. Inspect staff and concession fridges and food.
 - Look for signs of pests.
 - Once electricity is back: start the drain cycle and clean pool floor
 - Call Dept. Director to send surplus staff to other divisions/ departments if needed.

War Memorial Youth Center: 405 University Drive

Preparations While Operational: Pre-Storm Preparations 72-48 Hours

2. The Youth Center Supervisor and Maintenance Foreman will be responsible for securing the following items when a storm is approaching:
 - Large plastic bags
 - 10 flashlights and batteries
 - 50 feet of rope
 - 5 rolls of packing and masking tape
 - 3 rolls of visqueen plastic
 - Large packing boxes
 - 15 gallons of bottled water

Pre-Storm Checklist: Hurricane Watch 48-36 hours

1. All staff will prepare the facility as follows:
 - A. Main Office (First Floor)
 - Cover computers, typewriters, desk, file cabinets and cash registers with visqueen
 - Place all paper and books in cabinets and closets
 - Move all objects such as tape dispensers and staplers into desks
 - Remove pictures on walls and store in closets
 - Lock doors and check windows
 - Unplug all electrical equipment, copy machine, etc. and cover with visqueen
 - B. Administrative Offices (Second Floor)
 - Move all books and papers away from windows and cover with visqueen
 - Unplug all electrical appliances and machines. Cover or put in safe place
 - Cover all file cabinets, desks, computers, bookcases with visqueen
 - Take all pictures, trophies, etc. off walls and put in safe place
 - Move all heavy objects off desk tops and secure
 - Move any plants away from windows
 - Make sure all computer data files are backed up
 - C. Teen, Activity and Toddler room
 - Cover game tables with visqueen
 - Unplug, cover and move electrical powered games, TV's and computers away from windows
 - Cover chairs and tables with visqueen
 - Lock all doors and check windows
 - Clear counter tops
 - D. Gymnasium
 - Place floor covering over entire gym
 - Secure floor covering with tape
 - E. Halls and Patios
 - Place all patio furniture in Theater

- Move all exterior trash cans into Theater. Provide trash bags in bottom of trash cans
- Make sure there is no lawn equipment or any other material left anywhere on the grounds
- Move all tables and chairs into Theater
- Move any recreational equipment into Theater
- F. Ceramics Room
 - Put all clay molds on floor or in the closet
 - Unplug and cover potter wheels with visqueen.
 - Lock all doors and check windows
 - Place all heavy objects on floor and clear counters
 - Move all toxic and flammable materials to a safe place
- G. Playground
 - Tie swing chains and seats securely to post
- H. Theater
 - Place all chairs and tables in storage closet
 - Lock all doors
- I. Gymnastics Gym
 - Secure all movable gymnastics equipment
 - Lock all doors
- J. Discovery Playground
 - Place pit balls in bag and store in maintenance room
- K. Arts and Crafts Room
 - Put all materials in closet
 - Place all heavy objects on floor
 - Lock all doors and check windows
- L. Vestibule
 - Remove all items from check in center and store in front office
 - Move furniture from waiting area on second floor and store in recreation staff offices
 - Lock all doors and check windows
- M. Catering and Teaching Kitchen
 - Clean and organize for use as a shelter kitchen
 - Inspect all appliances to ensure they function properly. Repair as needed
 - Empty and clean all refrigerators
- N. Fitness Center
 - Secure all equipment
 - Lock all doors
- O. Maintenance Area
 - Ensure all trash bins have been emptied and make sure area is clear
- P. Field House, Equipment and Athletic Storage Rooms and Concession Stand
 - Make sure all equipment is secure
 - Unplug all electrical devices
 - Lock all doors and windows

2. Vehicles

- A. Assure that all gas tanks are filled in truck and vans and park vehicles in a safe place away from trees
- 3. Shutter Installation
 - A. Maintenance Foreman will coordinate the installation of storm shutters with Public Works and teams will be formed to complete the installation
 - 2 staff inside storage room
 - 2 staff moving shutters
 - 6 staff installing inside facility
 - 7 staff installing outside
- 4. General Safeguards for the entire facility
 - Check grounds for any loose equipment or debris
 - Shut off lights and unplug all electrical equipment
 - Lock all doors
 - Close all windows
 - Lock all gates in the breezeway and field
 - Secure all athletic equipment located on the field

Post-Storm Checklist: Post-Landfall 0-24 hours

1. The Youth Center Supervisor, Maintenance Foreman and essential staff will be responsible for inspecting facility and completing damage assessment.
2. All debris and branches will be cleared from walkways and entrances.
3. Maintenance staff will begin removal of shutters to facilitate access for post storm/hurricane procedures.
4. All staff will report to work as scheduled and prepare the facility as follows:
 - A. Main Office (First Floor)
 - Remove covers from computers, typewriters, desk, file cabinets and cash registers with visqueen
 - Re-organize all stored office supplies.
 - Place all pictures on walls.
 - Lock doors and check windows
 - Reconnect all electrical equipment, copy machine, etc.
 - B. Administrative Offices (Second Floor)
 - Move all books and papers away from windows and cover with visqueen
 - Reconnect all electrical appliances and machines.
 - Restore all file cabinets, desks, computers, bookcases w
 - Place all pictures, trophies, etc. on walls.
 - C. Teen, Activity and Toddler room
 - Uncover game tables and furniture.
 - Reconnect and place electrical powered games, TV's and computers.
 - D. Gymnasium
 - Remove and store floor covering.
 - E. Halls and Patios
 - Place all patio furniture in its designated location.

- Place all exterior trash cans in their designated locations.
- F. Ceramics Room
 - Place all equipment and materials in designated areas.
 - Uncover and reconnect all TVs and electronics.
- G. Playground
 - Remove all debris and prepare equipment for public use.
- H. Theater
 - Take all equipment and furniture back to their designated areas.
- I. Gymnastics Gym
 - Place all gymnastics equipment back in their designated areas.
 - Reconnect and uncover all office supplies.
- J. Discovery Playground
 - Clear area of debris and prepare for public use.
- K. Arts and Crafts Room
 - Place all equipment back in its designated area.
 - Reconnect and uncover all electronics.
- L. Vestibule
 - Check area for debris and water damage.
 - Move furniture back from waiting area on second floor.
 - Reconnect and uncover all monitors, phones, computers etc.
- M. Catering and Teaching Kitchen
 - Inspect all appliances to ensure they function properly. Repair as needed
- N. Fitness Center
 - Place all equipment back in its designated area.
 - Reconnect and uncover all electronics.
- O. Maintenance Area
 - Ensure all trash bins have been emptied and make sure area is clear
- P. Field House, Equipment and Athletic Storage Rooms and Concession Stand
 - Make sure all equipment is secure
 - Reconnect all electrical devices
- Q. General Safeguards for the entire facility
 - Check grounds for any loose equipment or debris
 - Check all electrical equipment

5. Vehicles

- Assure that all vehicles are brought back to facility from parking areas.

6. Shutter Removal

- Maintenance Foreman will coordinate the removal of storm shutters with Public Works and teams will be formed to complete the removal
 - 2 staff inside storage room
 - 2 staff moving shutters
 - 6 staff removing inside facility
 - 7 staff removing outside facility

Salvadore Tennis Center: 1121 Andalusia Avenue

William H. Kerdyk Biltmore Tennis Center: 1150 Anastasia Avenue

Preparations While Operational: Pre-Storm Preparations 72-48 Hours

1. The Tennis Supervisor and Assistant Supervisor will be responsible for securing the following items when a storm is approaching:
 - Large plastic bags
 - 50 feet of rope
 - 5 rolls of packing and masking tape
 - 3 rolls of visqueen plastic
 - Plastic containers
 - 10 filled sandbags

Pre-Storm Checklist: Hurricane Watch 48-36 hours

1. All Part-Time and full time staff must report to secure both tennis facilities
2. All staff will prepare the facility as follows:
 - A. Drop windscreens on all fences
 - Cut three sides of the cable ties (two sides and the top)
 - Roll the bottom of the windscreen into a tight roll
 - Tie wind screen to fence with strong rope in three places evenly spaced apart (approximate time is 14+ Man hours)
 - Remove signage from fences that could become projectiles in strong winds. Store in maintenance closet.
 - Wind screens might need to be dropped and tied down prior to the City Manager's office making the call. It is difficult to drop wind screens when the wind is in excess of 20 to 25 MPH.
 - B. Put the following items into the storage rooms/pro-shop (Biltmore)/restrooms:
 - Teaching carts
 - Tidi-court baskets
 - Roll-Dri's
 - Line sweepers
 - Drag brooms
 - Plastic trash cans
 - 90 gallon Waste Management trash cans
 - Tennie two step shoe cleaners
 - Outdoor patio furniture
 - Outdoor patio cushions
 - If there is not enough room in the restrooms then tie each one individually to the fence and tie down the lid so trash will not blow out
 - C. Take golf cart to Granada Golf Course cart barn
 - D. Tie ALL picnic tables, benches and utility cart to the fence or railings
 - E. Pro Shop:
 - Put CPU and printer in North storage room

- Cover with 50-60 gallon plastic bags all electronic items
- F. Check entire facility inside fence, building and park for any loose items
- G. Change out-going message on telephone about the impending storm
- H. Turn the timer off for the irrigation system for the clay courts
- I. Do not turn the alarm on when closing the Pro-Shop
- J. Put all important documents in a plastic bag in the North storage room
- K. Wrap flag pole halyard around pole and secure to the cleat
- L. Lock all gates securely with no play in the chain
- M. Lock Pro-Shop door
- N. Tape the Pro-Shop door seams with painters tape to keep rain water out
- O. Place filled sand bags at entrance of pro-shop to keep any floodwater out.**
- P. Tape the North storage room door seams with painters tape to keep rain water out

Post-Storm Checklist: Post-Landfall 0-24 hours

1. When the storm has passed and/or power is restored all essential employees must report for assessment, cleanup and restoration of the facility
 - A. The following employees will report to prepare facility for opening
 - Tennis Supervisor
 - Assistant Tennis Supervisor
 - Maintenance Worker
 - All Guest Service Specialists
 - B. All Part-Time and Full time staff must report to both tennis facilities
 - C. Assess and document damage in writing and with photos
 - D. Email Assistant Director, Director, and Public Works notice and documentation of any damage
 - E. Raise windscreens on all fences
 - Un-tie wind screens from fences
 - Use zip ties to re-attach wind screens to the top and sides of each fence section
 - Use zip ties to re-attach signage to the fences
 - Requires crew of 10 people 8+ man hours
 - F. Return the following items stored into the restrooms to their regular locations:**
 - Teaching carts
 - Tidi-court baskets
 - Roll-Dri's
 - Line sweepers
 - Drag brooms
 - Plastic trash cans
 - 90 gallon Waste Management trash cans
 - Tennie two step shoe cleaners
 - Outdoor patio furniture
 - Outdoor patio cushions

- Un-tie anything tied to the fences
- G. Retrieve the golf cart from the Granada Golf Course cart barn and return to storage area adjacent to court 5
- H. Un-tie all picnic tables, benches and utility carts from the fences or railings
- I. Pro Shop:
 - Retrieve CPU, fax machine and printer from North storage room and return to office
 - Return all electronic items from North storage room
 - Return all important documents from the North storage room
- J. Change out-going message on telephone back to regular message
- K. Turn the timer on for the irrigation system for the clay courts
- L. Un-wrap flag pole halyard around pole and raise flags
- M. Un-lock all gates, as needed



City of Coral Gables

COMMUNITY RECREATION

Emergency Supply Bag

Inventory of Items:

- Multi tool
- First aid kit
- Waterproof backpack with laptop/documents compartment.
- Emergency radio with solar/crank power, USB charger, and light.
- Crank/solar-powered flashlight
- Waterproof documents cover/pack
- Portable USB drive (flash drive or hard drive) for files storage/backup
- Emergency portable snacks
- Breathing masks
- Mosquito repellent
- Sunscreen

- Waterproof cover for documents
- Waterproof cell phone functional cover
- Water packs for 72 hours

Community Recreation - Parks & Recreation

Vital Records List

6000 - Administration

- Contracts
- Employee Evaluations
- Employee Files
- Maps & Site Plans
- Marketing/Branding Files
- Monthly & Annual Reports
- MOU Agreements
- NRPA Accreditation Documents (10 Binders)
- Payroll Back-up

6010 - Salvadore & Biltmore Tennis Center

- Accident/Incident Back-Up Documents
- Commission Reports
- Court Reservation Books
- Employee Evaluations
- Employee Files
- Employee Manuals & Procedures
- Financial Back-up Documents
- Invoicing Back-up Documents
- Monthly & Annual Reports
- Payroll Back-up
- P-Card Back-up Documents
- Petty Cash Back-Up
- Refund Back-Up Documents
- Registration Forms
- Tennis Professional Contractor Agreements
- Tennis Professional Contractor Reconciles
- Work schedules

6020 - Venetian Pool

- Accident/Incident Back-Up Documents
- Concessions Operational License
- Employee Evaluations

- Employee Files
- Employee Manuals & Procedures
- Employee Schedules
- Facility Rental Documents
- Financial Back-up Documents
- In-Service Training Records
- Invoicing Back-up Documents
- Jeff Ellis & Associates Audit Documents
- Lifeguard Licenses
- Monthly & Annual Reports
- Payroll Back-up
- P-Card Back-up Documents
- Petty Cash Back-Up
- Pool Operational License (CPO)
- Chemical Safety Data Sheets
- Pool Permit
- Quarterly Water Quality Lab Tests
- Refund Back-Up Documents
- Registration forms
- Rescue Reports
- Vendor Contracts
- Volunteer Files

6050 - Youth Center

- Accident/Incident Back-Up Documents
- Concession operational License
- Contractor Reconcile Back-Up Documents
- Employee Evaluations
- Employee Files
- Employee Manuals & Procedures
- Employee Schedules
- Facility Rental Documents
- Financial Back-up Documents
- Invoicing Back-up Documents
- Monthly & Annual Reports
- Payroll Back-up

- P-Card Back-up Documents
- Petty Cash Back-Up
- Referee Receipts
- Refund Back-Up
- Registration forms
- Vendor Contracts
- Volunteer Files

6060 - Adult Activity Center:

- Accident/Incident Back-Up Documents
- Certificate of Occupancy
- Employee Evaluations
- Employee Files
- Employee Manuals & Procedures
- Employee Schedules
- Financial Back-up Documents
- Fire Inspection
- Invoicing Back-up Documents
- Monthly & Annual Reports
- Payroll Back-up
- P-Card Back-up Documents
- P-Card Files
- Petty Cash Back-Up
- Refund Back-Up
- Registration forms
- Vendor Contracts
- Volunteer Files

6065 – Special Events:

- Community Service Booth Applications
- Contact forms from the HOA's
- Employee Evaluations
- Employee Files
- Employee Manuals & Procedures
- Employee Schedules
- Event Site Maps
- Farmer's Market Cookbook
- Farmer's Market Vendor Applications
- Financial Back-up Documents
- Food Manager's License & Documents
- Invoicing Back-up Documents

- Monthly & Annual Reports
- Payroll Back-up
- P-Card Back-up Documents
- Photo/Video Permits
- Special Event Calendar of Events
- Special Event Permits
- Vendor Agreements
- Volunteer/Intern Files

6070 – Golf & Parks:

- Accident/Incident Back-Up Documents
- Employee Evaluations
- Employee Files
- Employee Manuals & Procedures
- Employee Schedules
- In-Service Training Records
- Invoicing Back-up Documents
- Material Safety Data Sheets
- Monthly & Annual Reports
- Operational License
- Payroll Back-up
- P-Card Back-up Documents
- Site Plans
- Water Quality Lab Tests



**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 Summary: <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 	All
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 / 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 & 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

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

Llompert-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

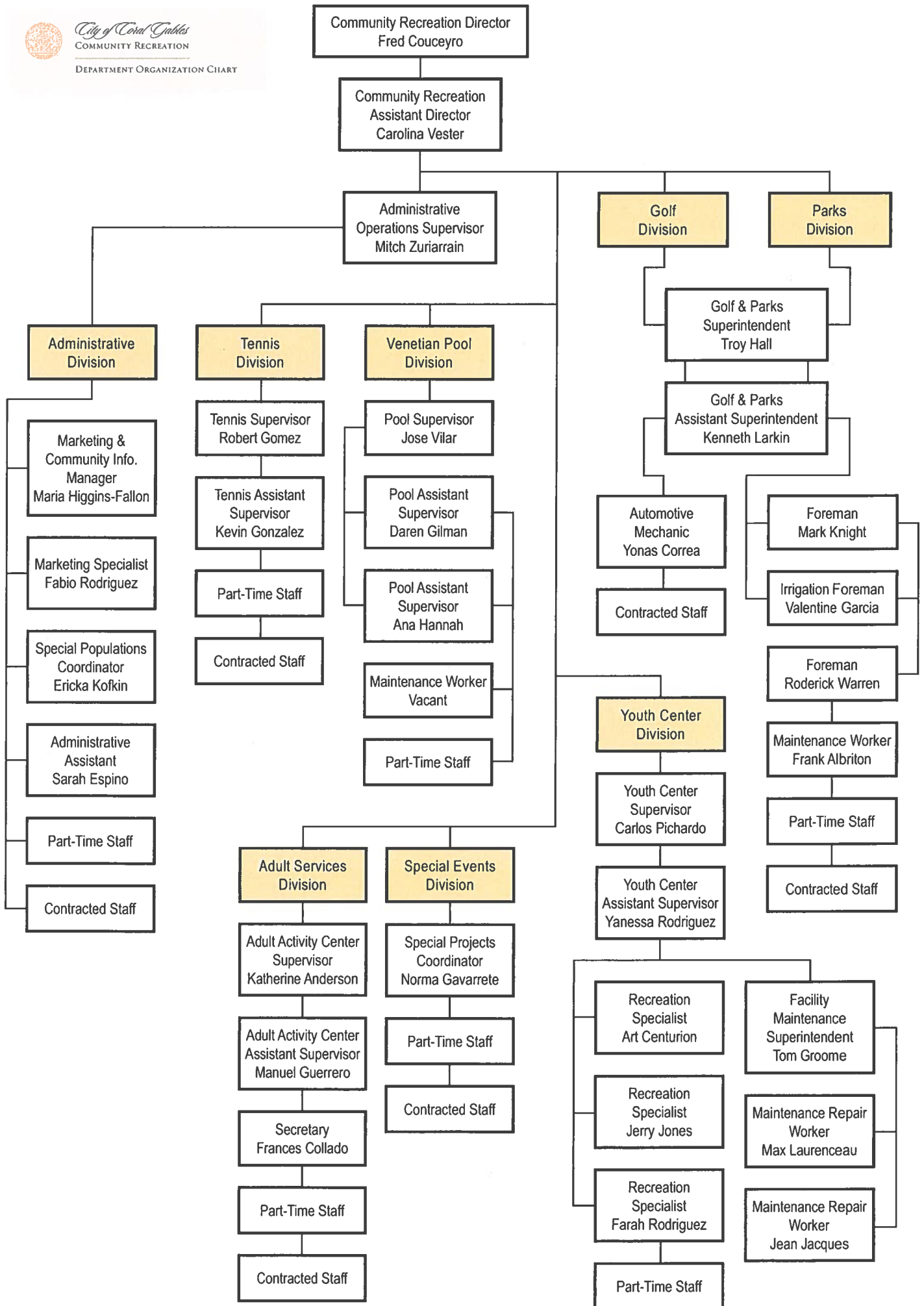
To ensure efficient and consistent processes by optimizing business practices

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



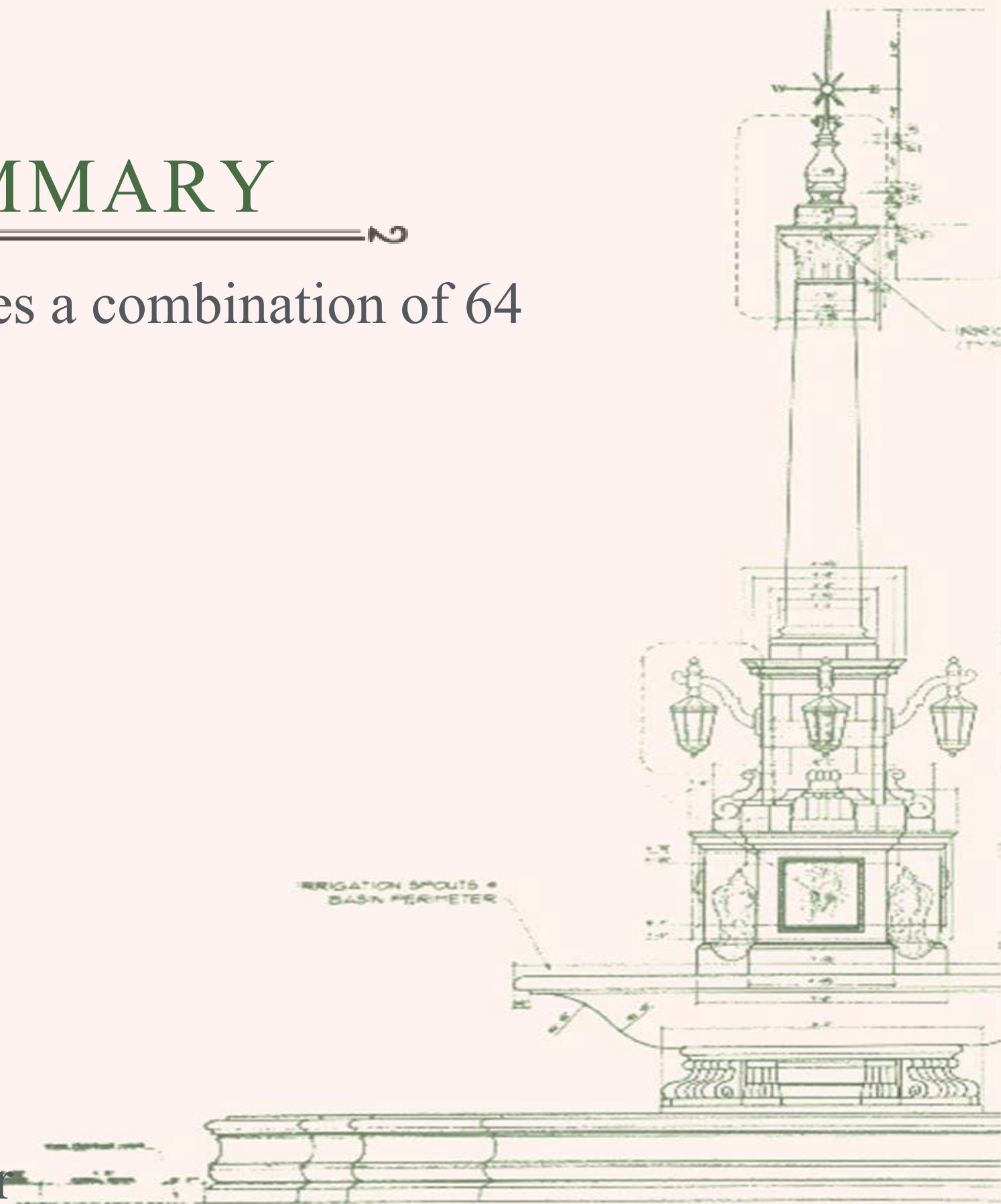
EXECUTIVE SUMMARY

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:

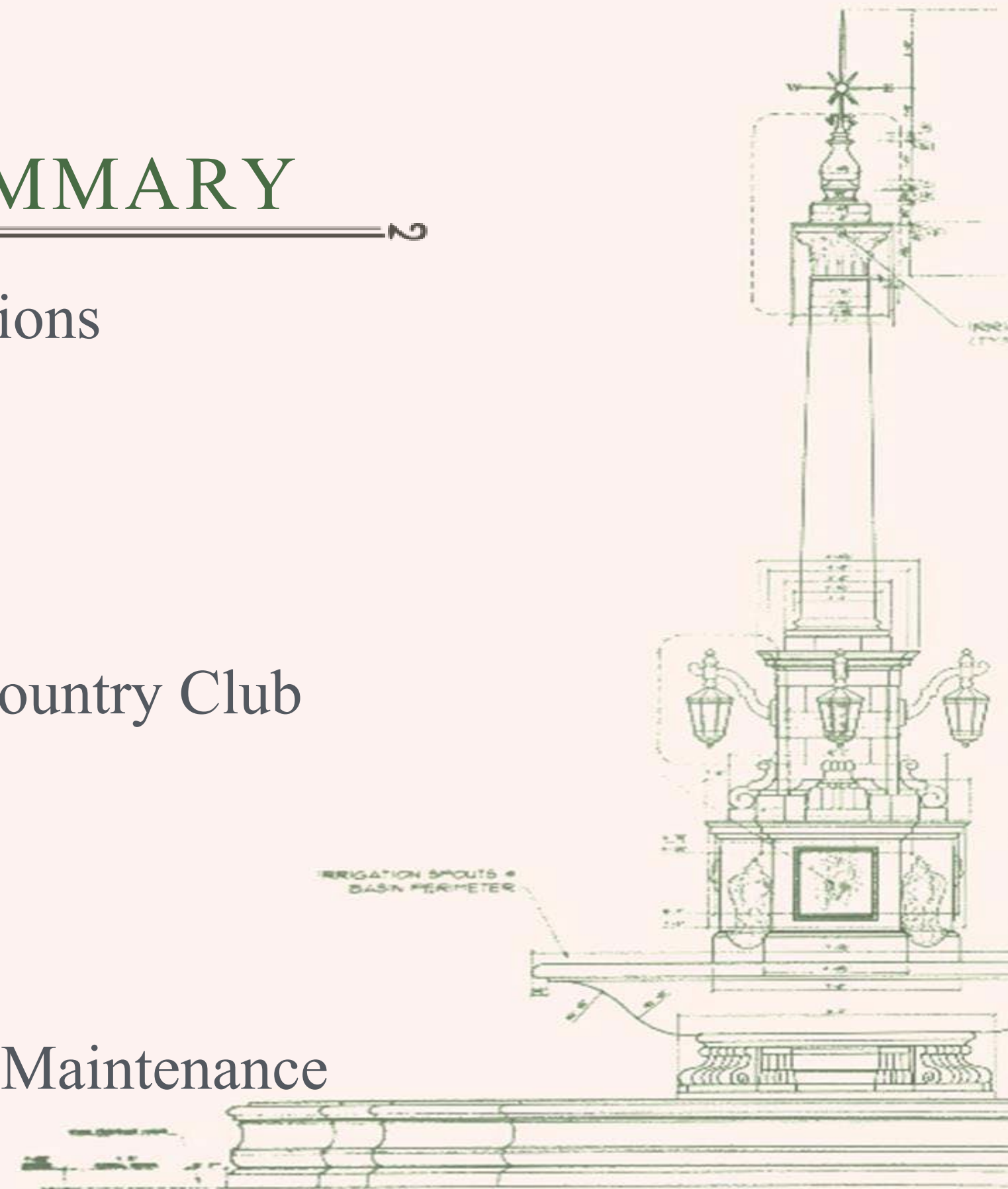
- Adult Activity Center
- Coral Gables Golf & Country Club
 - Granada Tennis Center
 - Granada Golf Course
- My Squad Lodge
- Salvadore Tennis Center
- Venetian Pool
- War Memorial Youth Center
- William H. Kerdyk Biltmore Tennis Center



EXECUTIVE SUMMARY

The Department consists of 8 Divisions

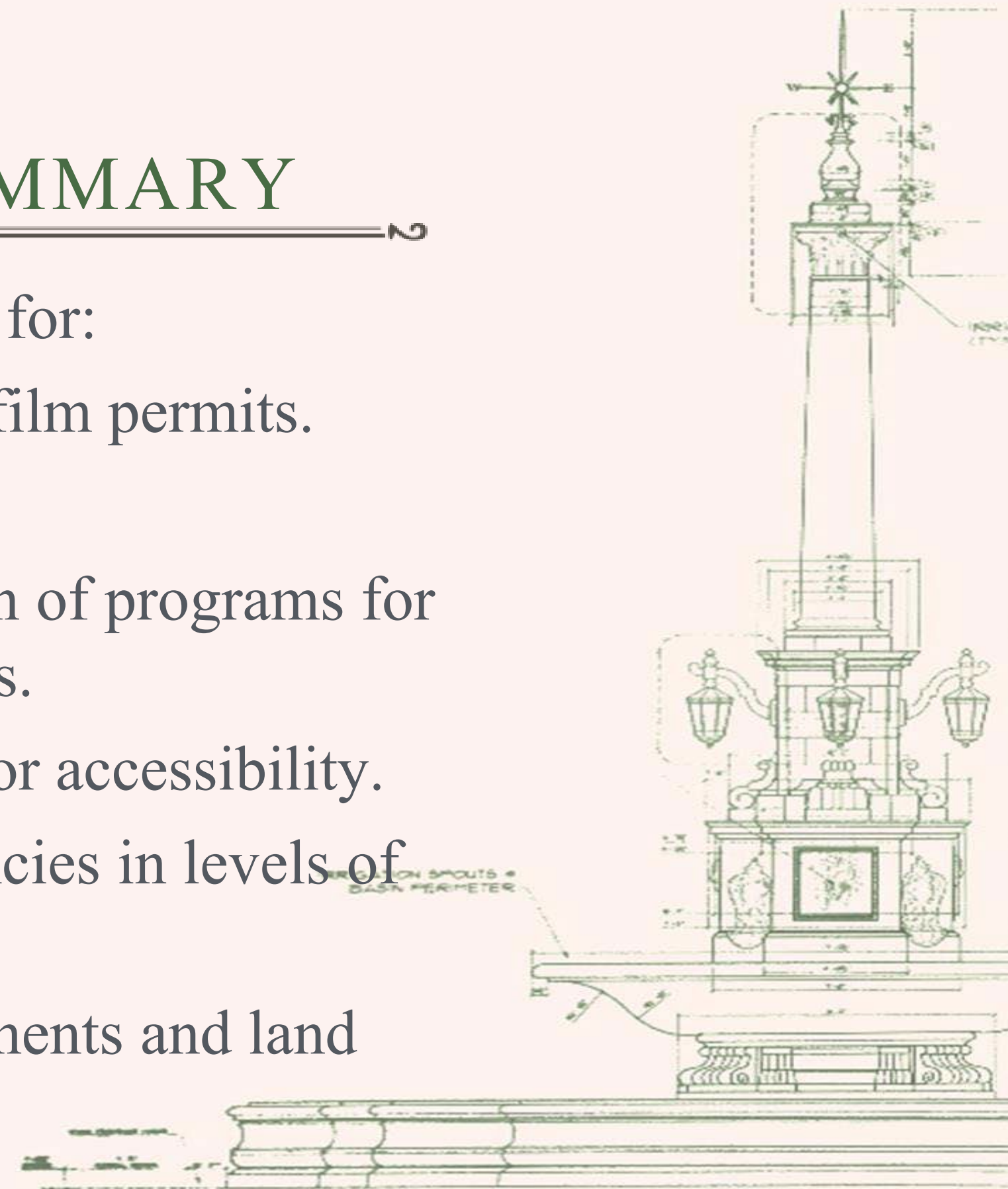
- 6000 – Administration
- 6010 – Tennis
- 6020 – Aquatics
- 6030 – Coral Gables Golf & Country Club
- 6050 – Youth Center
- 6060 – Adult Services
- 6065 – Special Events
- 6070 – Golf Course and Parks Maintenance



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.



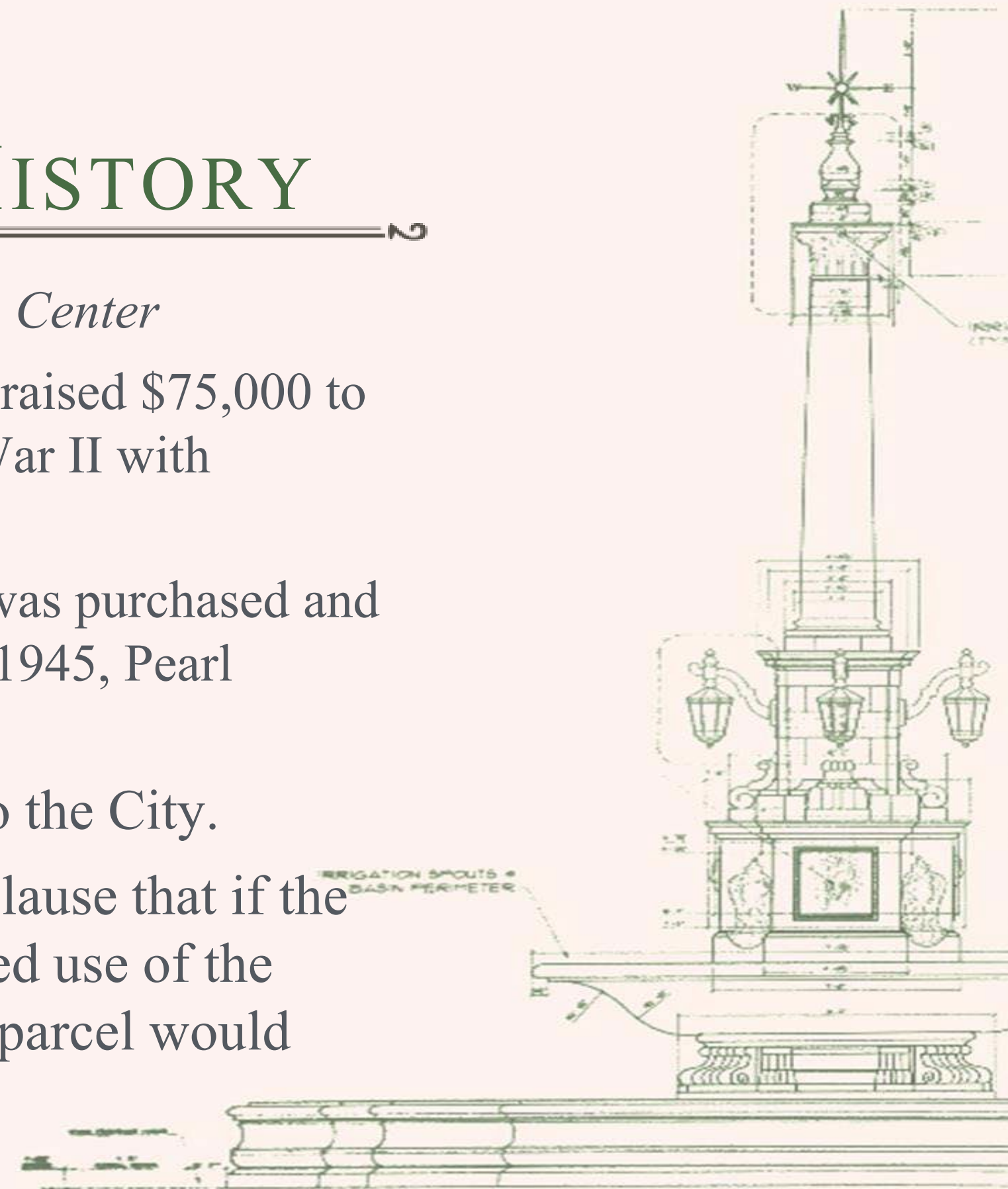
Business Identification



DEPARTMENT HISTORY

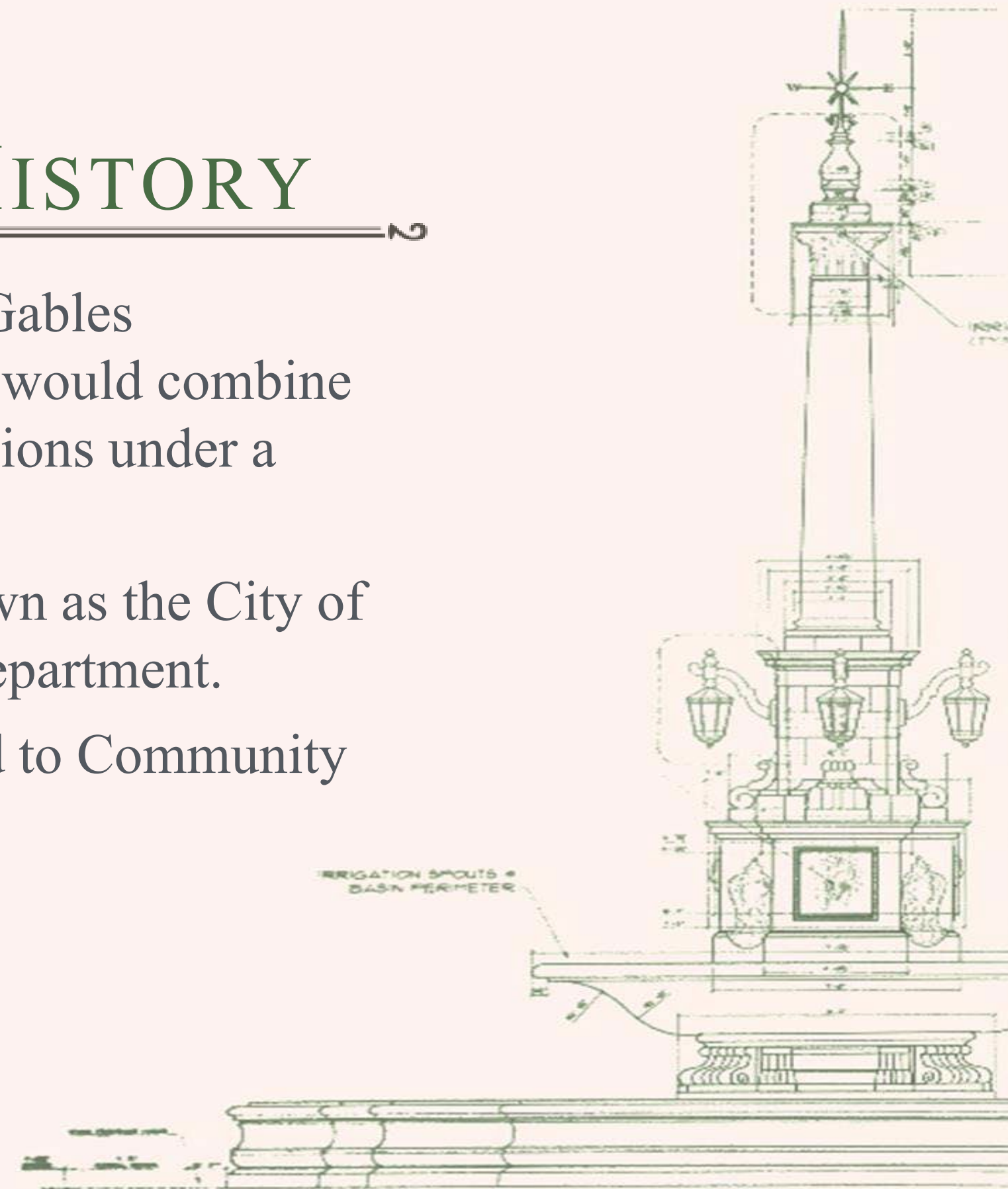
It all started with the War Memorial Youth Center

- 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.



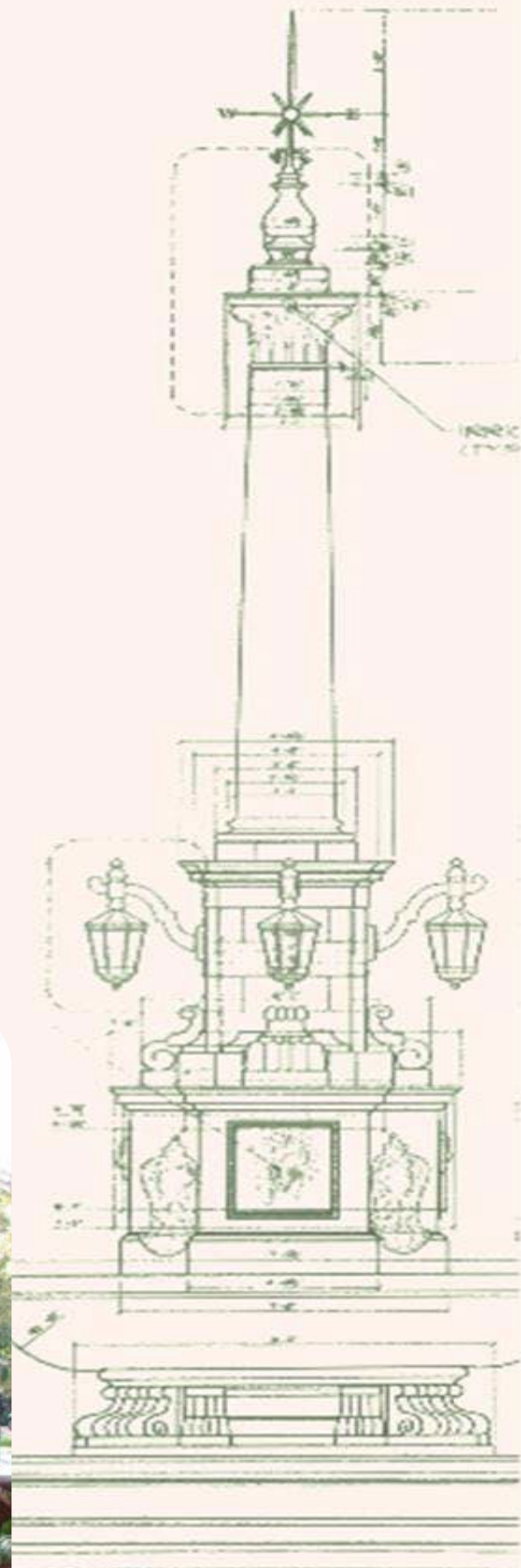
MISSION, VISION, VALUES & GOALS

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



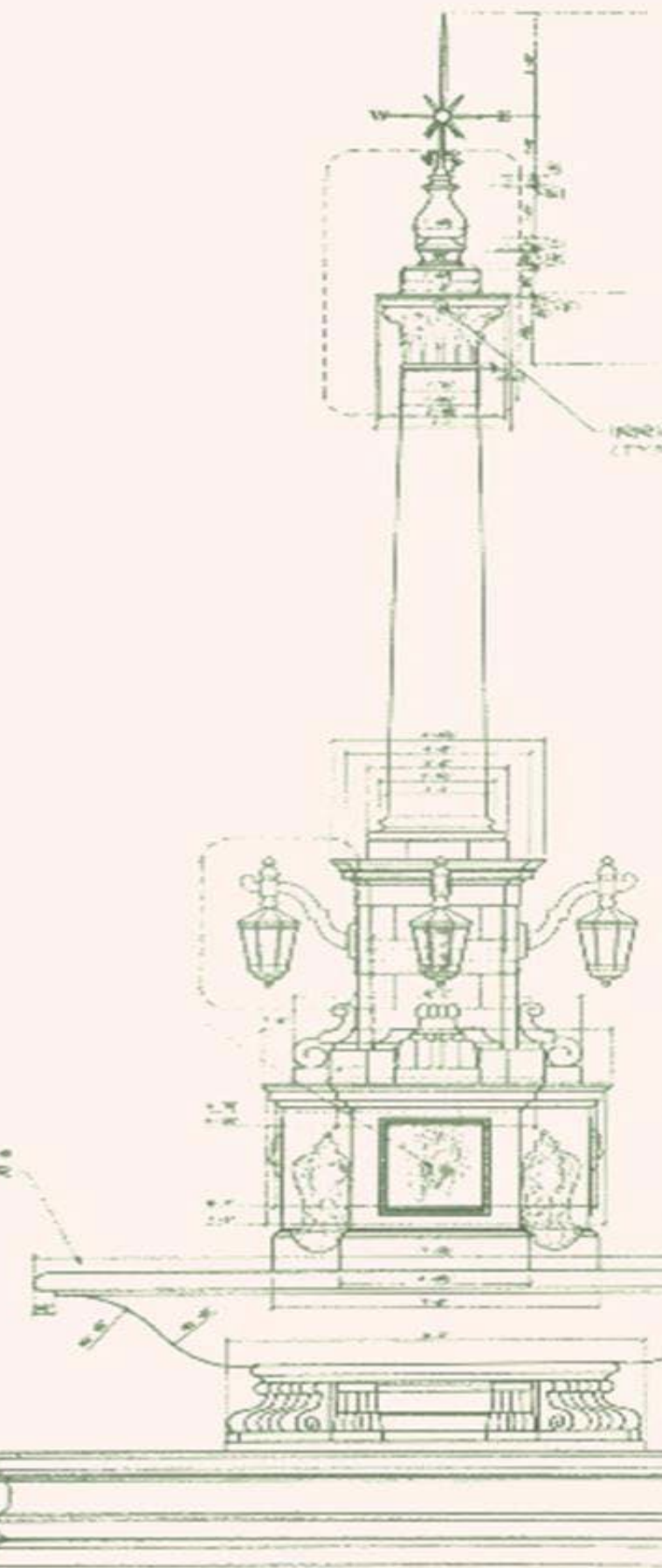
VALUES:

- 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

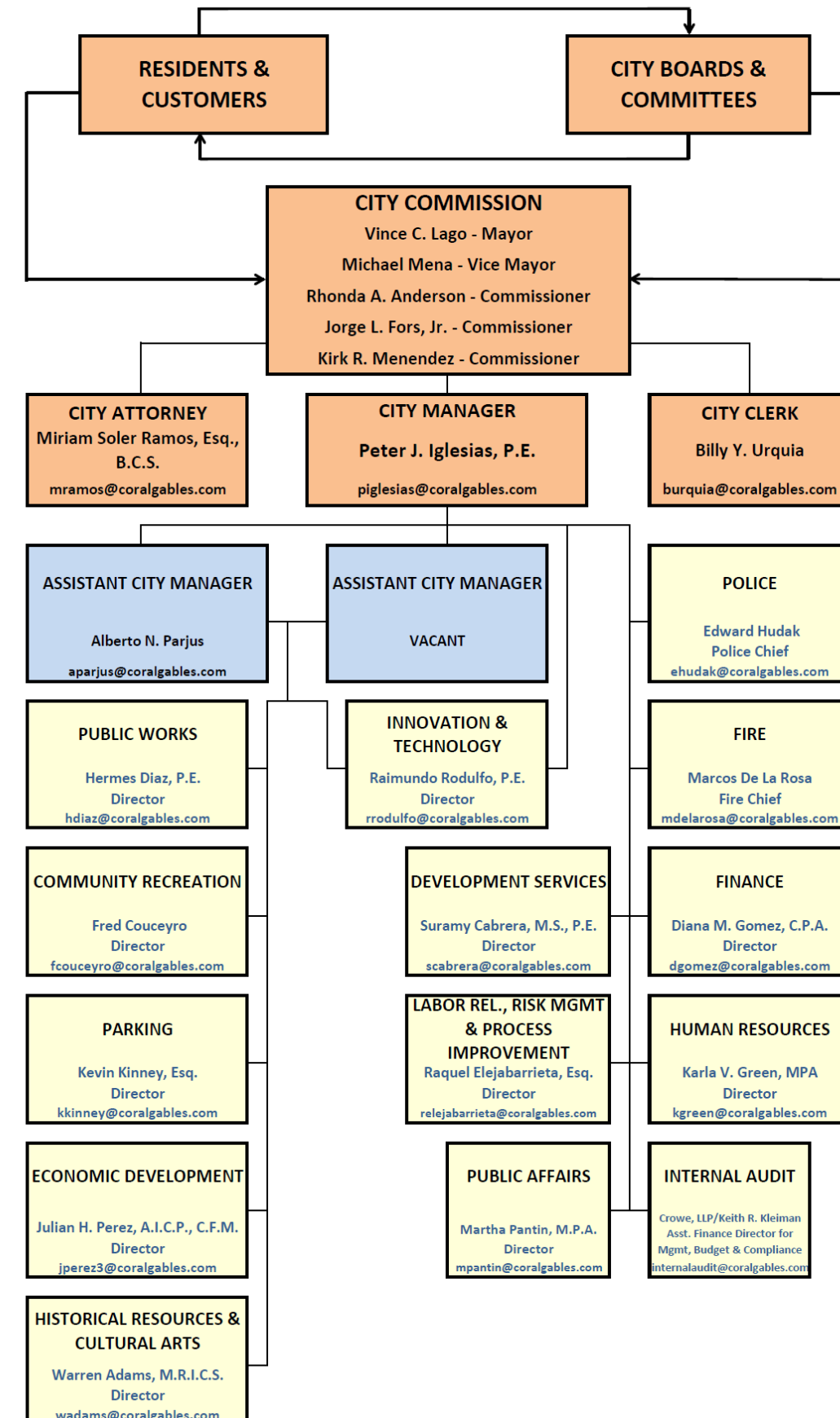


KIRK R. MENENDEZ
COMMISSIONER

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



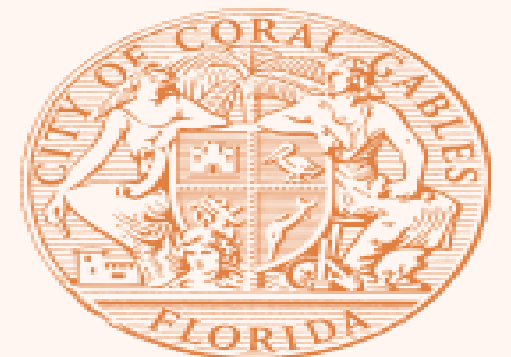


Trivia

Question #1



HOW MANY DIVISIONS ARE
THERE IN COMMUNITY
RECREATION?

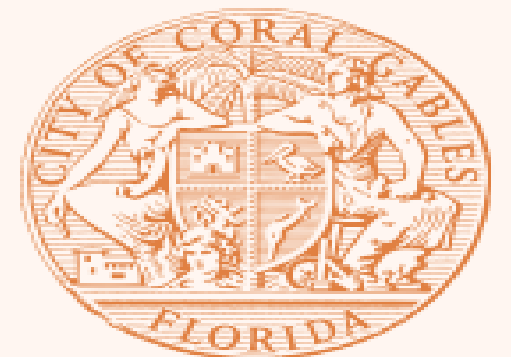




Correct Answer to Question #1



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

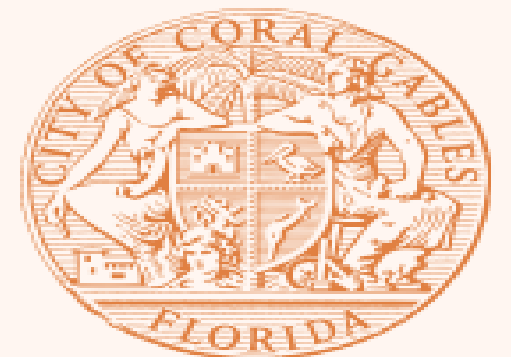
CORAL
GABLES
THE CITY BEAUTIFUL



Trivia *Question #2*



WHAT IS THE CITY'S VISION
STATEMENT?

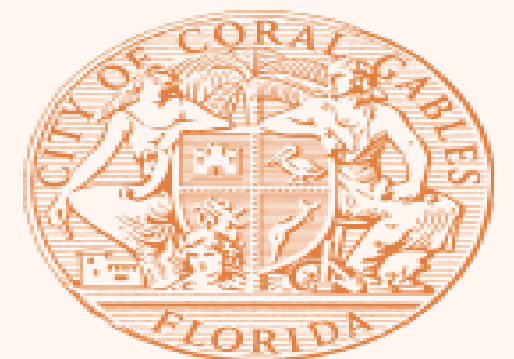




Correct Answer to Question #2



*“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 clear and blue.

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>	
GOVERNMENT & COMMUNICATIONS	
MUNICIPAL:	
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
COUNTY:	
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
FEDERAL:	
12 U.S. Post Office (two locations)	E-4, F-4
HISTORIC SITES, FOUNTAINS, PLAZAS AND ENTRANCES	
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
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
HOSPITALS	
45 Coral Gables Hospital	E-4
46 Doctors' Hospital	C-7
HOUSES OF WORSHIP	
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
PARKS AND RECREATION	
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
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 Onchua 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	E-2
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 Loretta 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
SCHOOLS	
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
UNIVERSITY OF MIAMI	
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

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.

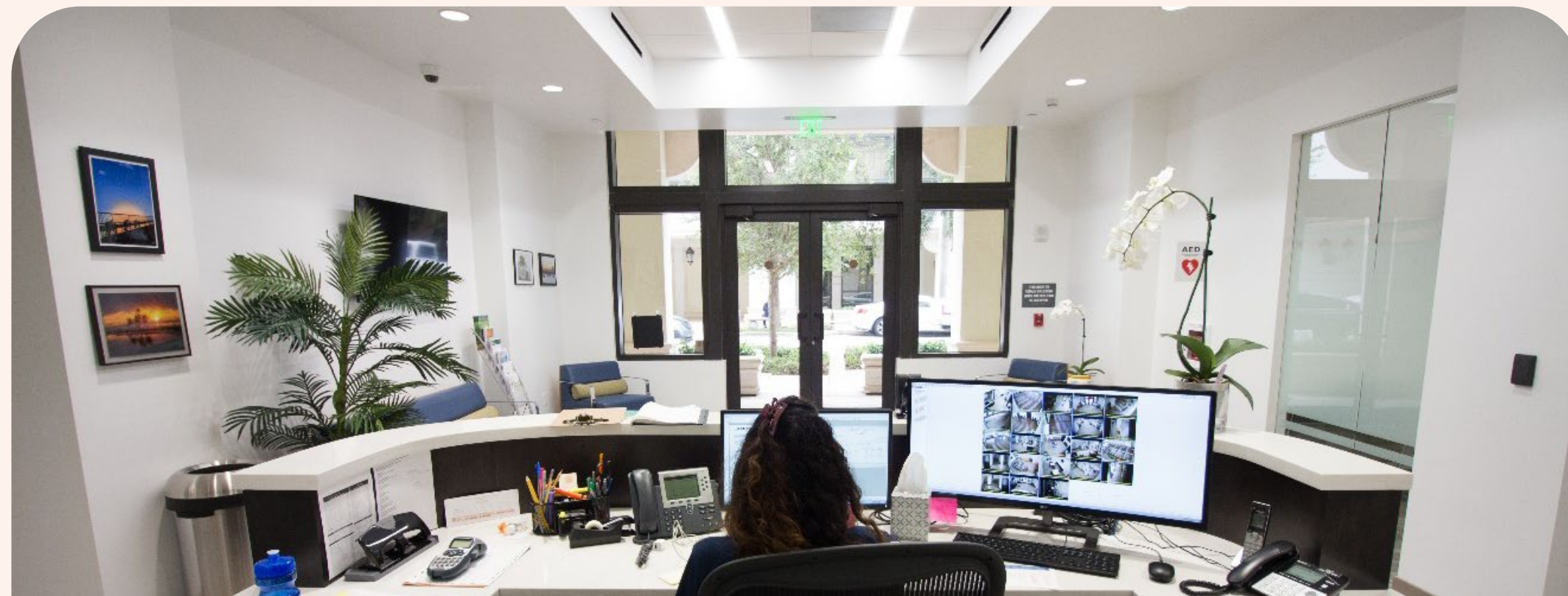
COMPETITION

- 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

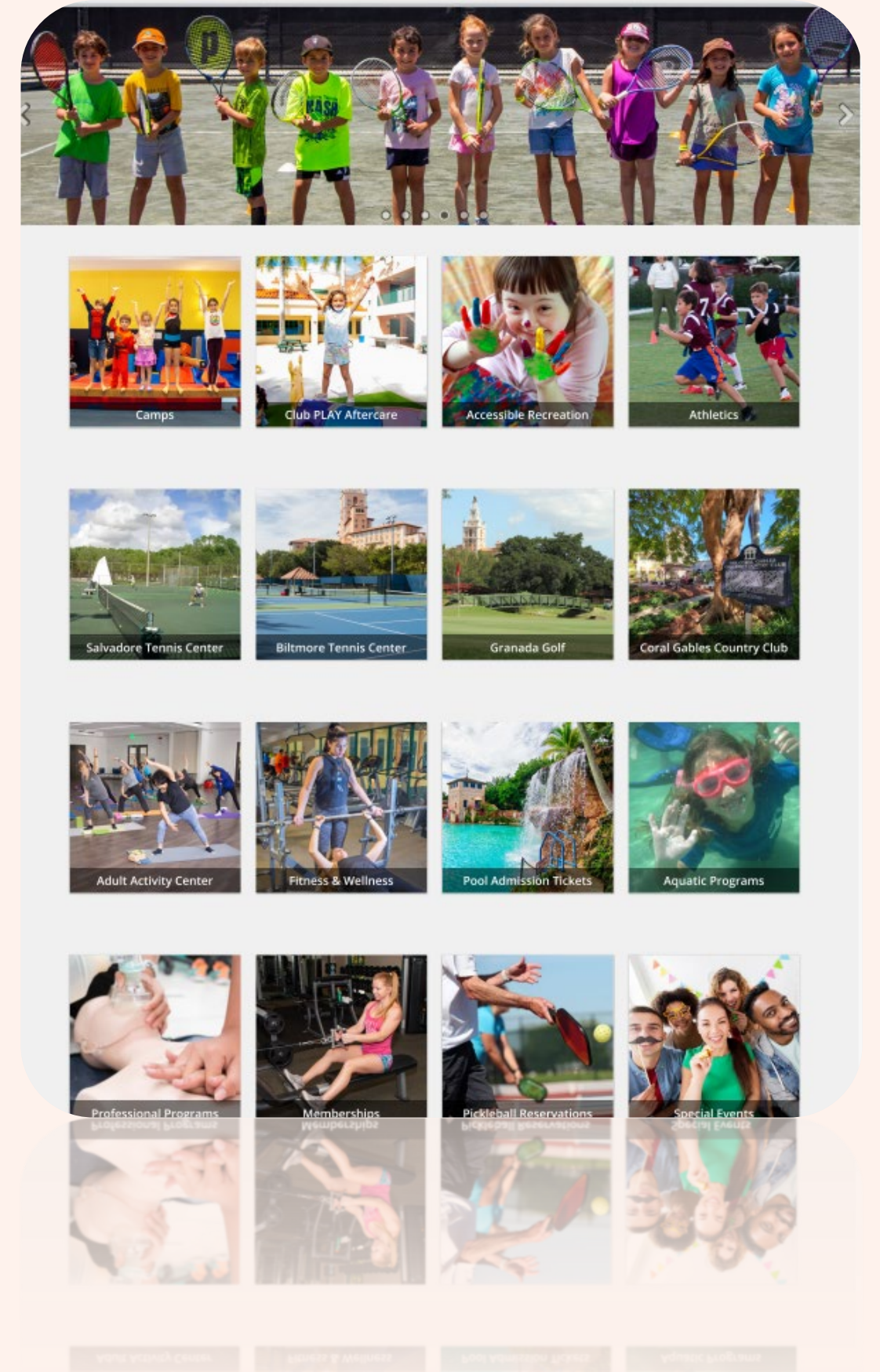
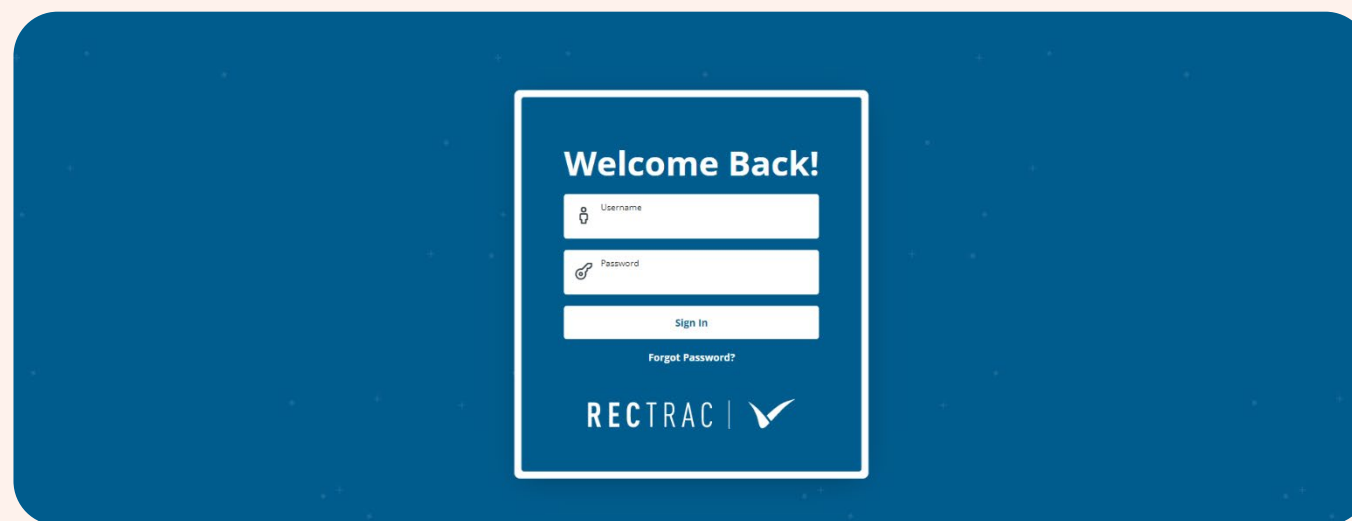
TRENDS

- 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.



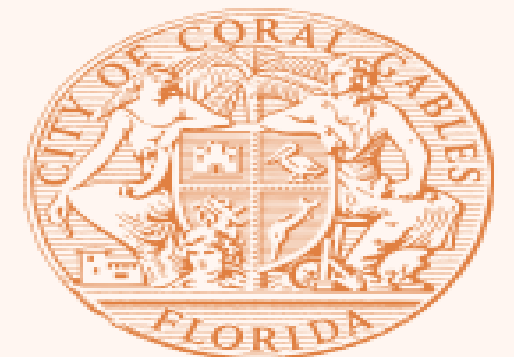


Trivia

Question #3



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

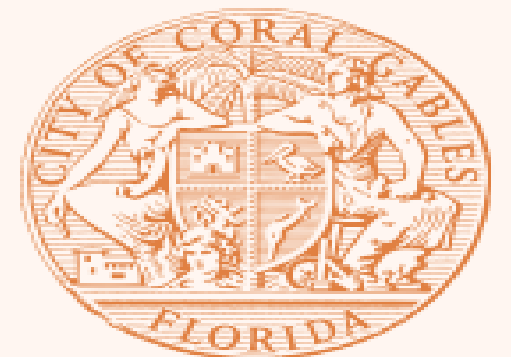




Correct Answer to Question #3



GEORGE EDGAR MERRICK



A scenic view of a resort pool area. In the foreground, there is a large, clear blue swimming pool with ripples on the surface. In the background, there are several stone buildings with a rustic, Mediterranean-style architecture. A small bridge with a red railing crosses a narrow channel of water between the buildings. Palm trees are scattered throughout the scene, and the sky is bright blue with some clouds. The entire scene is framed from above by the rough, textured ceiling of a cave or grotto.

Operations Analysis

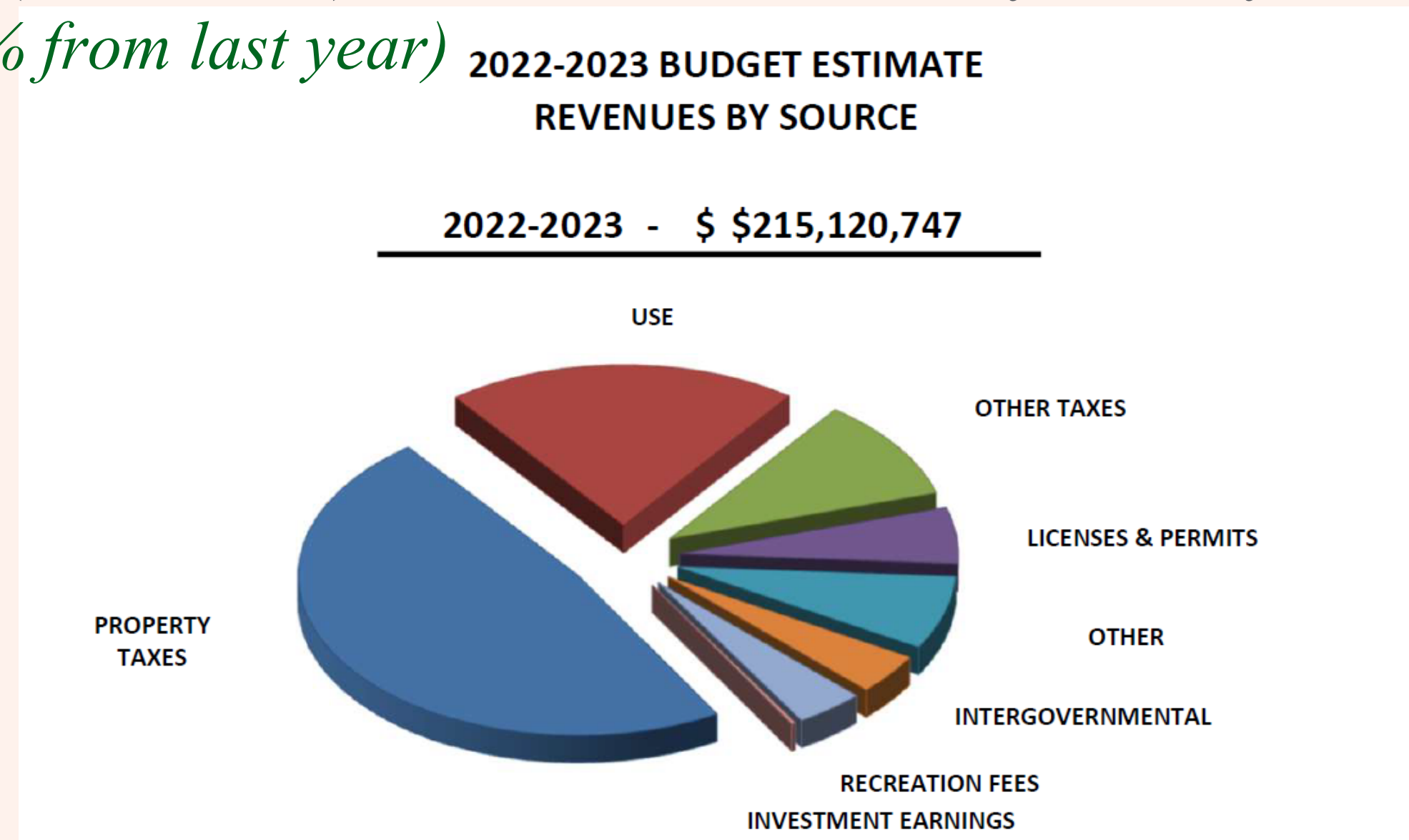
SUMMARY OF EXPENSES AND REVENUES

- 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.

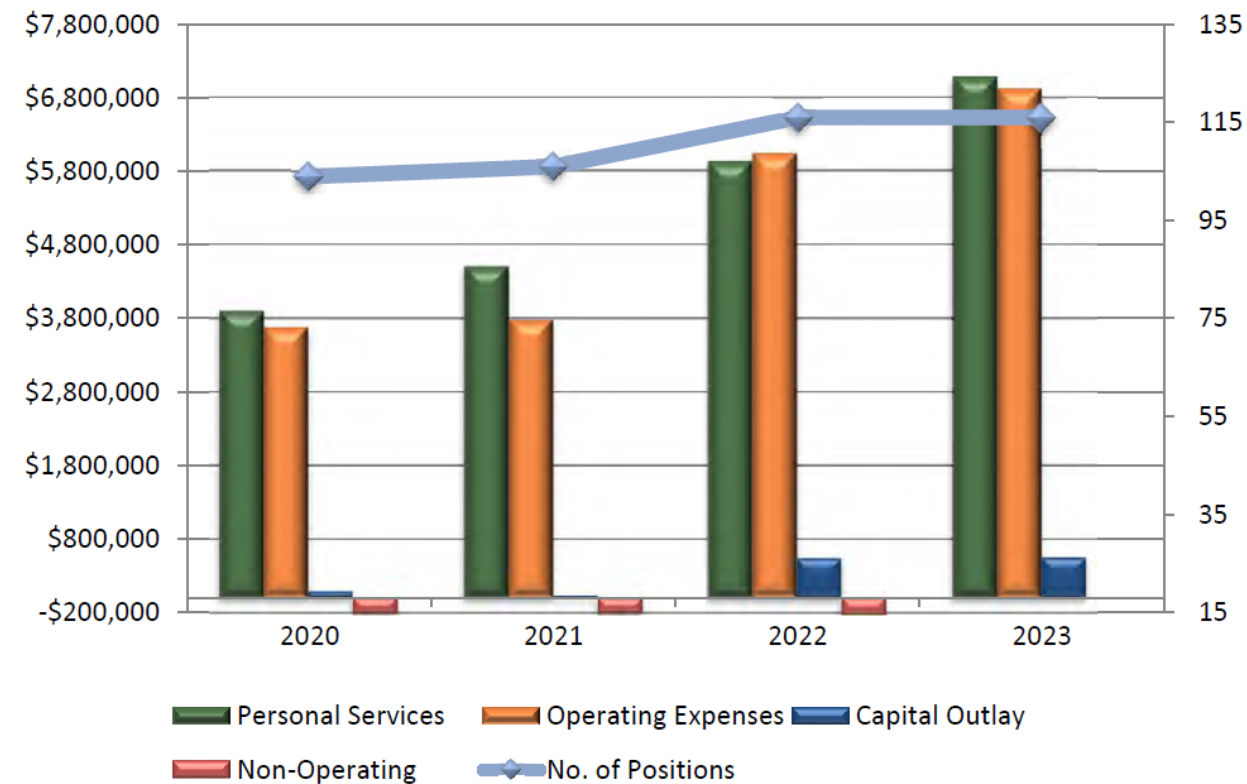




COMMUNITY RECREATION DEPARTMENT
BUDGET AND POSITION SUMMARY

	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.

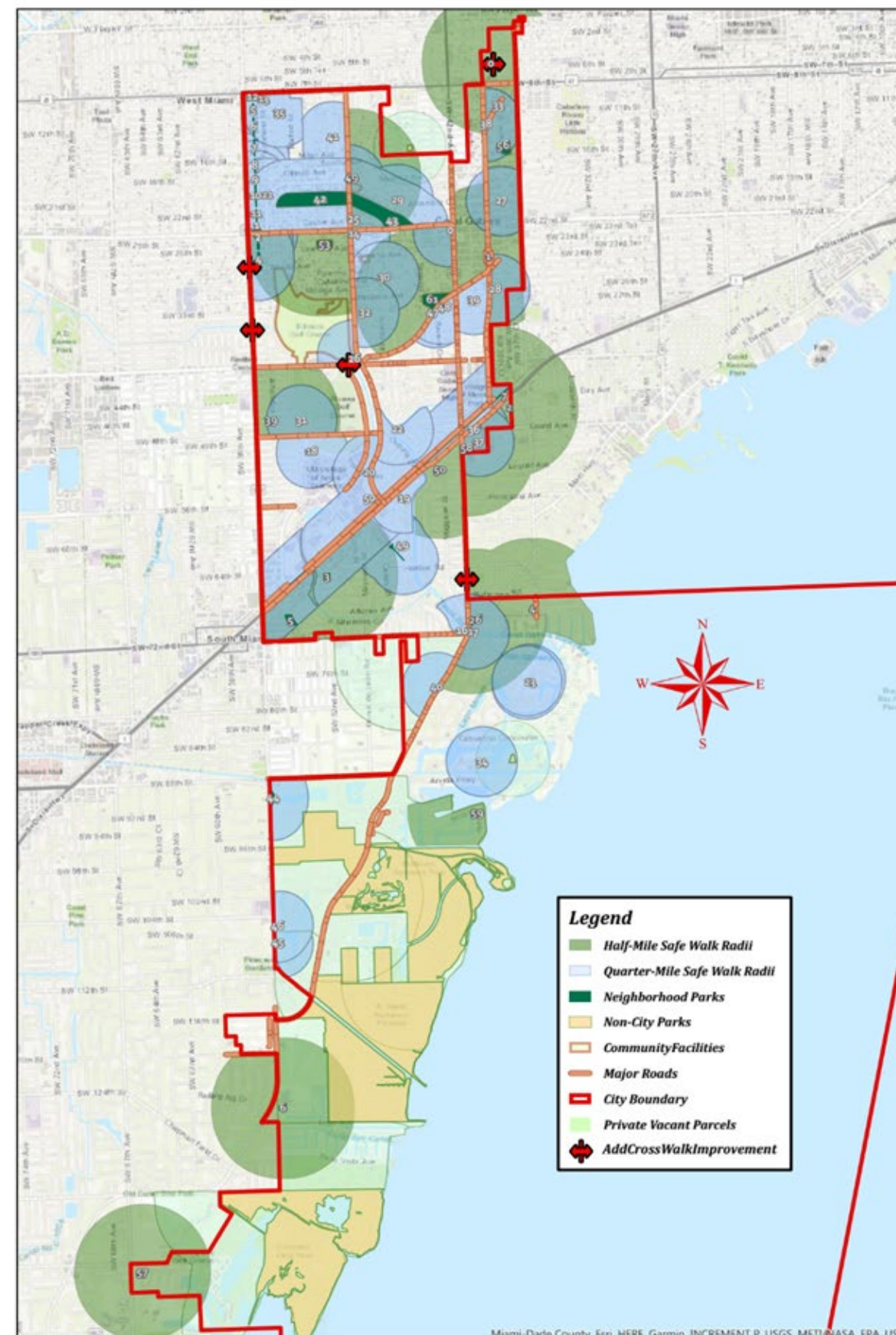
PARKS & OPEN SPACES

Amenities

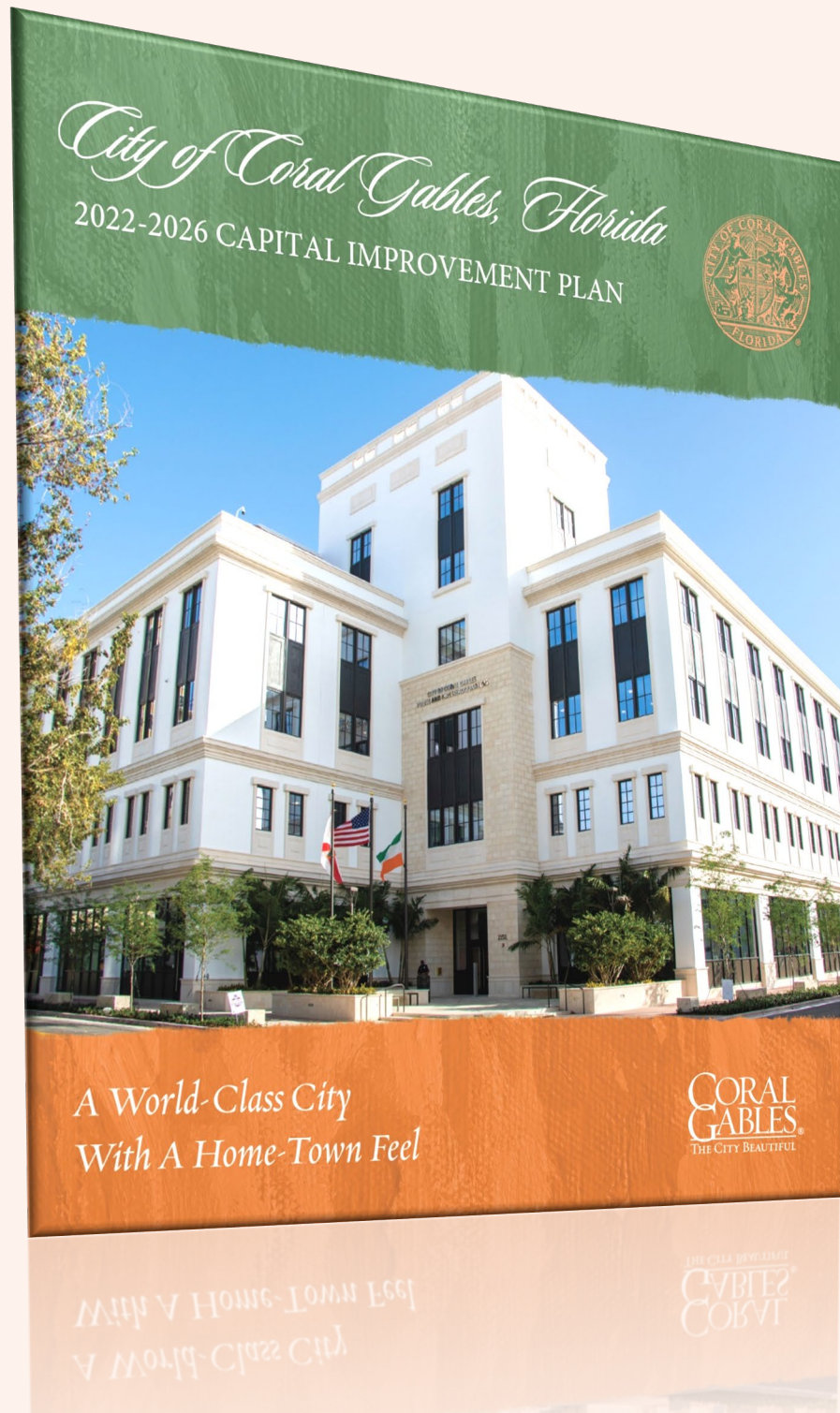
Park	Address	Ball Field	Basketball	Benches	Bicycle Rack	Community Center	Drinking Fountain	Fitness Equipment	Golf Course	Parking	Pavilion	Pet-Friendly	Picnic Tables	Playground	Rental Available	Restrooms	Swimming	Tennis	Walking Path	Water Feature	Scenic Views
Alcazar Plaza	700 Alcazar Avenue																				
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

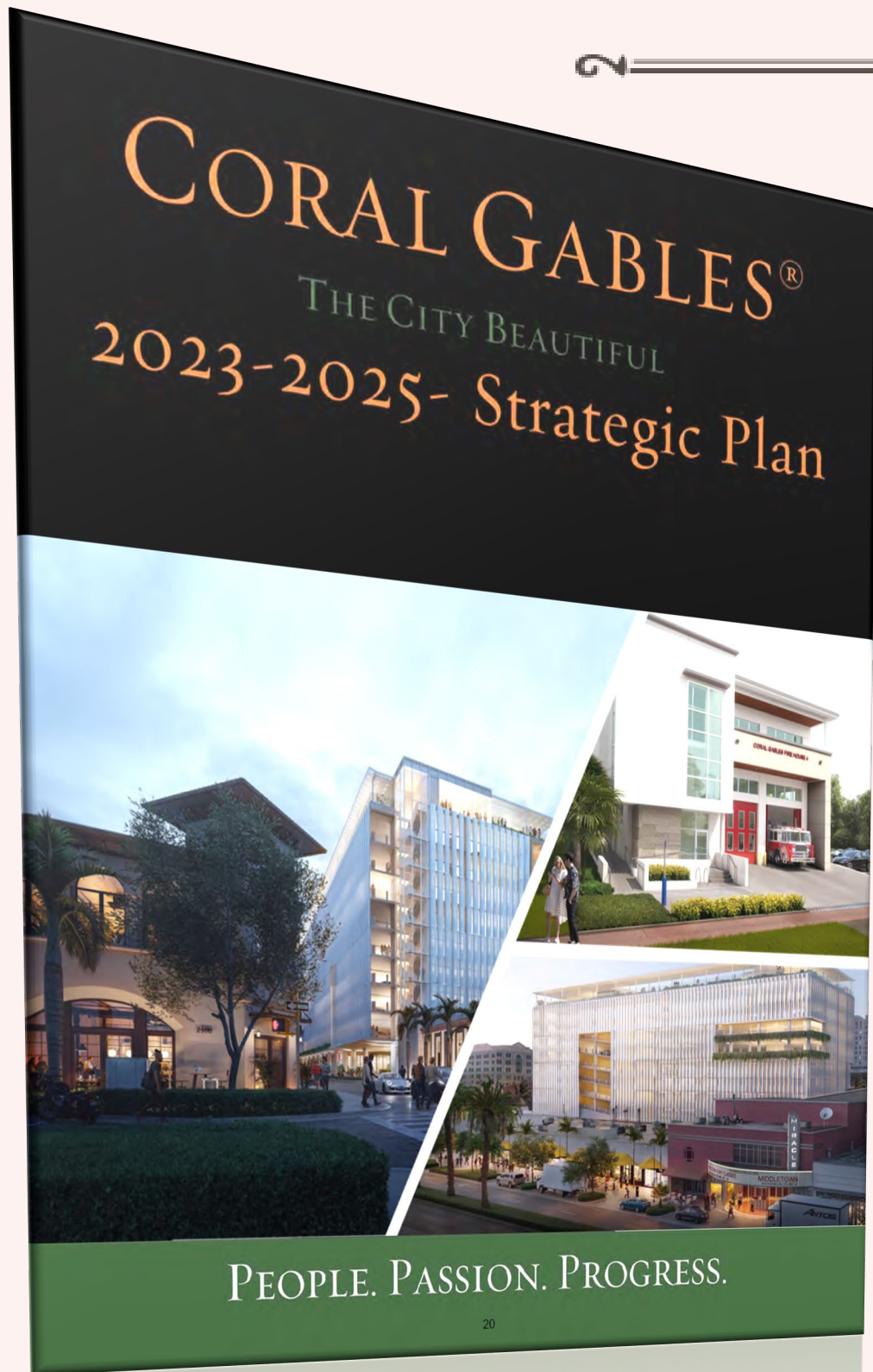
PROJECT NAME	GEN CAP IMPR	CG IMPACT FEES	GRANTS	NRP	DEVELOPER FEES	ARPA 2021	PRIVATE DONATION	FIVE-YEAR PROJECT TOTAL
Purchase of Land	\$ 5,062,160	\$ 587,624	\$ -	\$ 3,020	\$ -	\$ -	\$ -	\$ 5,652,804
Fred B. Hartnett/Ponce Circle Park Improvements	2,622,988	955,402	-	-	1,800,000	1,993,895	-	7,372,285
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

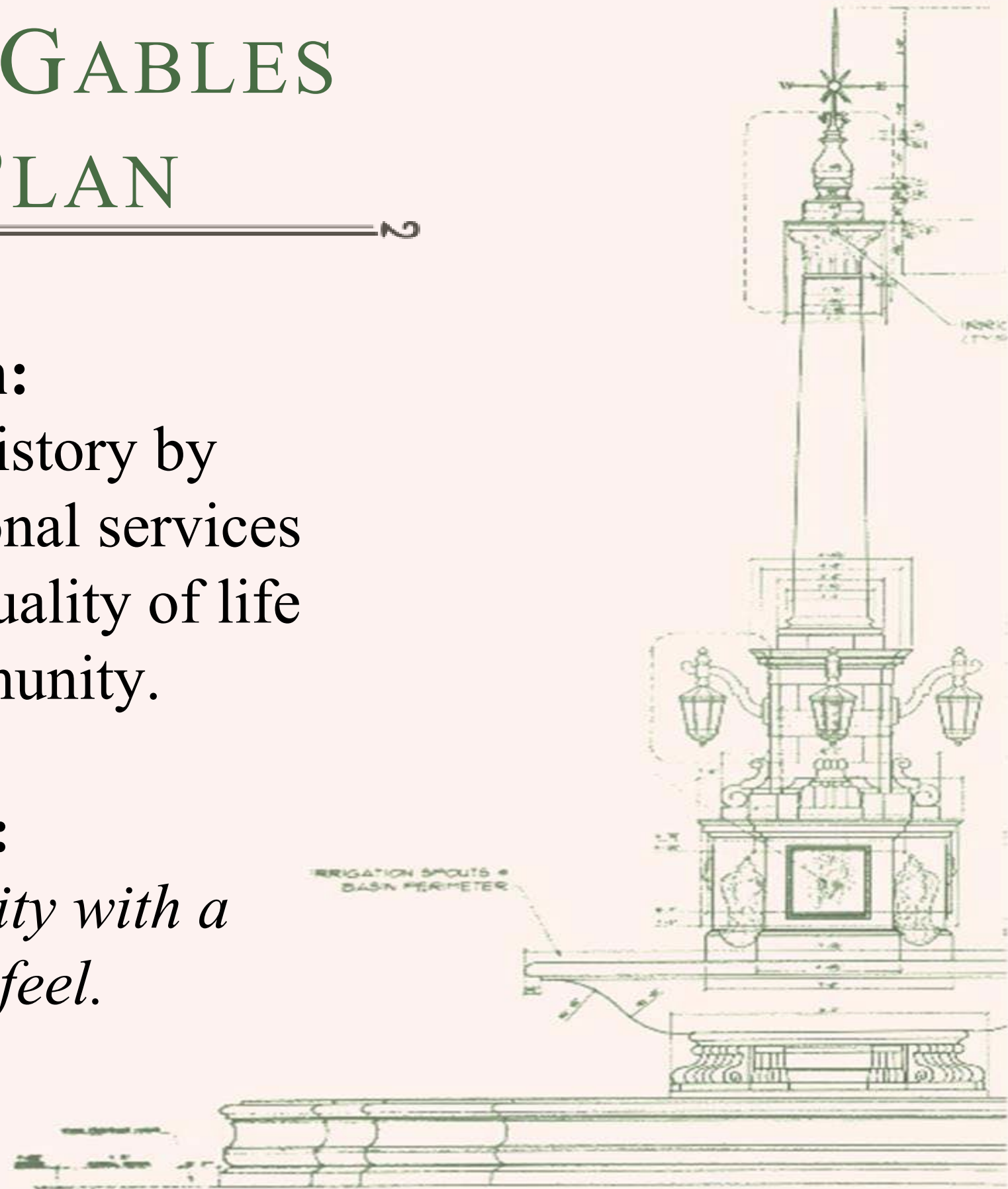
✓ - Completed Project

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

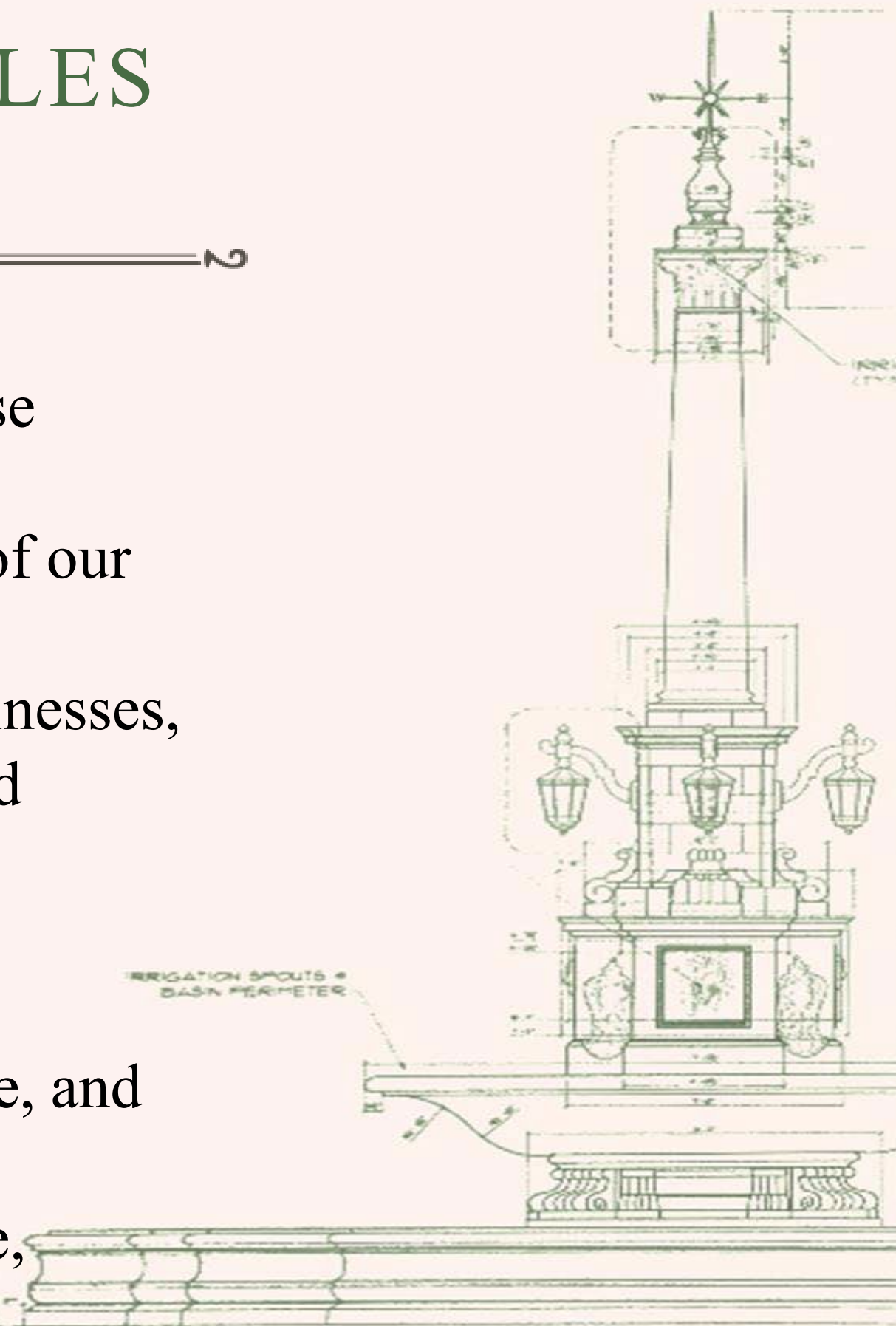
Aesthetics - preserving and enhancing the beauty of our city

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



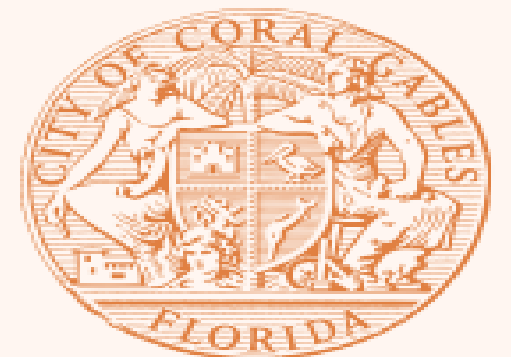


Trivia

Question #4



WHAT YEAR WAS THE CITY
OF CORAL GABLES
INCORPORATED?

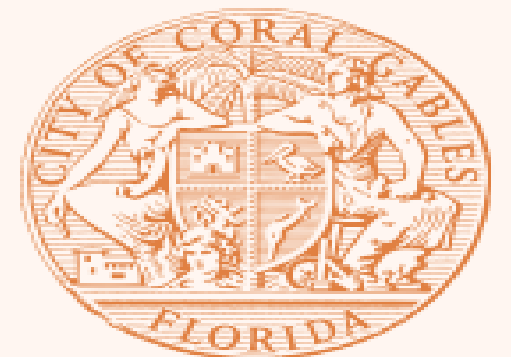




Correct Answer to Question #4



1925





*Implementation
Strategies*

MARKETING STRATEGIES

Print Media

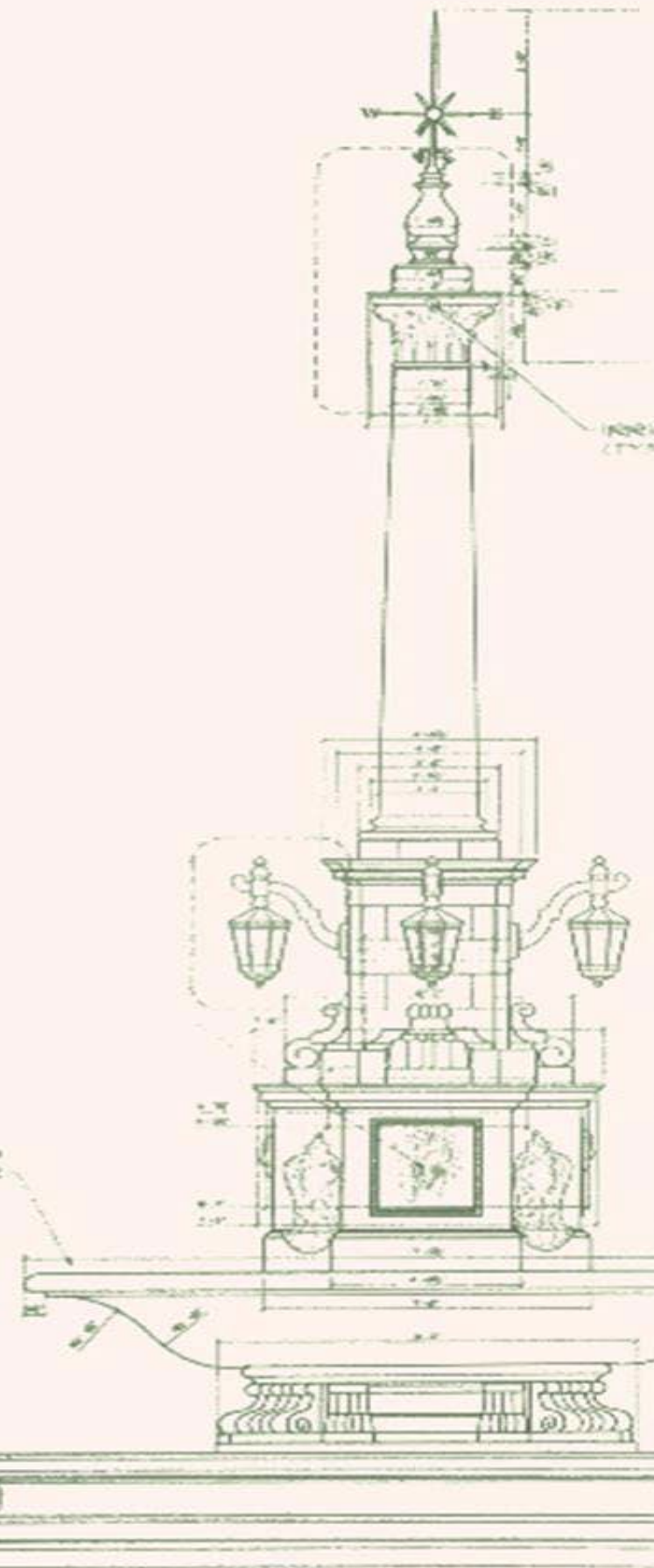
- Posters, Flyers, Brochures & Door Hangers

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

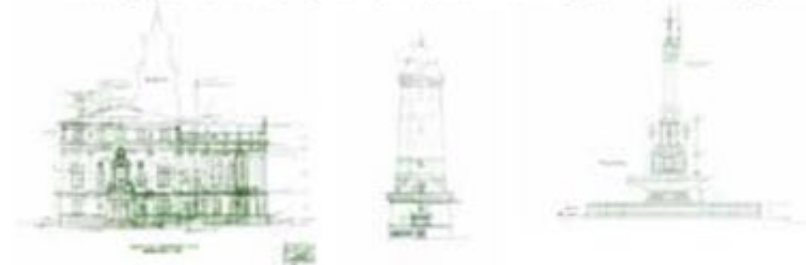
(2 typefaces included, .TTF / .OTF formats)

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)

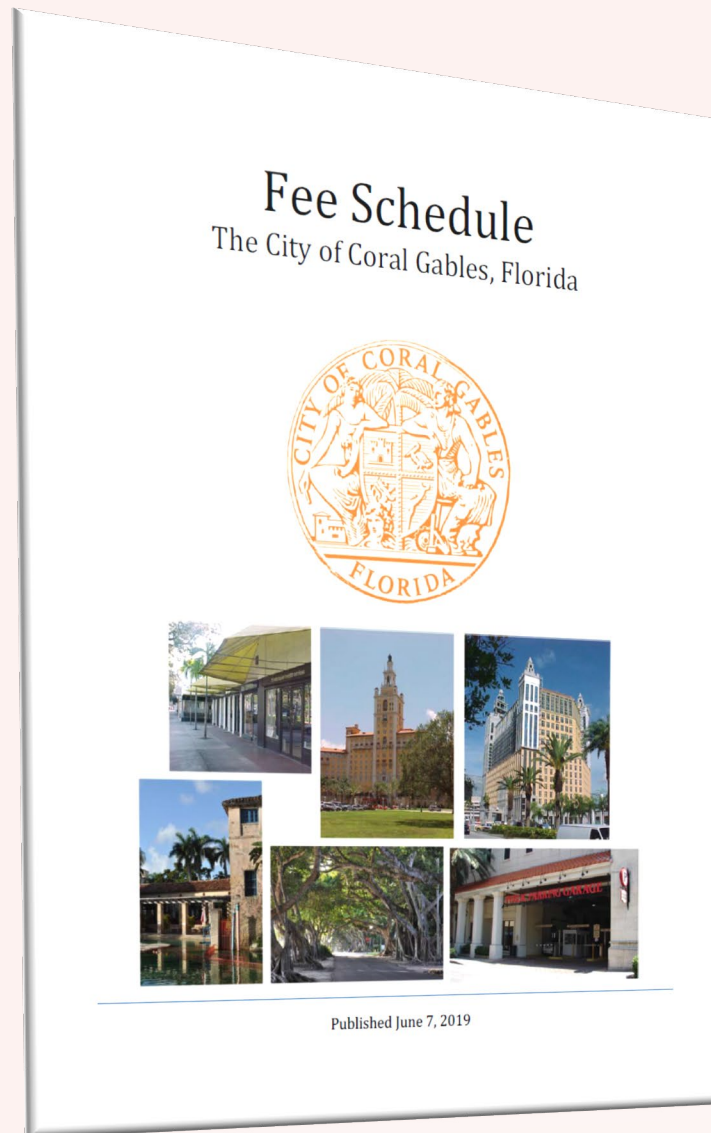
MESSAGING

MEDIUM DESCRIPTION

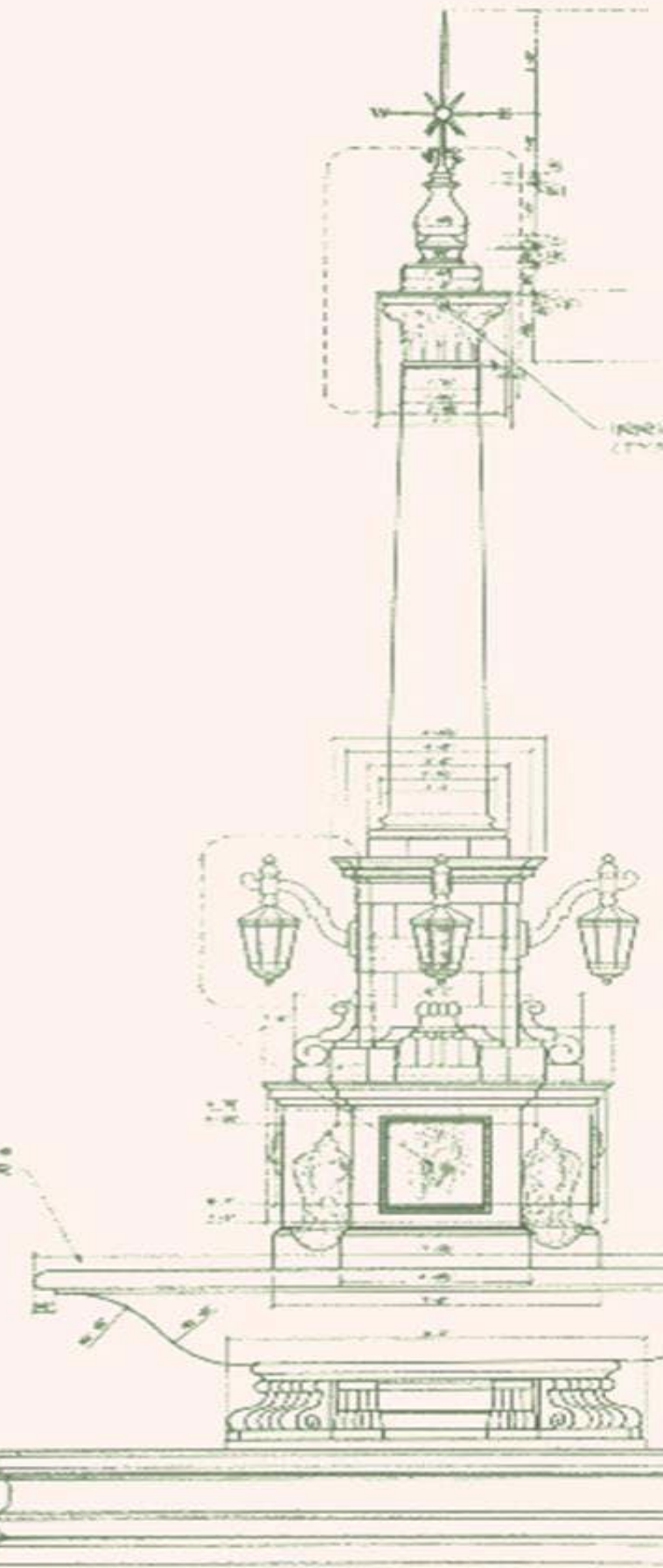
The incarnation of a dream, Coral Gables offers the core small city with a cosmopolitan feel. Designed from the core an international community, the physical and cultural life has been cultivated to reflect the vision of its master plan: lush tropical backdrop complemented by classic Mediterranean

(1 file, .TXT format)

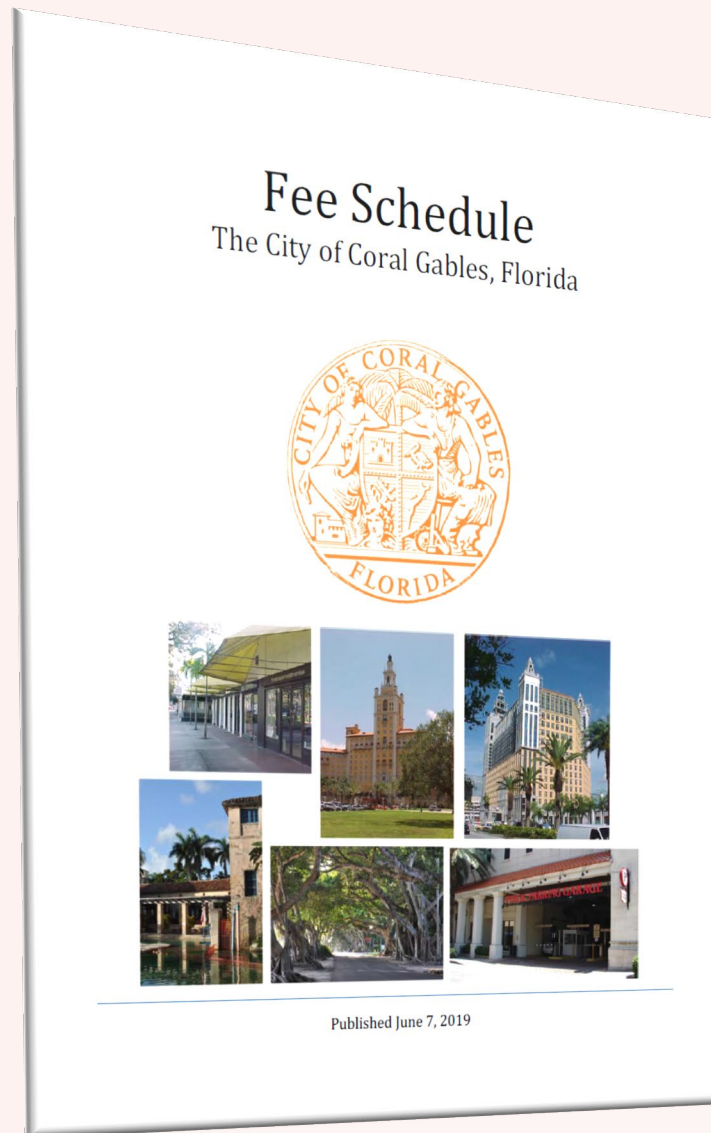
PRICING STRATEGIES



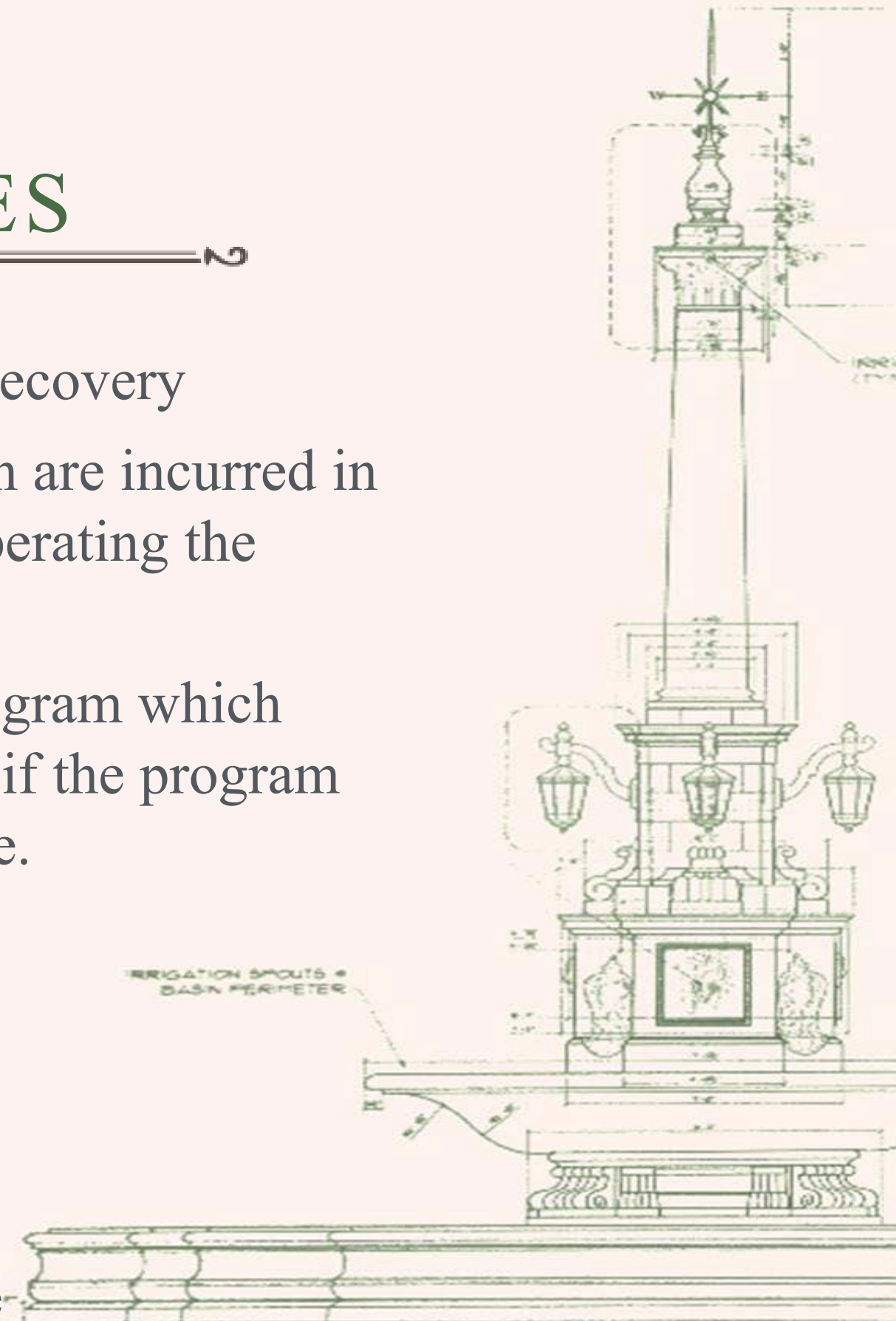
- Fee Assessment Categories
 - Public Based Services - Open spaces, playgrounds, trails, parks and recreation sponsored programs that generate public awareness and positive public relations.
 - Private Based Services - Picnic areas, tennis, aquatics, and parks and recreation sponsored activities such 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

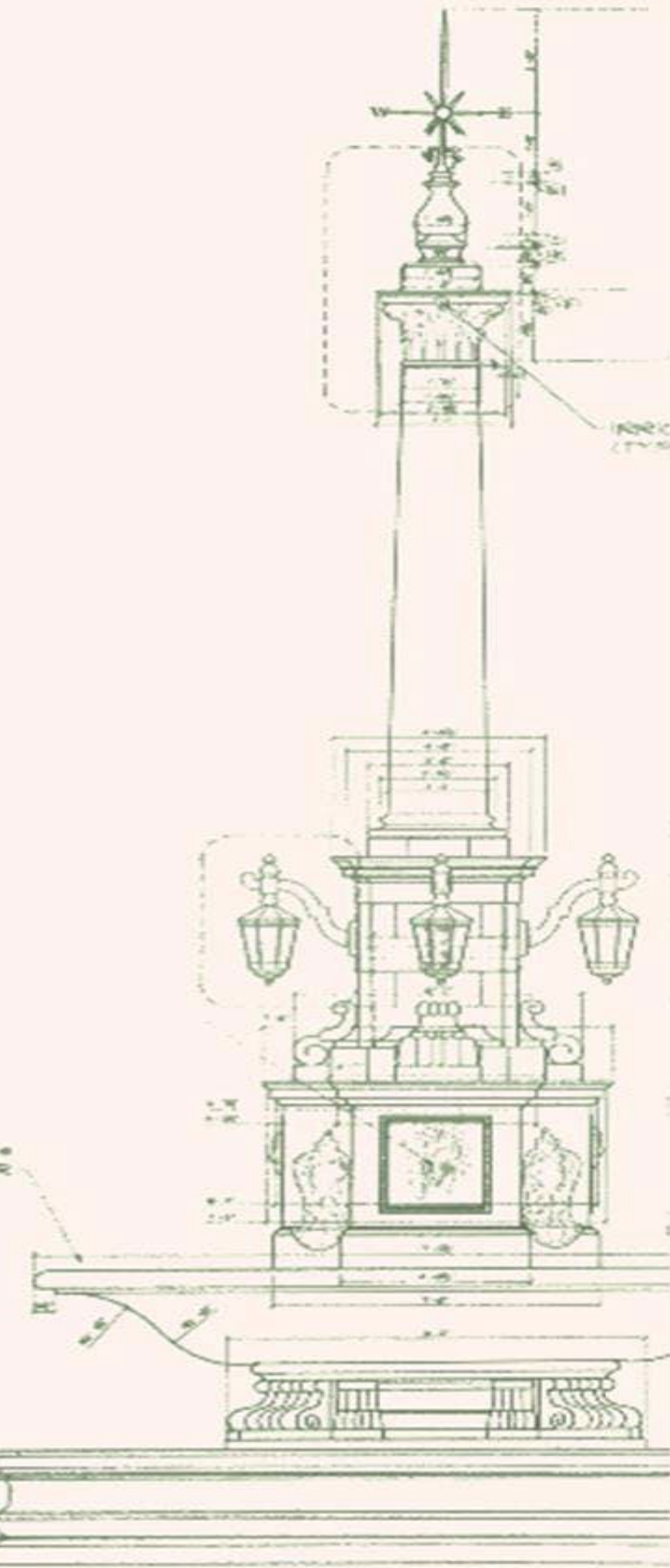
Mission:
To honor our history by providing exceptional services that enhance the quality of life for our community.

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

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

- 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



Στρατηγική – η αποστολή, οι αξίες, οι προτεραιότητες και η εστίαση
 Εξαιρετική υπηρεσία – η απόδοση, η αξιοπιστία, η συνέπεια, η καινοτομία, η ακεραιότητα, η διαφάνεια
 Γεωγραφία – η ιστορία, η κουλτούρα, η οικονομία, η κοινωνία, η αειμωσία, η βιωσιμότητα, η ποιότητα ζωής, η αειμωσία


15 Minute

Break

CORAL
GABLES
THE CITY BEAUTIFUL

*Positive Leadership
Workshop*

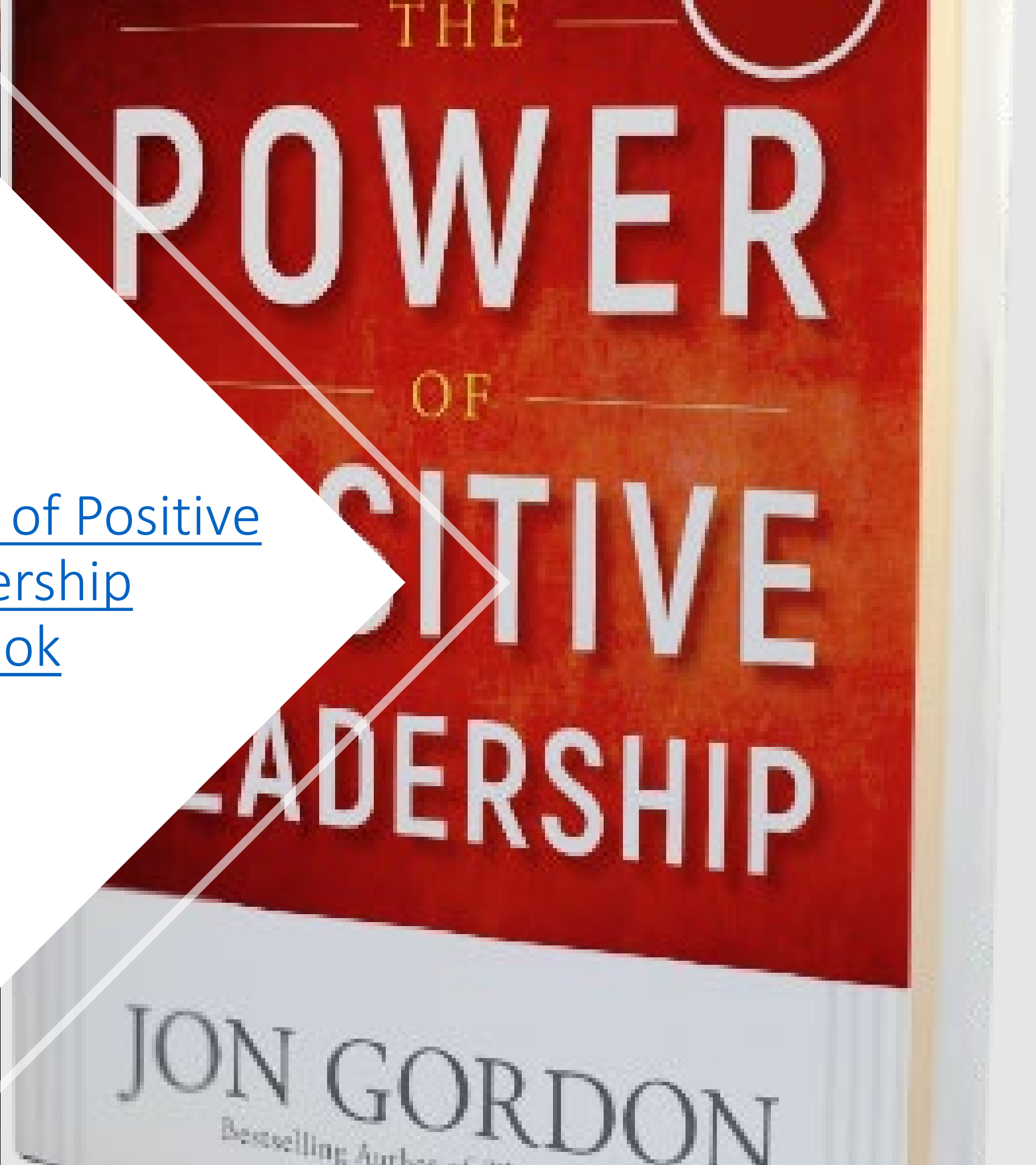




Who are our
Leaders?


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

your respective
facility or division.



[The Power of Positive
Leadership
Book](#)

JON GORDON
Bestselling Author of



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

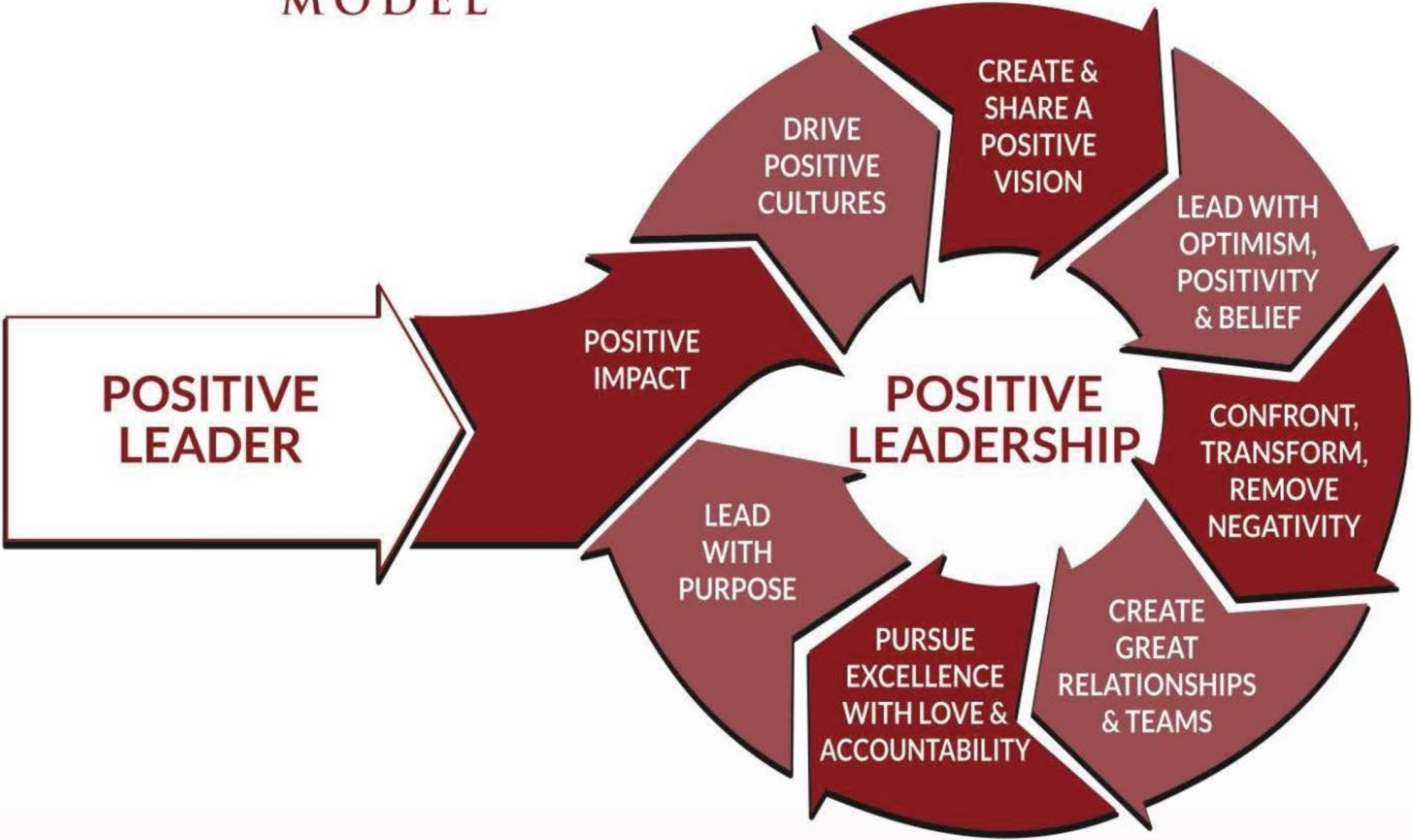
Visit:

<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

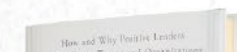
Positive Leaders Create United
and Connected Teams

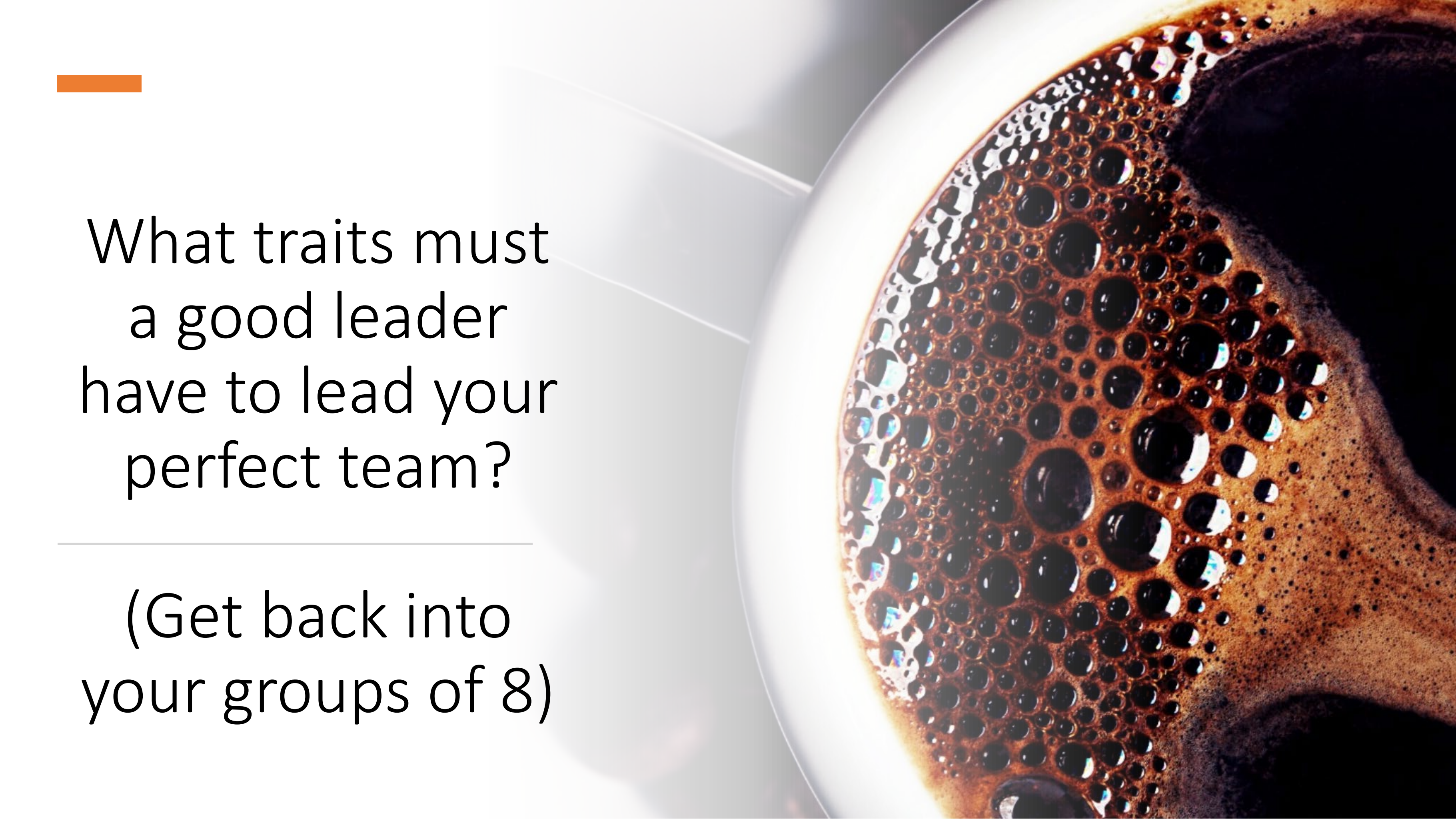
Positive Leaders Build Great
Relationships and Teams

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

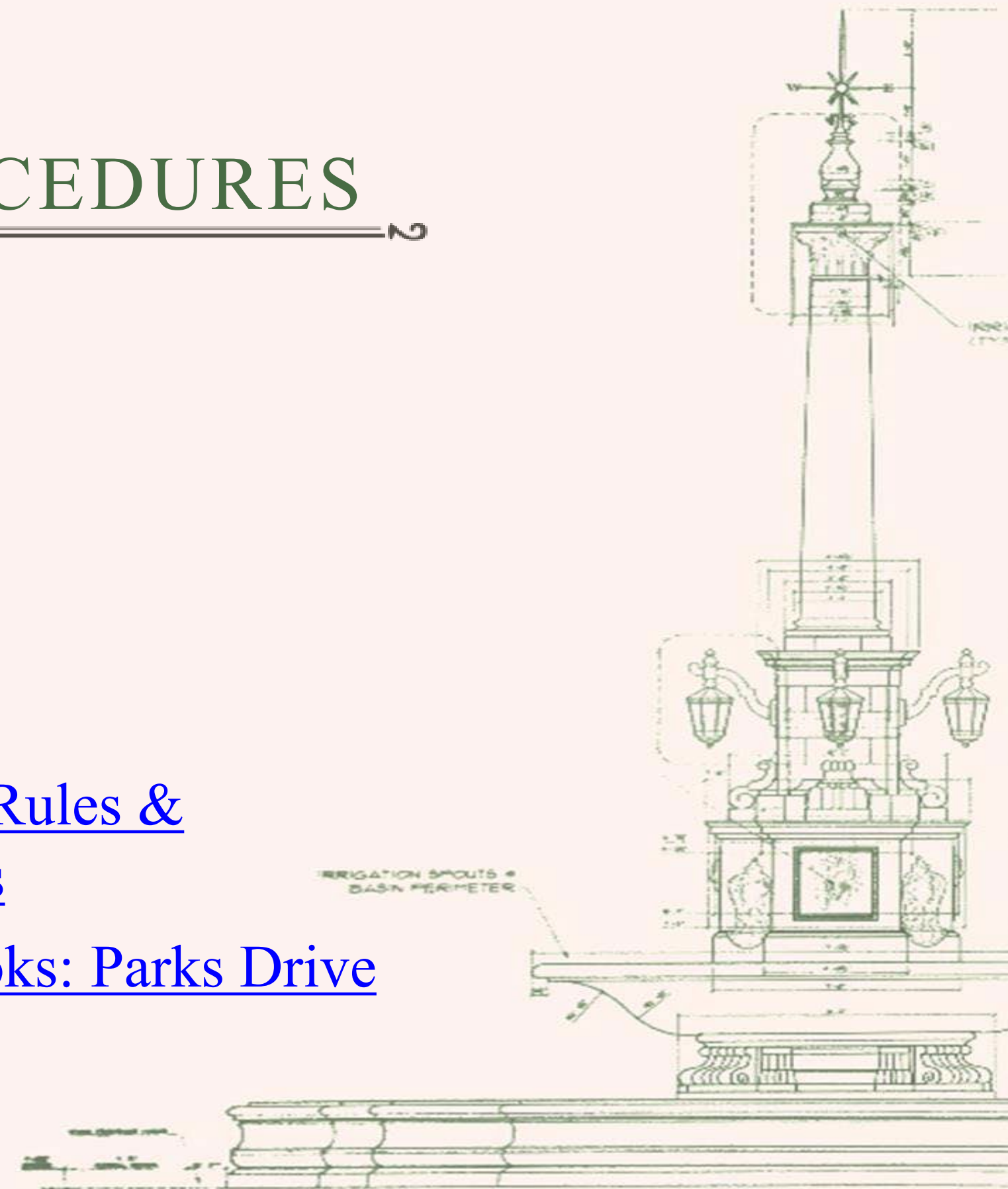
- Spend time in the field assessing and evaluating the services and facilities provided by the Department; what is the goal and what is the gap?
- Stay hungry to learn and grow; pursue opportunities to visit other agencies and learn from your peers.
- Make it a priority to formulate your own opinions,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

Policies & Procedures



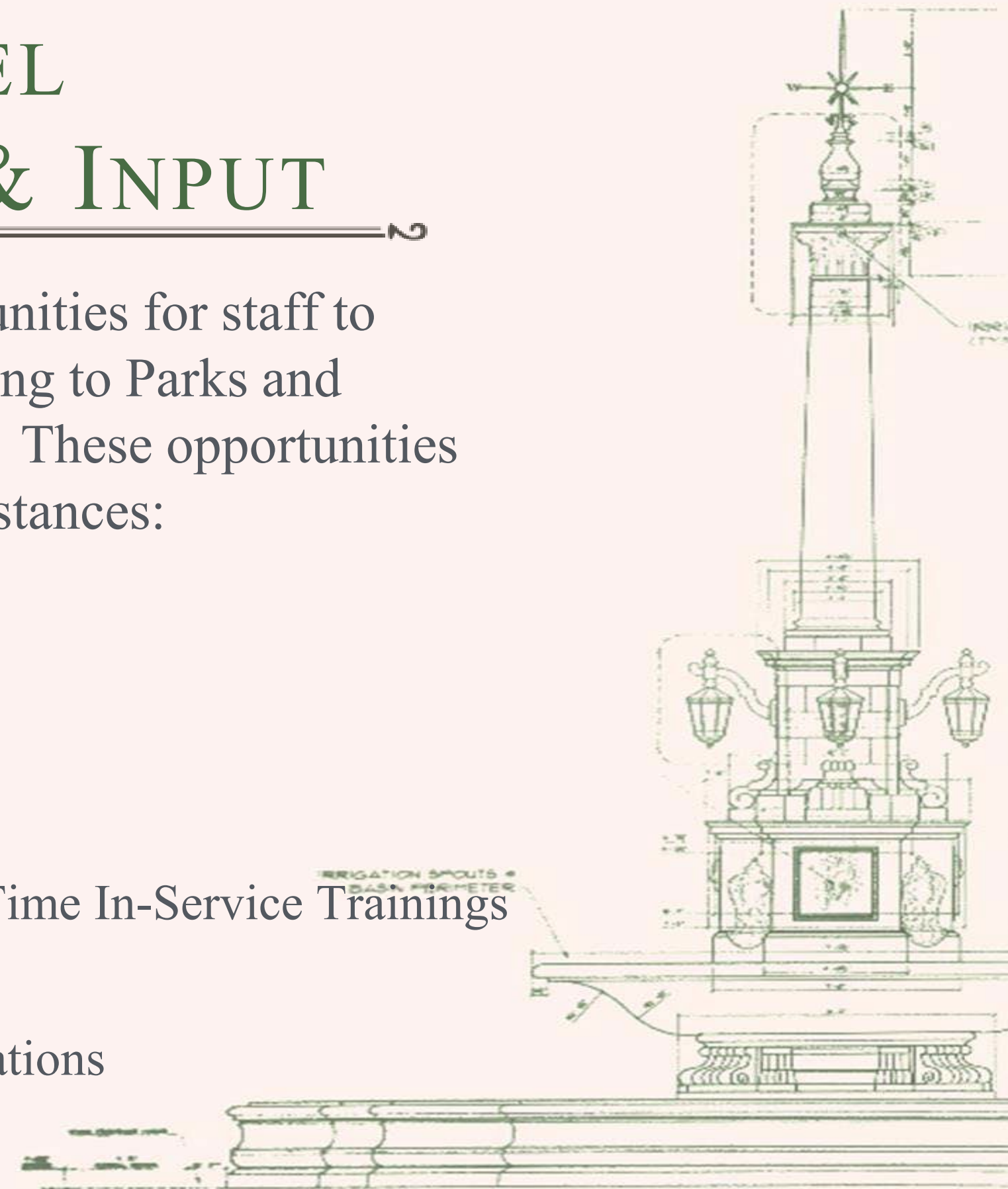
POLICIES & PROCEDURES

- 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](#)



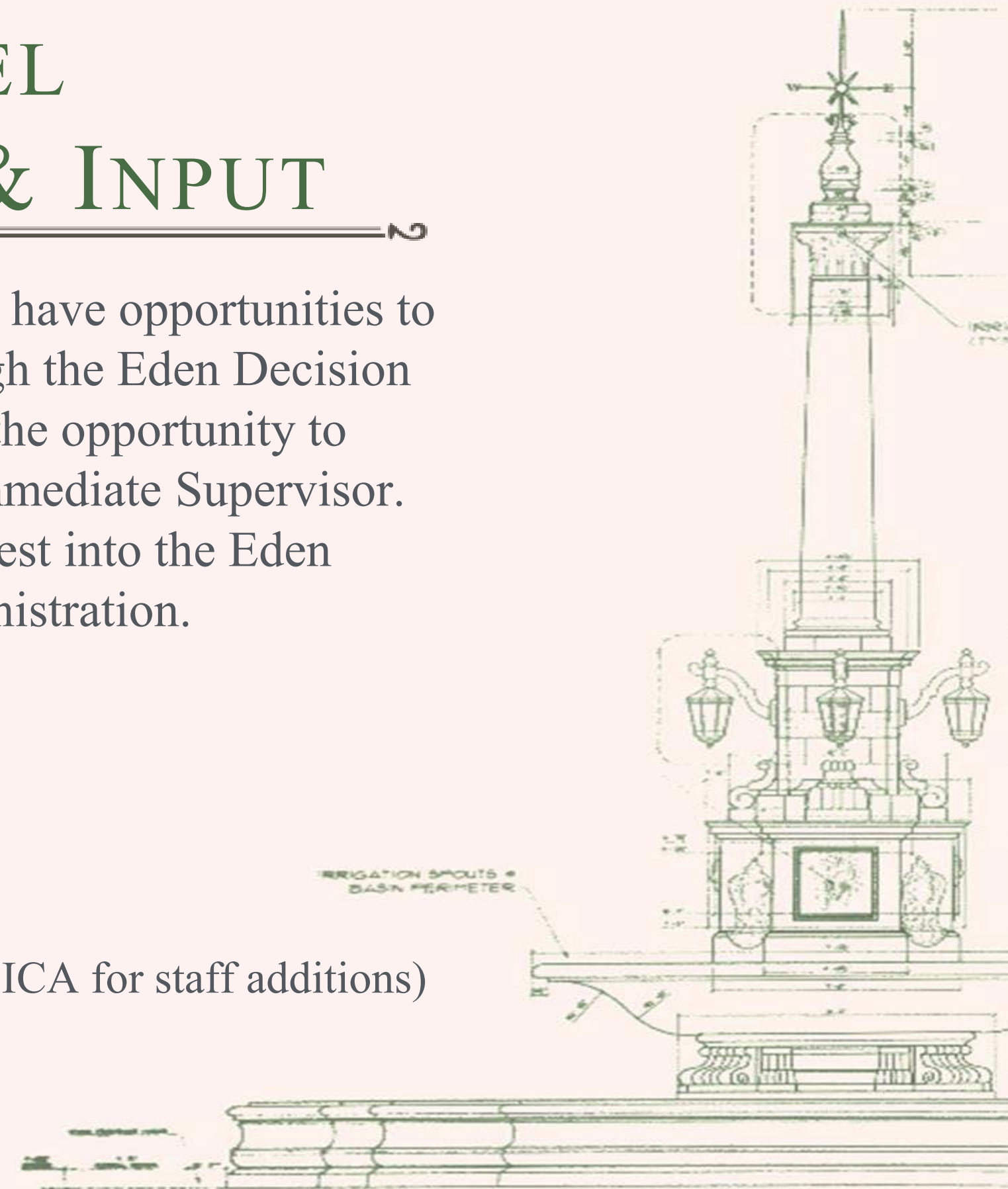
PERSONNEL INVOLVEMENT & INPUT

- 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

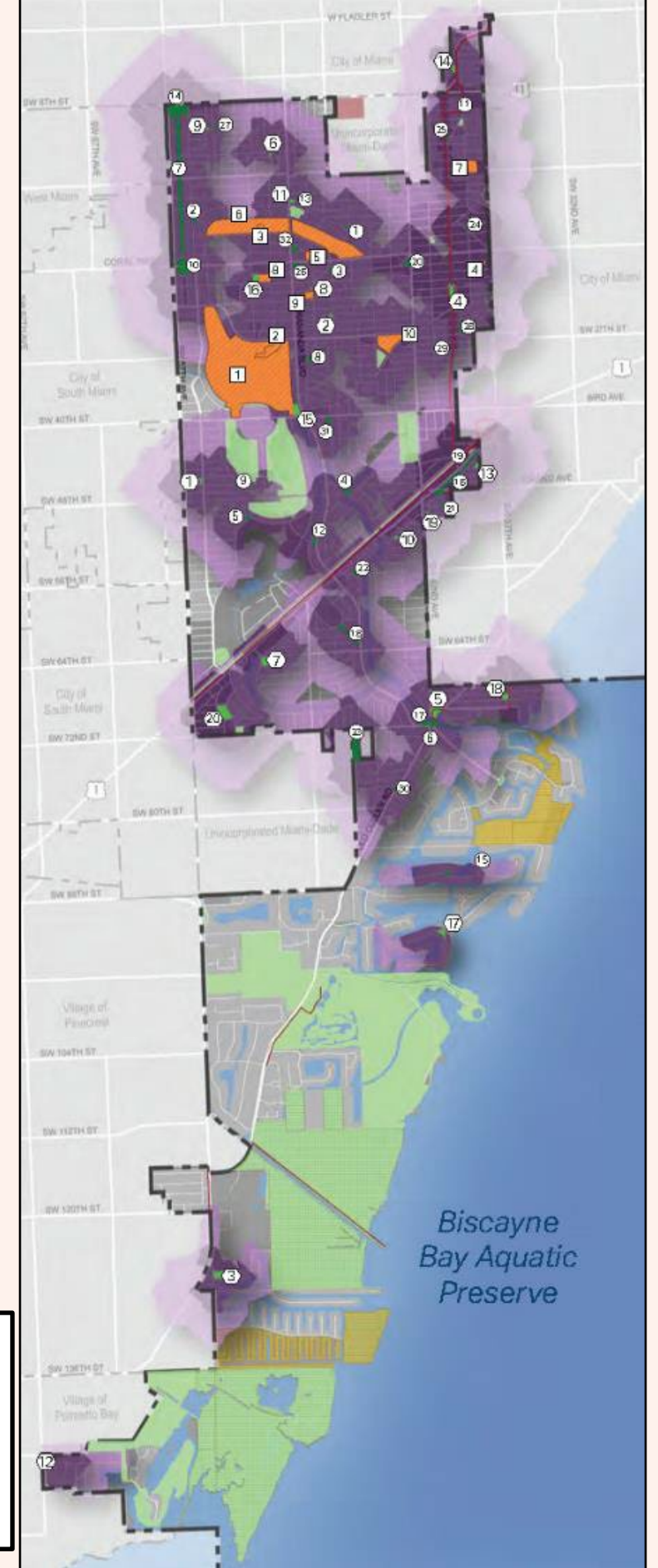
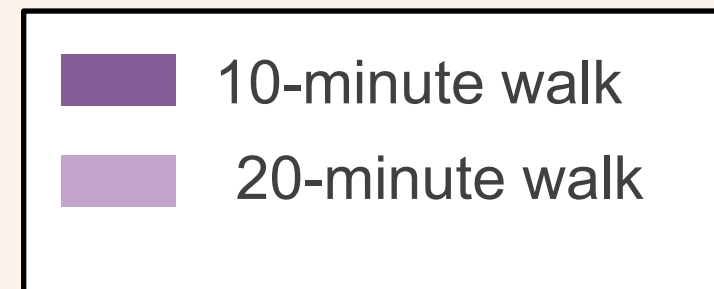
- The Community Recreation Master Plan and the War Memorial Youth Center Master Plan were adopted by the City Commission on September 28, 2021.
[coralgables.com/communityrecreationmasterplan](https://www.coralgables.com/communityrecreationmasterplan)
- The purpose of the plan is to provide staff with 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



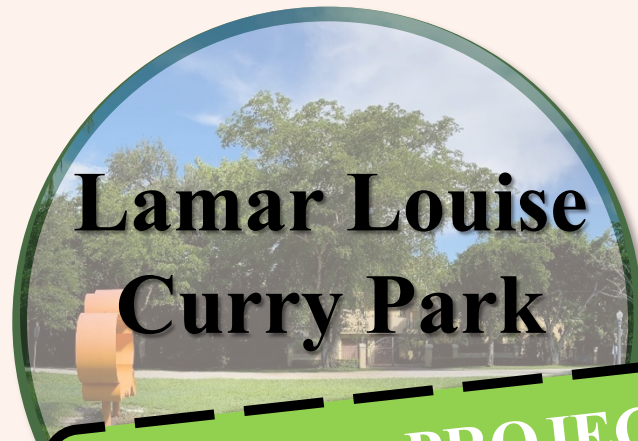
**Salvadore
Park**

**FUNDED - PROJECT
COMPLETED**



**Maggiore
Park**

**FUNDED - PROJECT
COMPLETED**



**Lamar Louise
Curry Park**

**FUNDED - PROJECT
COMPLETED**



**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



*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

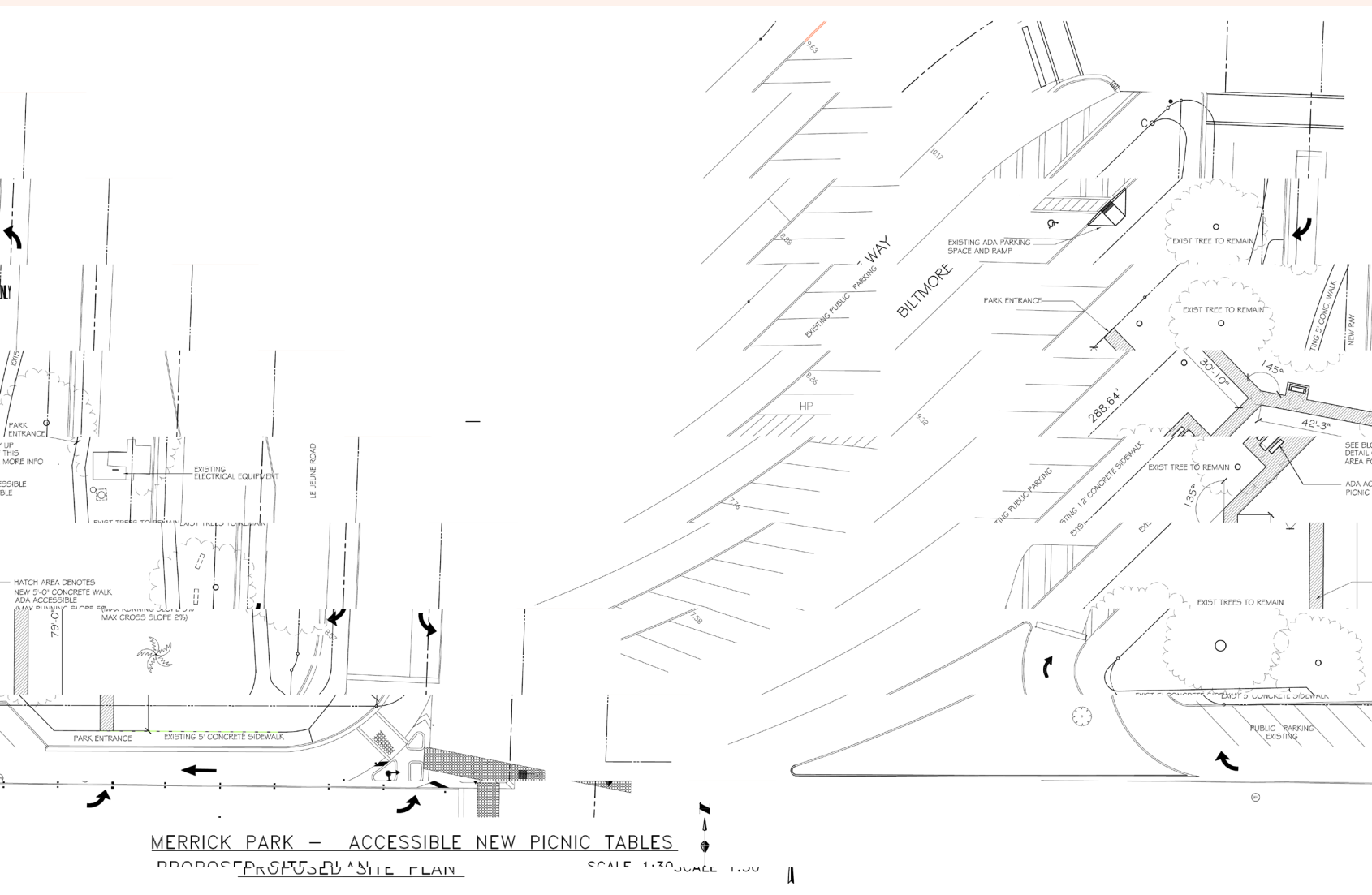
UPDATE AND SUPPLEMENT

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: _____

DISASTER / EVENT: _____

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

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: _____ EMPLOYEE SIGNATURE: _____ DATE: _____

SUPERVISOR NAME: _____ 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

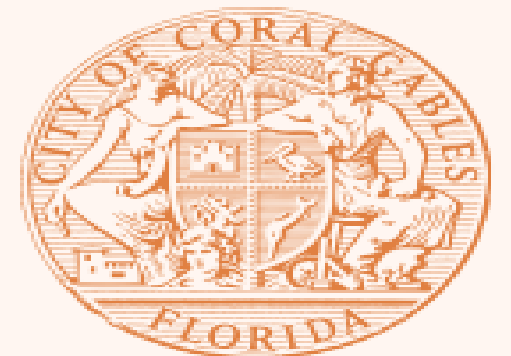


Trivia

Question #5



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

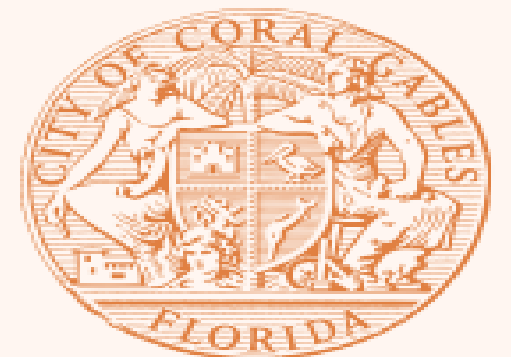




Correct Answer to Question #5



*THE GREAT DEPRESSION &
THE HURRICANE OF 1935*



A photograph of a stone archway in a park-like setting. The archway is made of rough-hewn stone and has a green door at its base. A lamp post with a white globe is mounted on the stone wall to the right of the arch. The scene is surrounded by lush green trees and bushes, with a paved area in the foreground.

*RecTrac
Registration
Software*

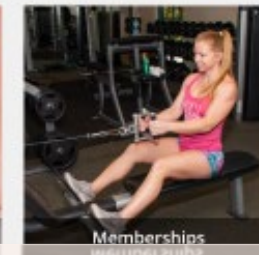
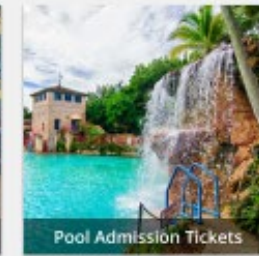
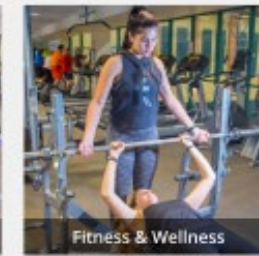
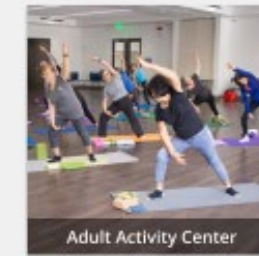
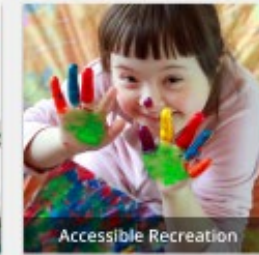
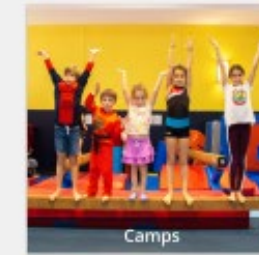
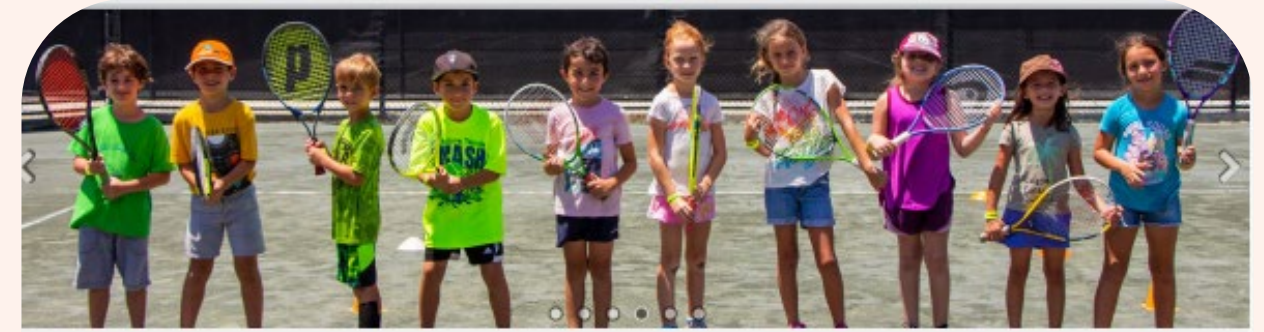
RECTRAC SOFTWARE

- PlayGables WebTrac splash page [login](#)

www.playgables.com

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

www.clubgables.com

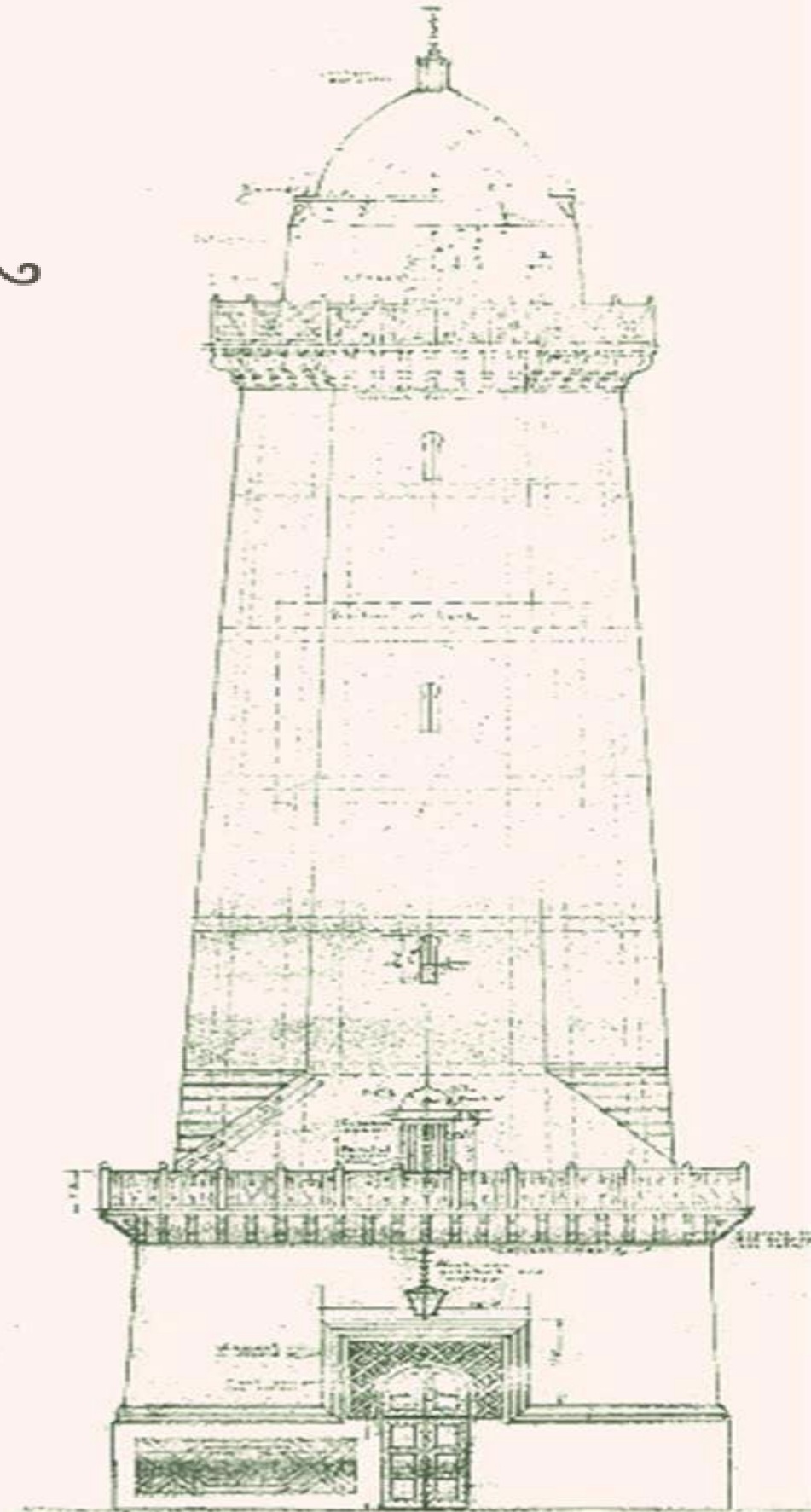


In-Service Training



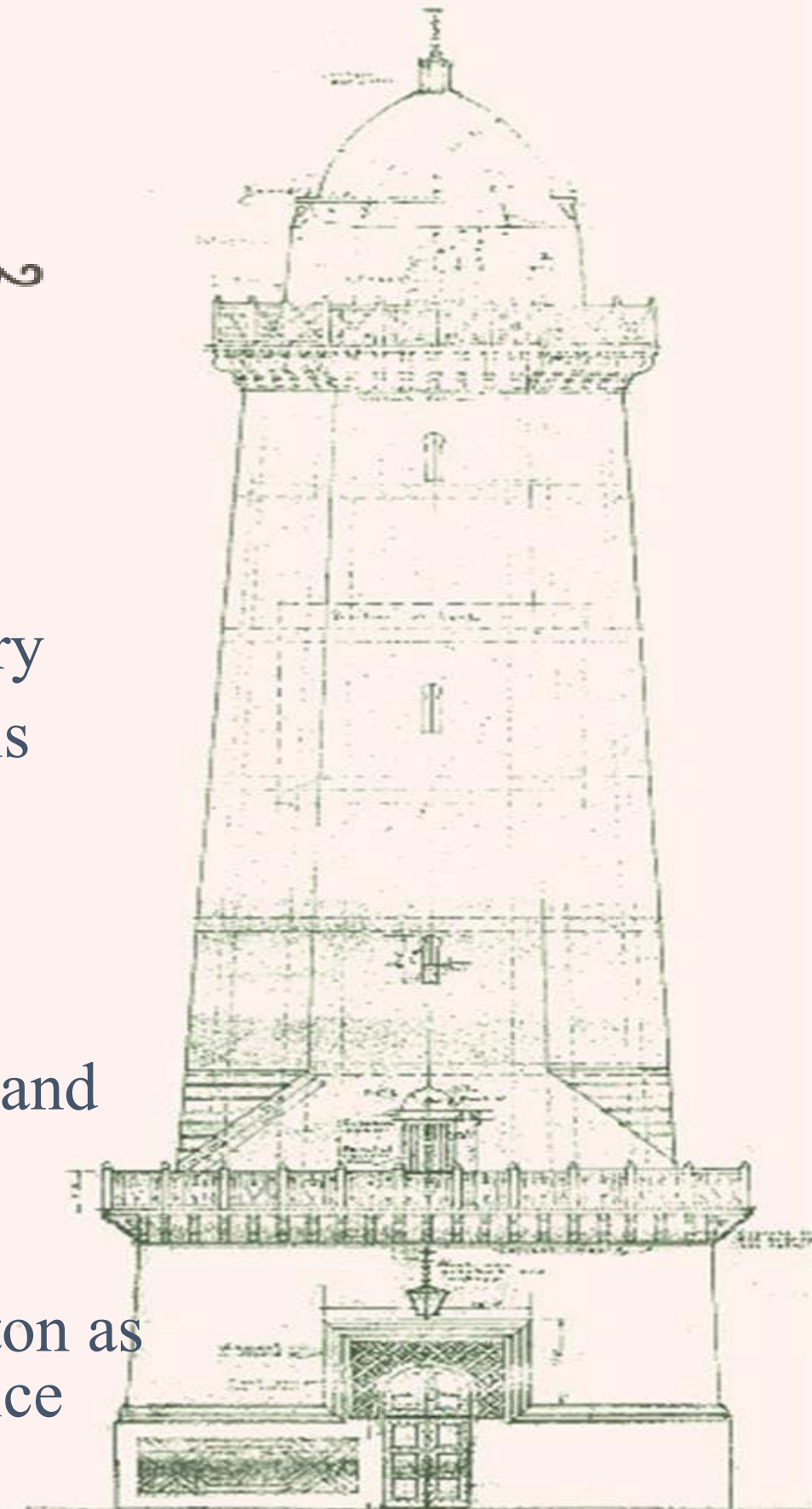
ANNUAL IN-SERVICE TRAINING REVIEW

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



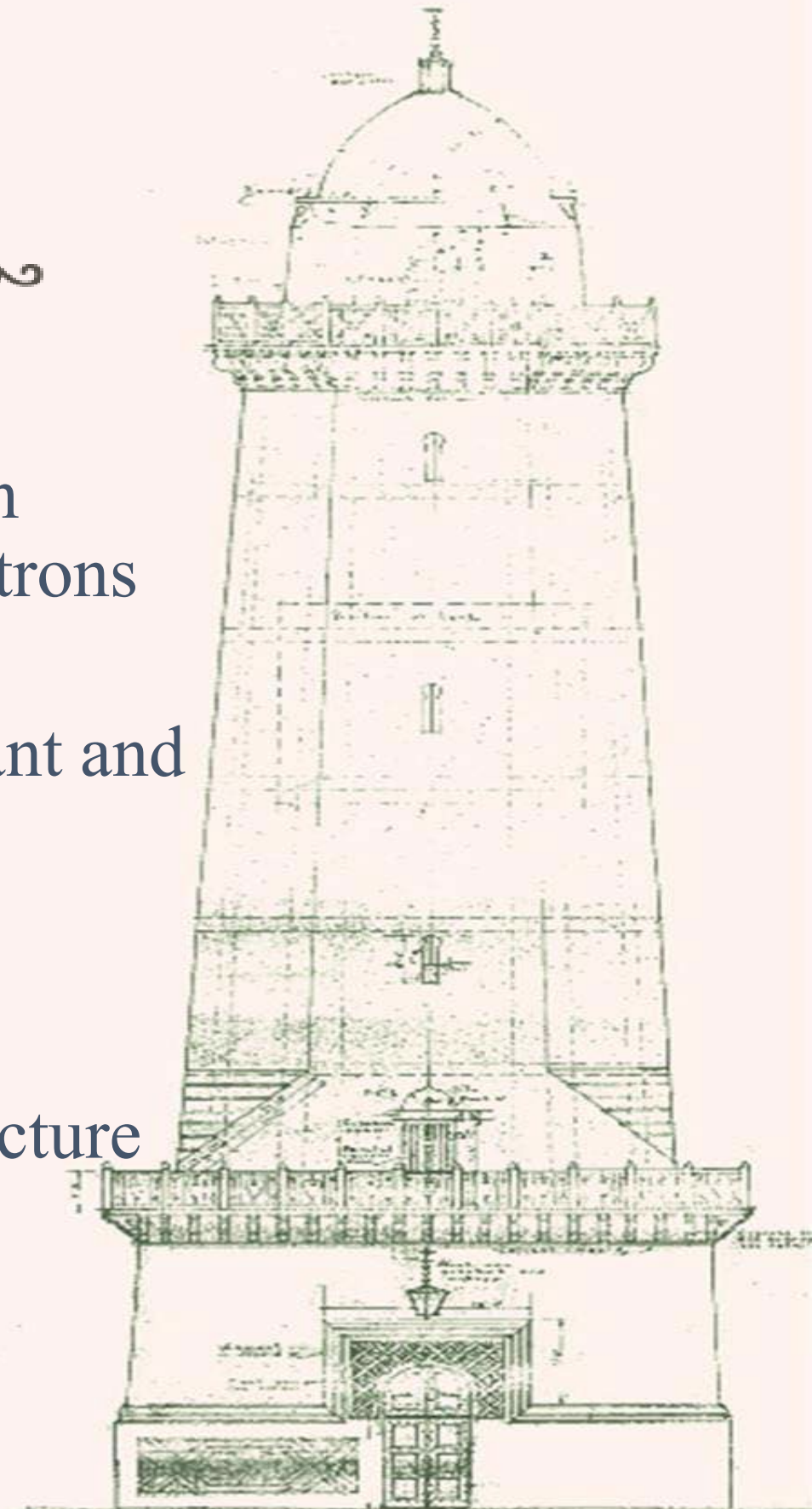
LAW ENFORCEMENT TRAINING

- 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.



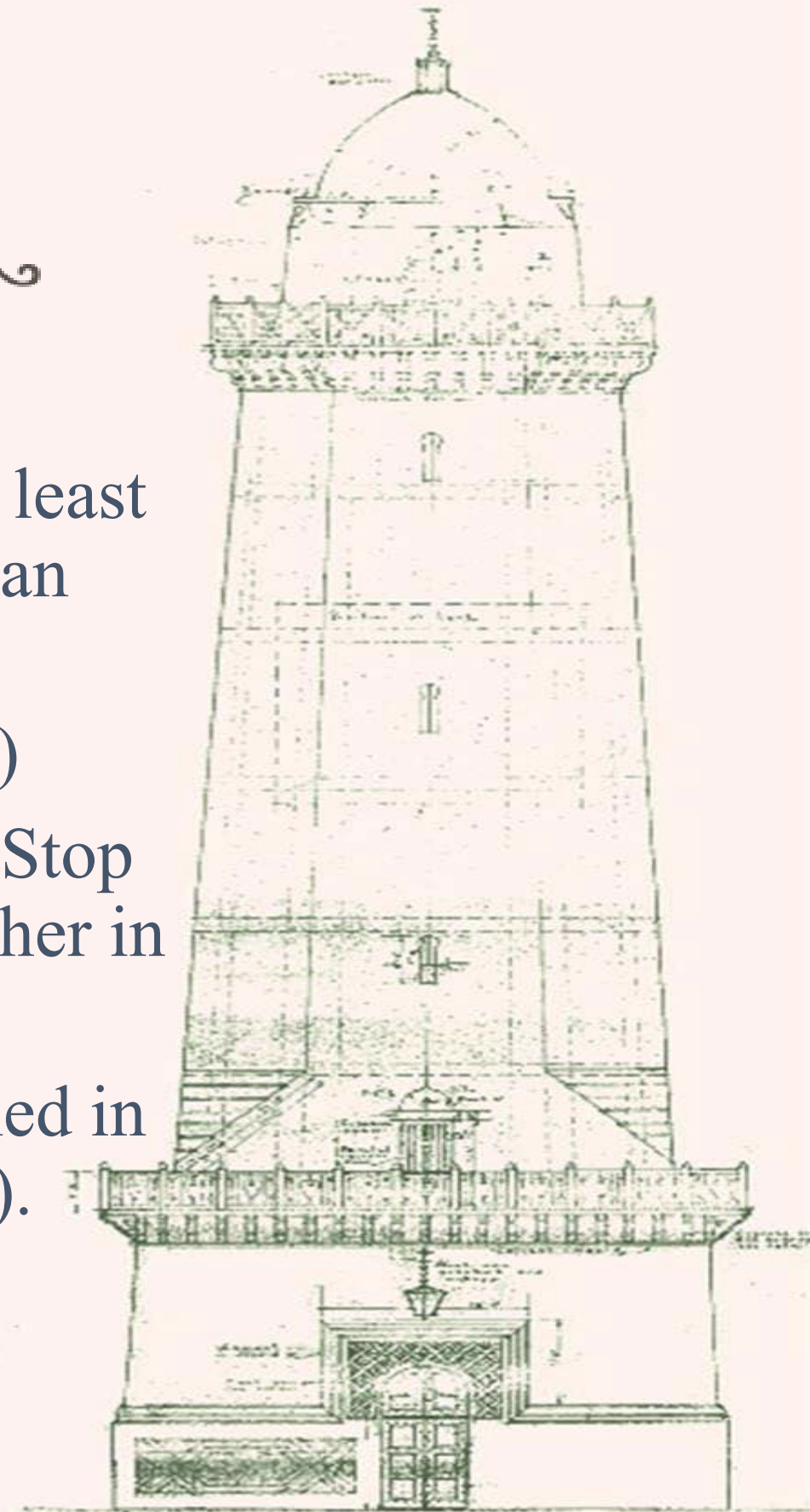
LAW ENFORCEMENT TRAINING

- 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.



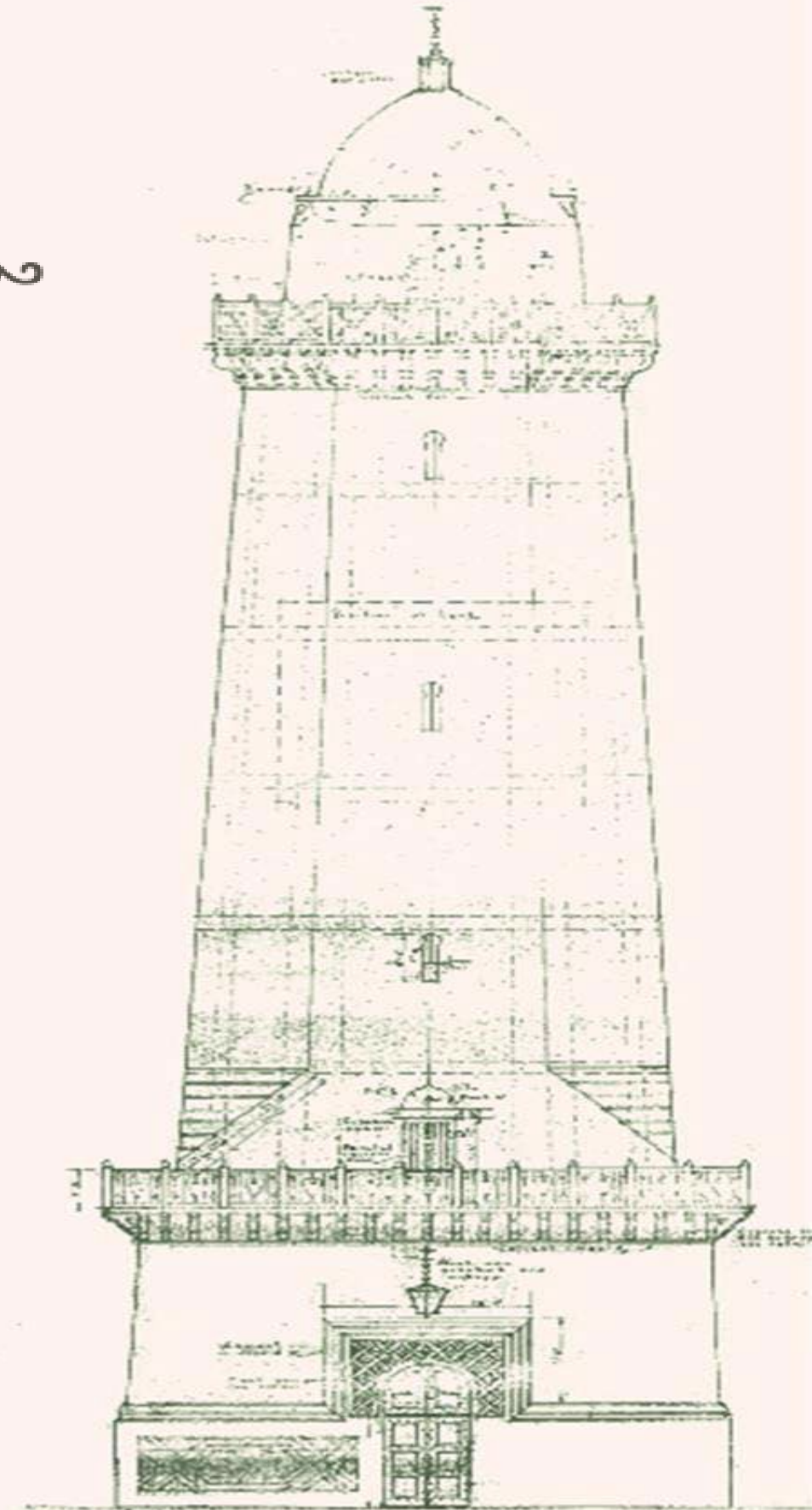
LAW ENFORCEMENT TRAINING

- 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).



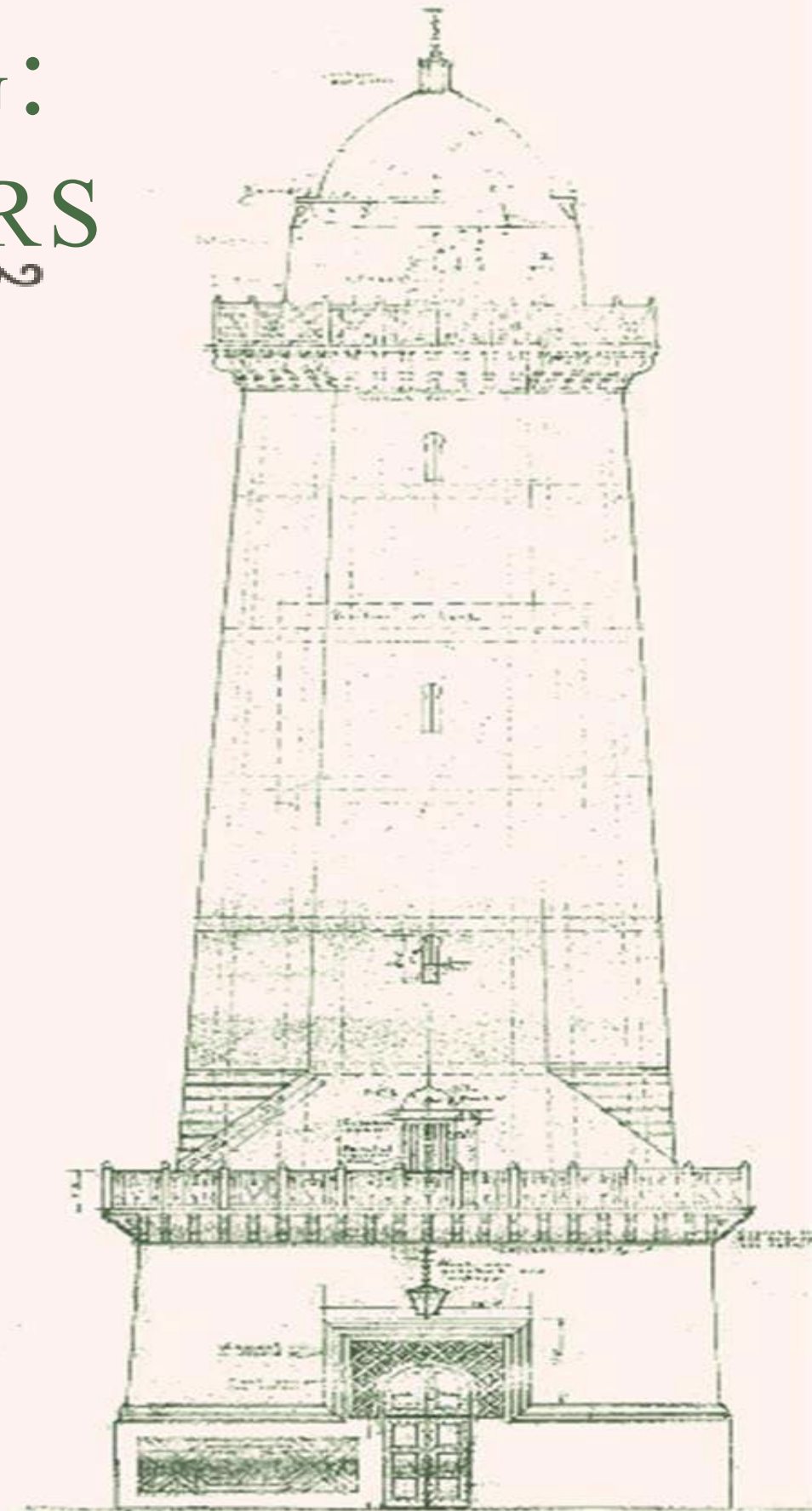
LAW ENFORCEMENT TRAINING

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



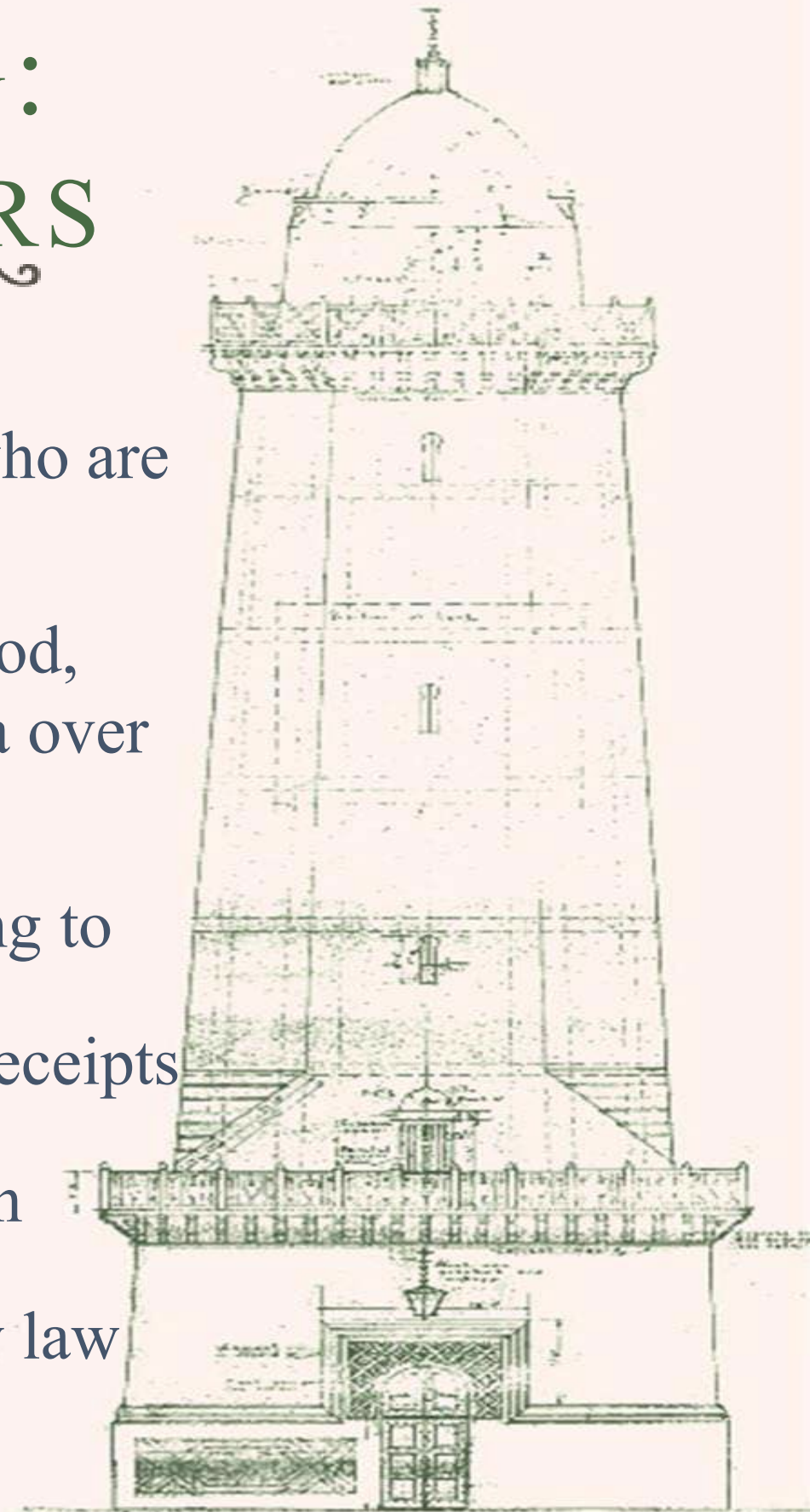
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- 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.



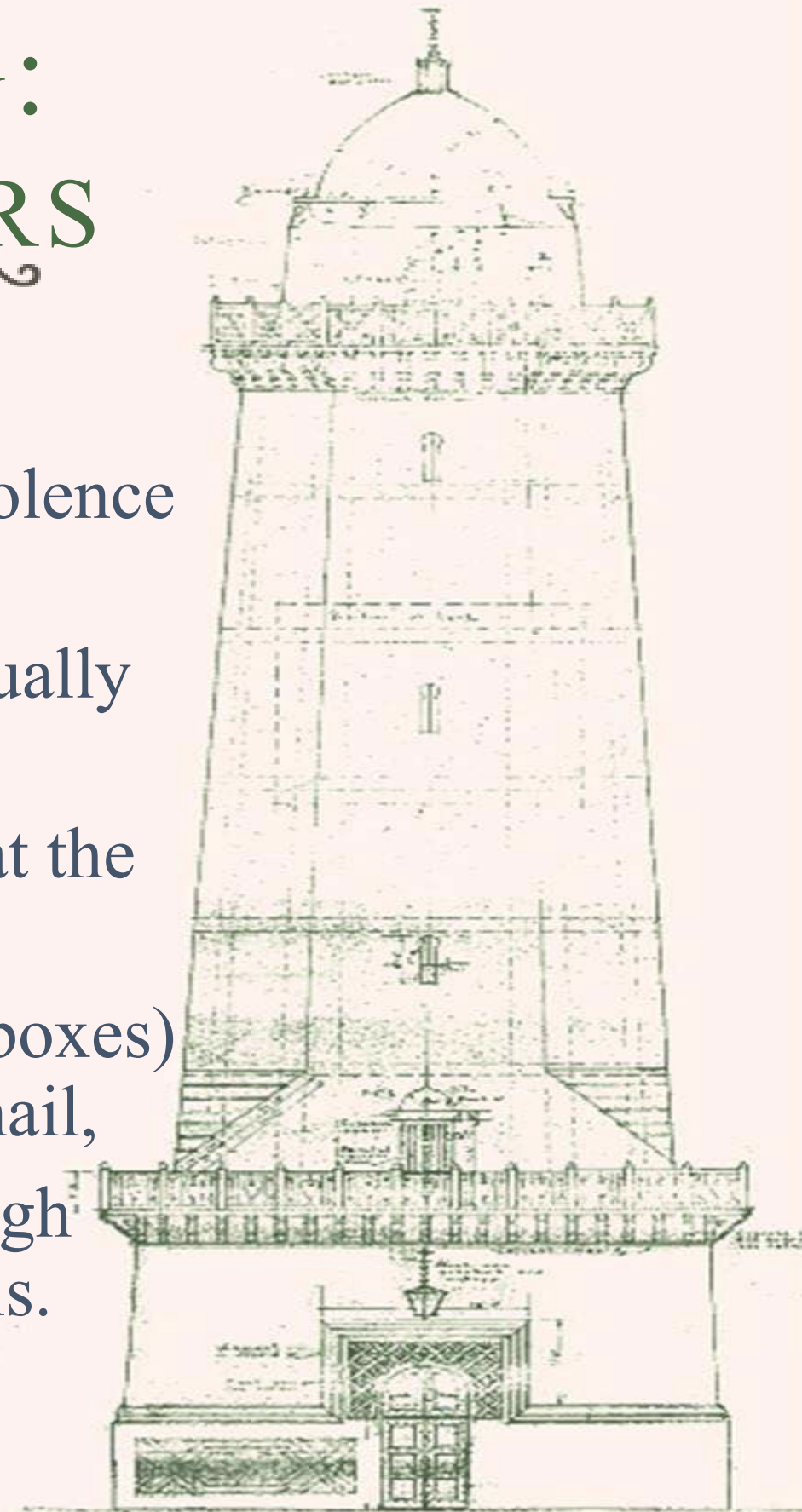
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- 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.



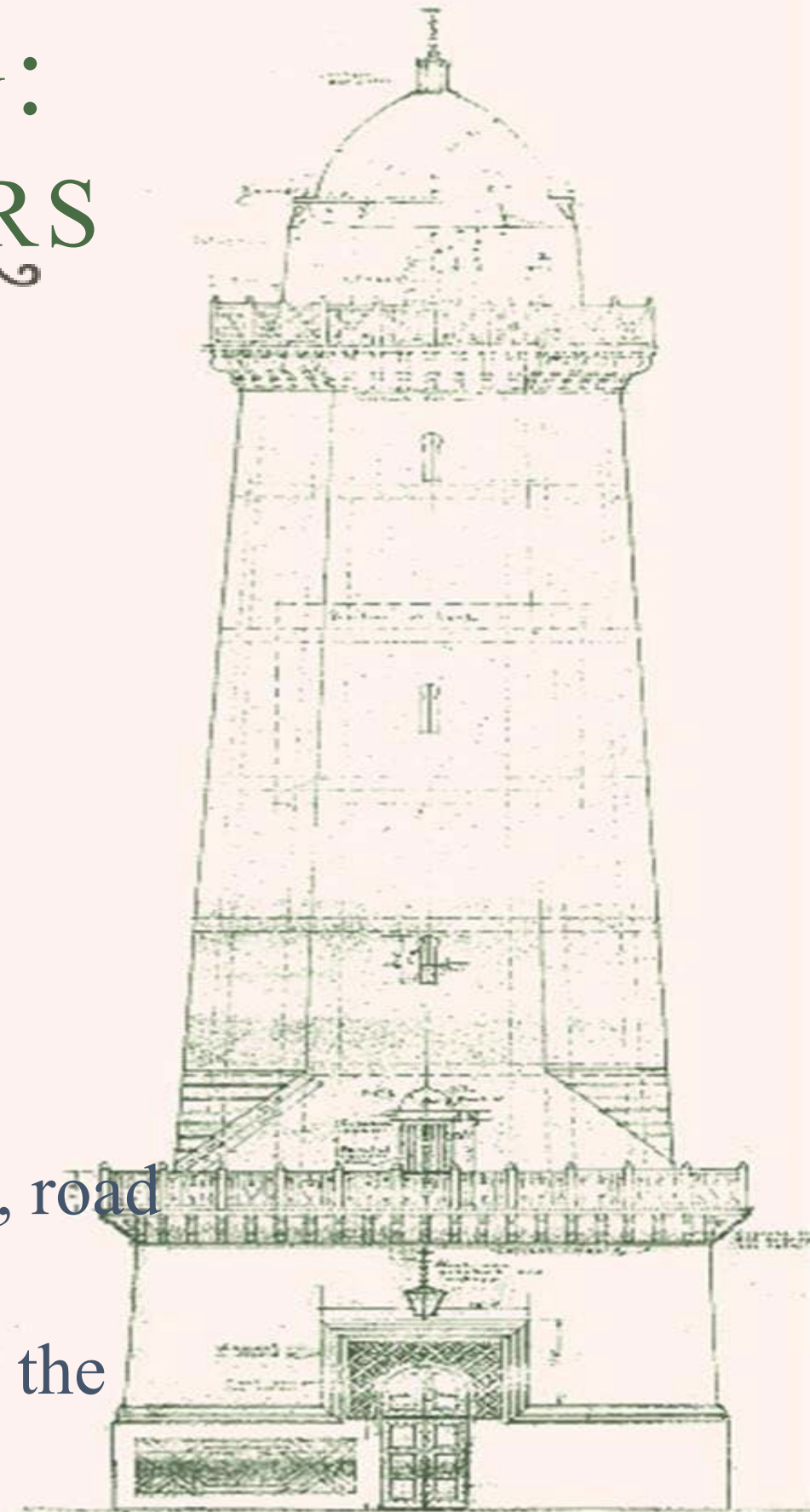
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- 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.



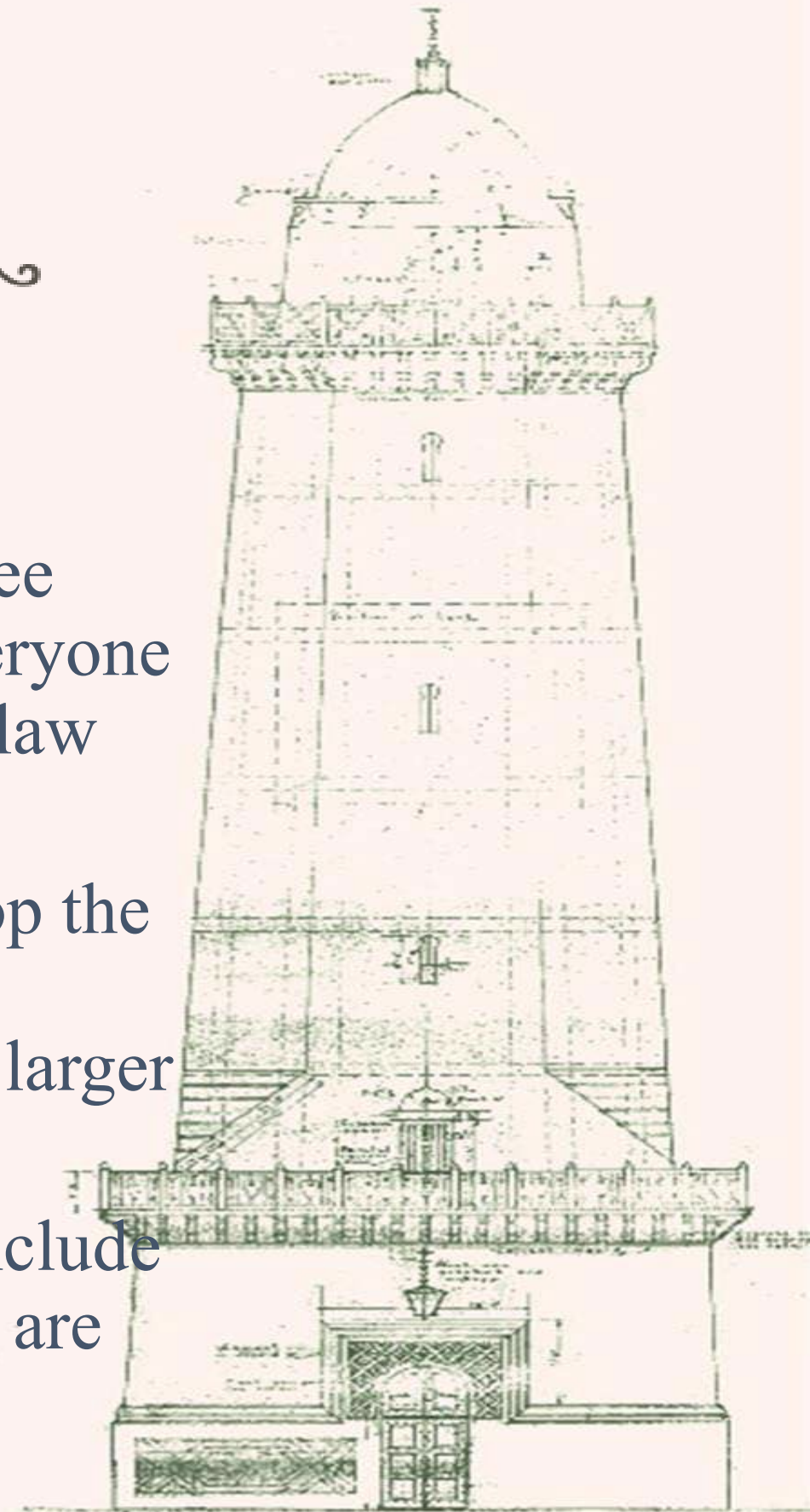
LAW ENFORCEMENT TRAINING: POTENTIAL ATTACK INDICATORS

- 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.



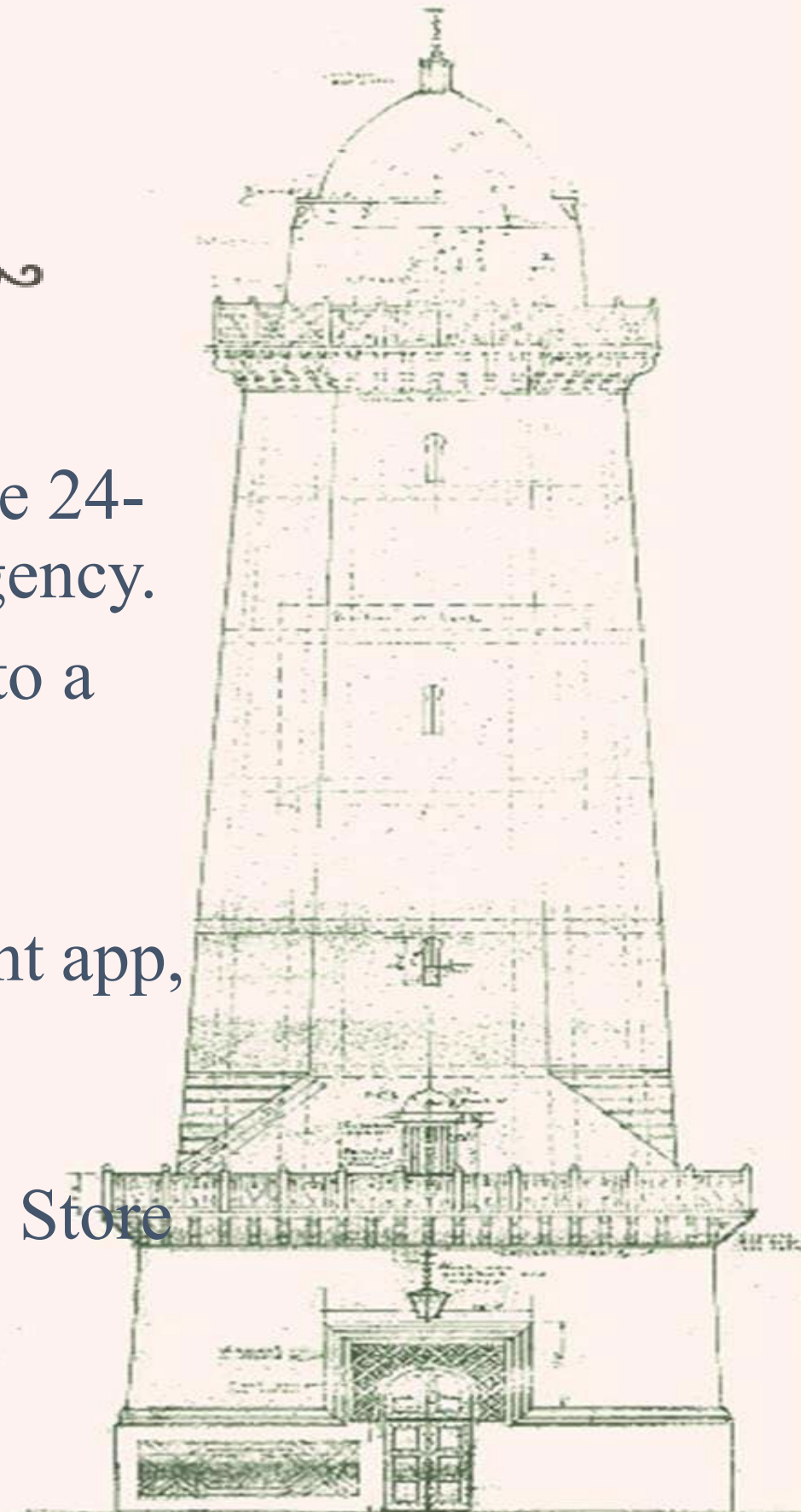
LAW ENFORCEMENT TRAINING

- “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.



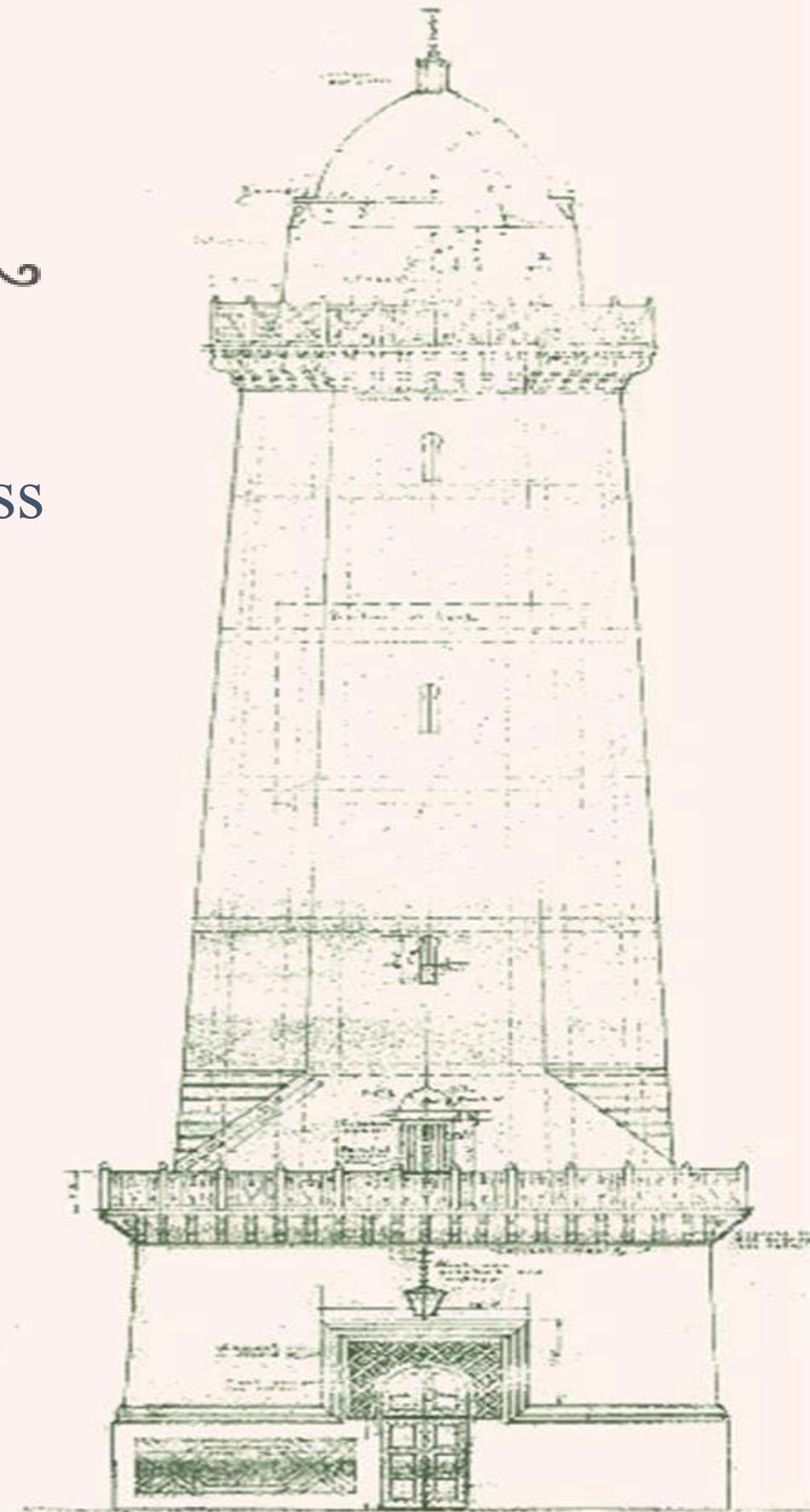
LAW ENFORCEMENT TRAINING

- 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

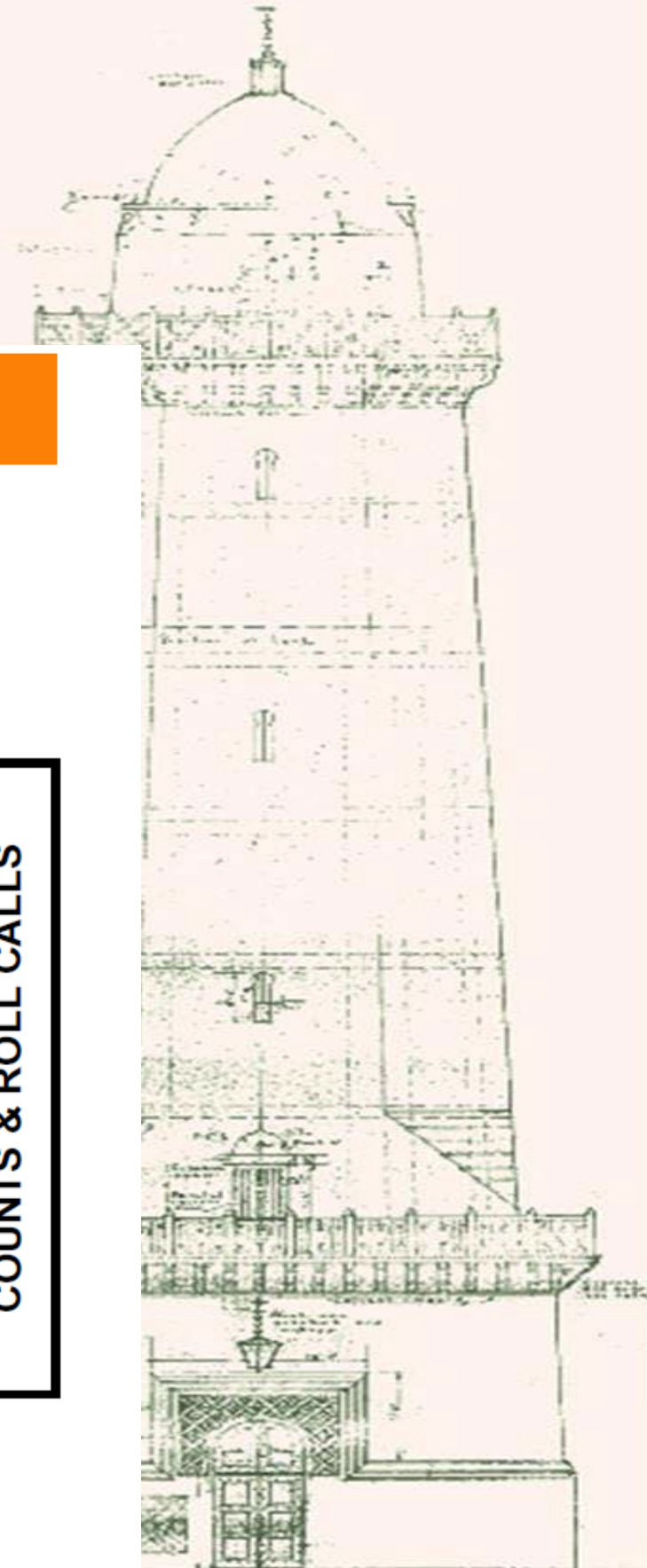
1	Activate Code Red in case of fire or smoke by pulling the nearest Fire pull station: <input type="checkbox"/>	60 sec.	COMPLETE FREQUENT HEAD COUNTS & ROLL CALLS
2	Once all Campers are secured for roll call commence evacuation: <input type="checkbox"/>	5 min.	
3	Exit building through nearest exit away 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

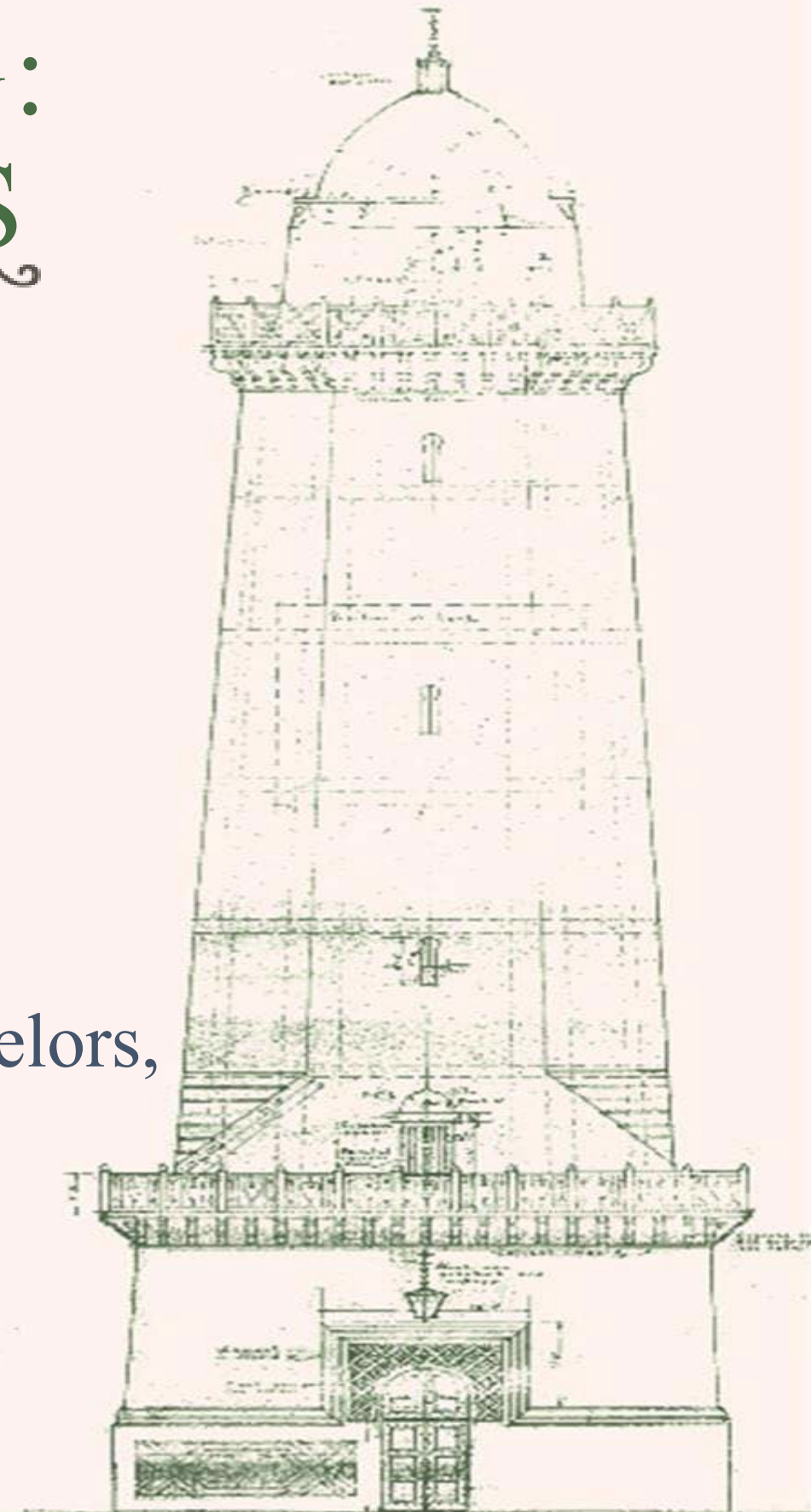
ALL STAFF MUST MAINTAIN A MINIMUM 1:10
COUNSELOR TO CAMPER RATIO AT ALL TIMES

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



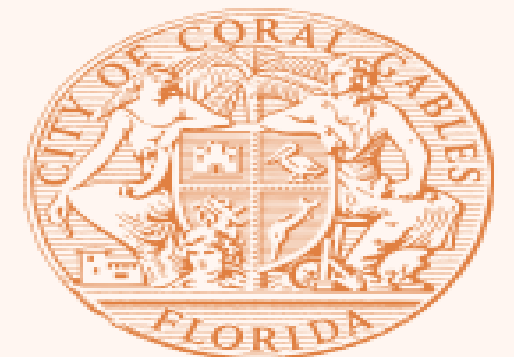


Trivia

Question #6



WHAT IS THE WEBSITE
ADDRESS FOR THE
COMMUNITY RECREATION
PAGE?

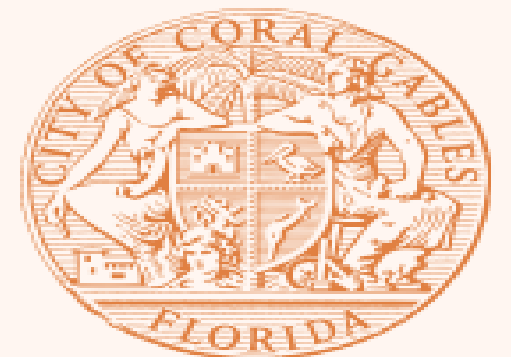




Correct Answer to Question #6



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

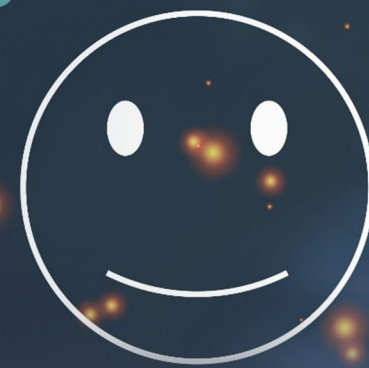
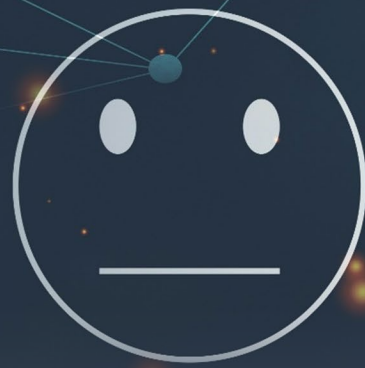
Flexible

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!

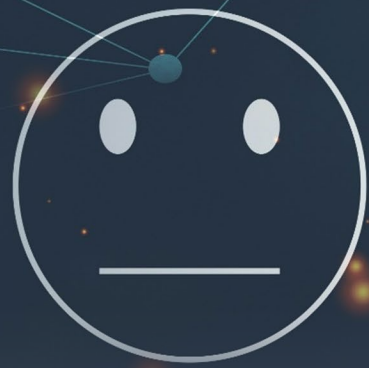
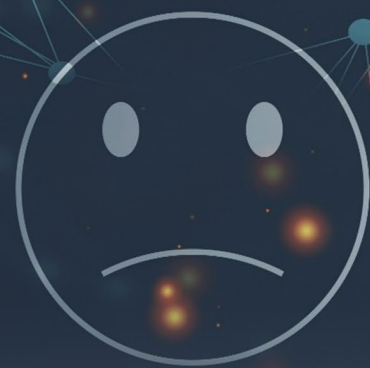


#1 Recruitment & Training

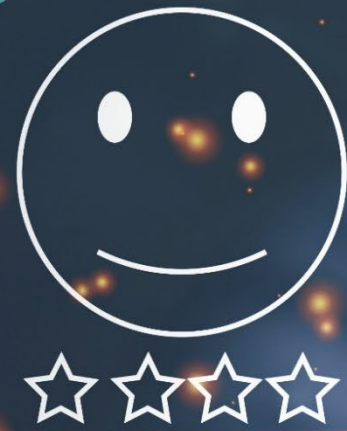
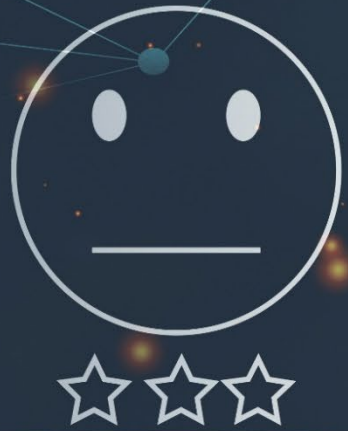
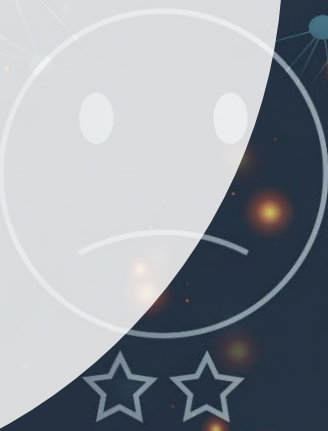


Train, Train & Train again!

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

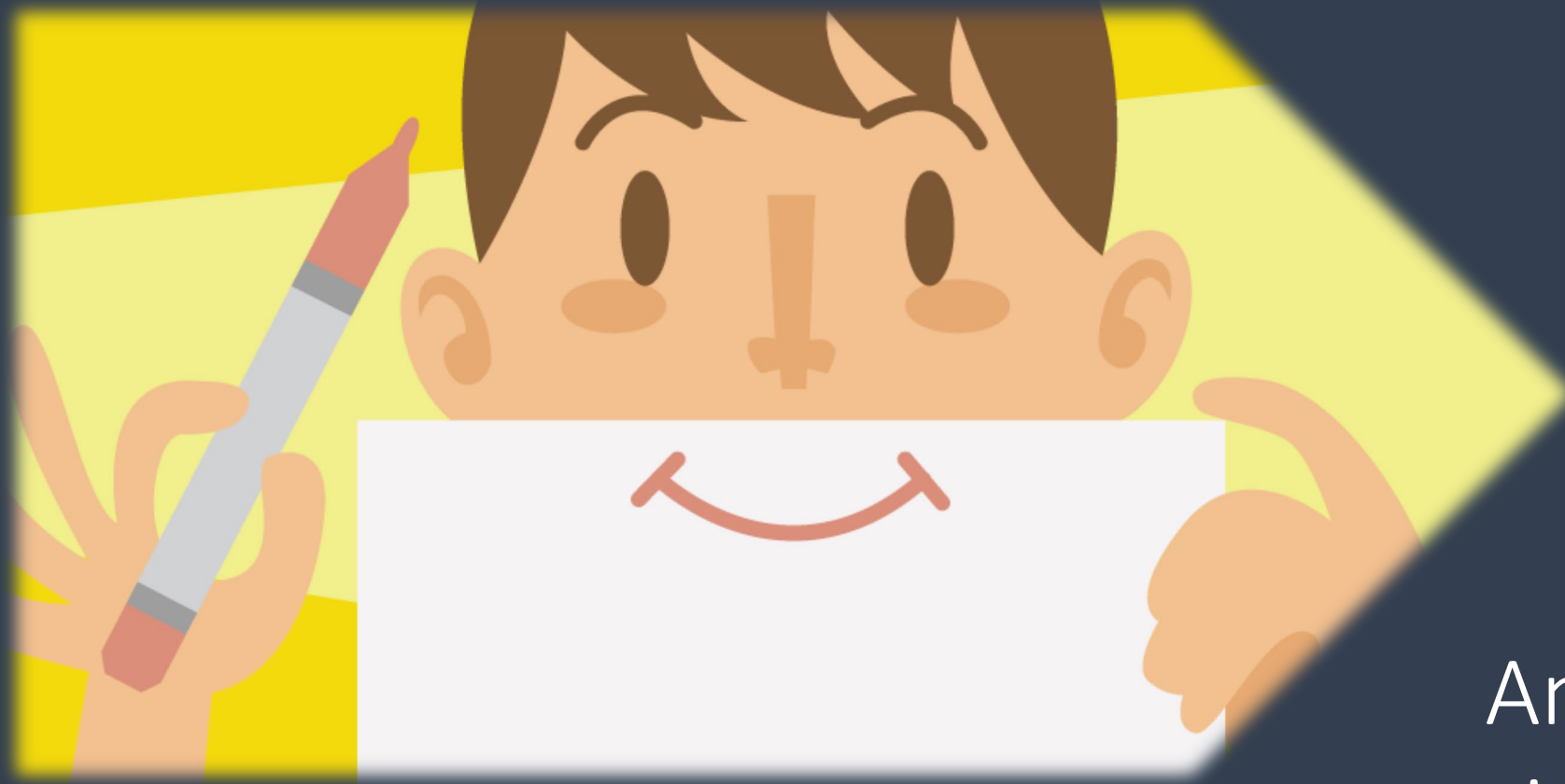


#1 Recruitment & Training



Breakout Assignment:

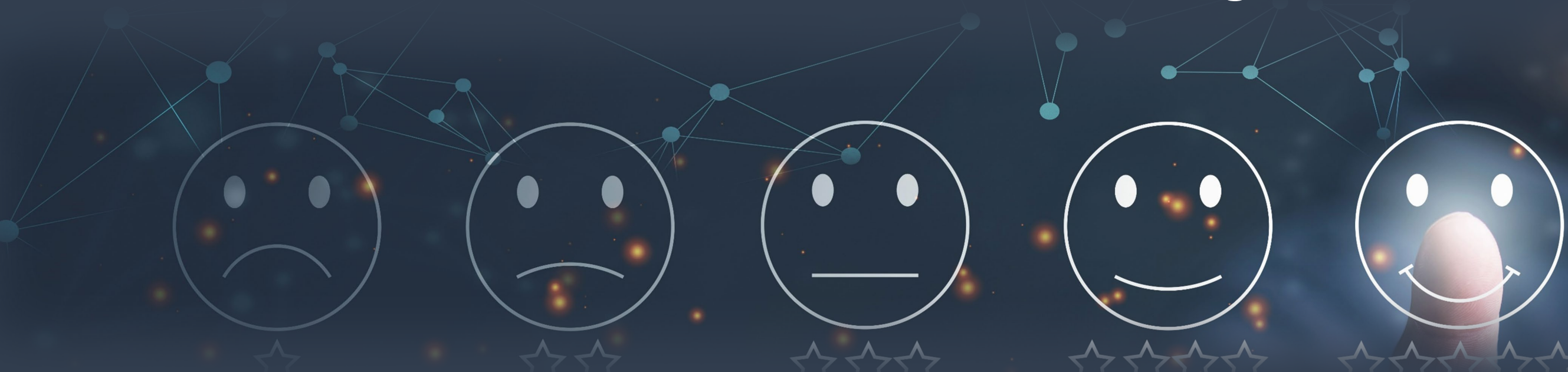
Discuss amongst your group what type of soft skills you look for during the recruitment process.

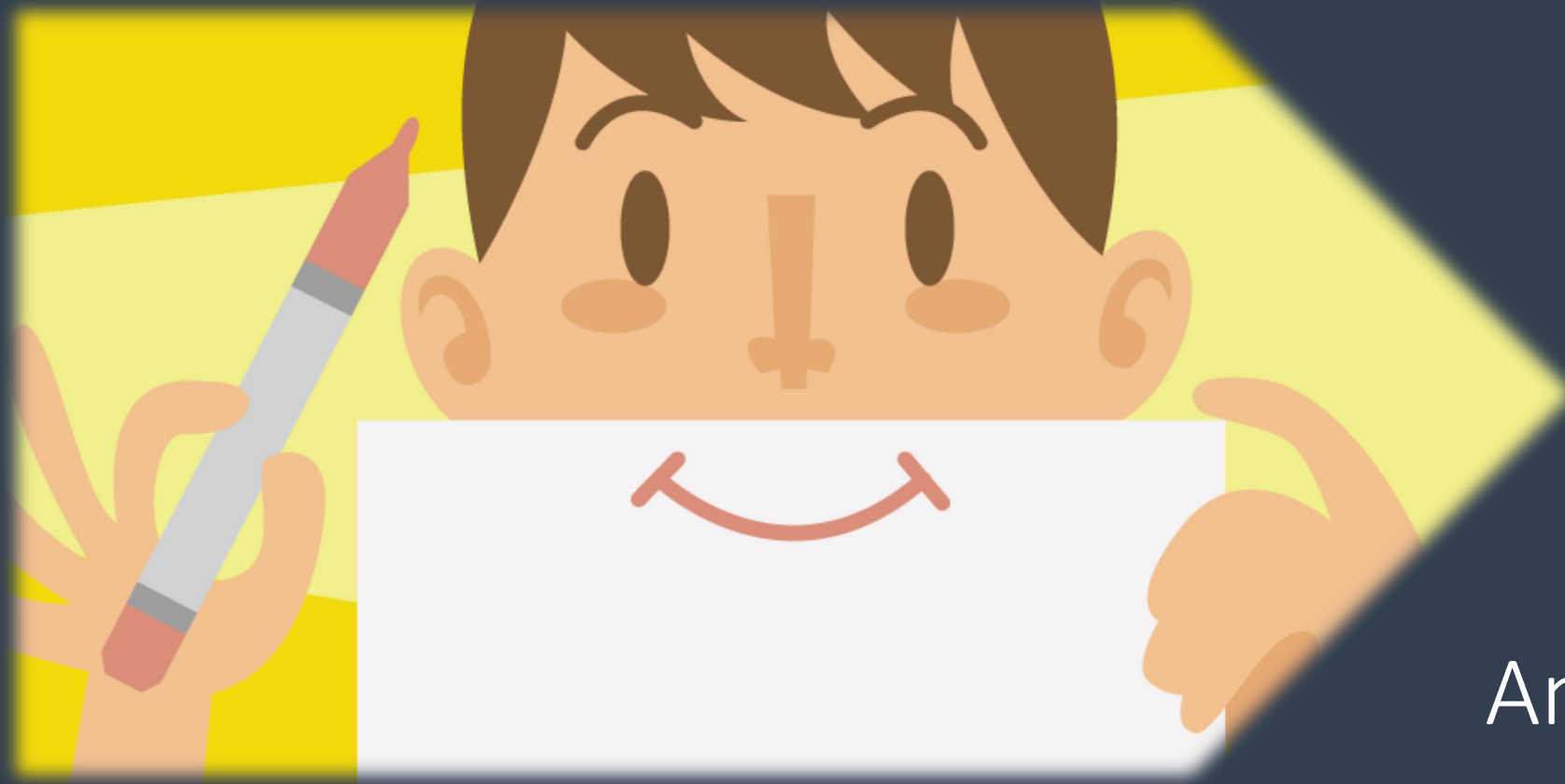


#2 Smile... Back to the Basics

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?

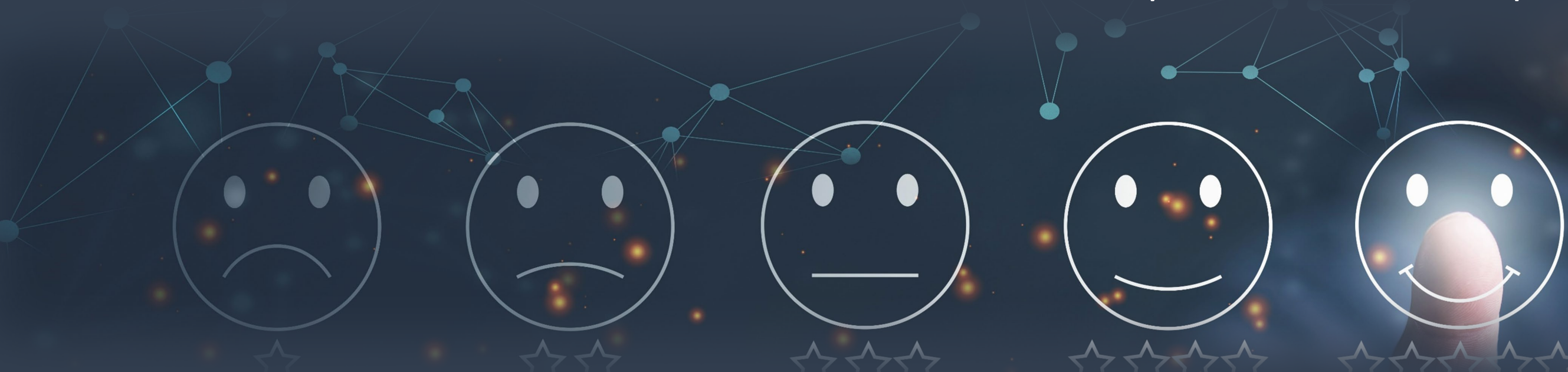


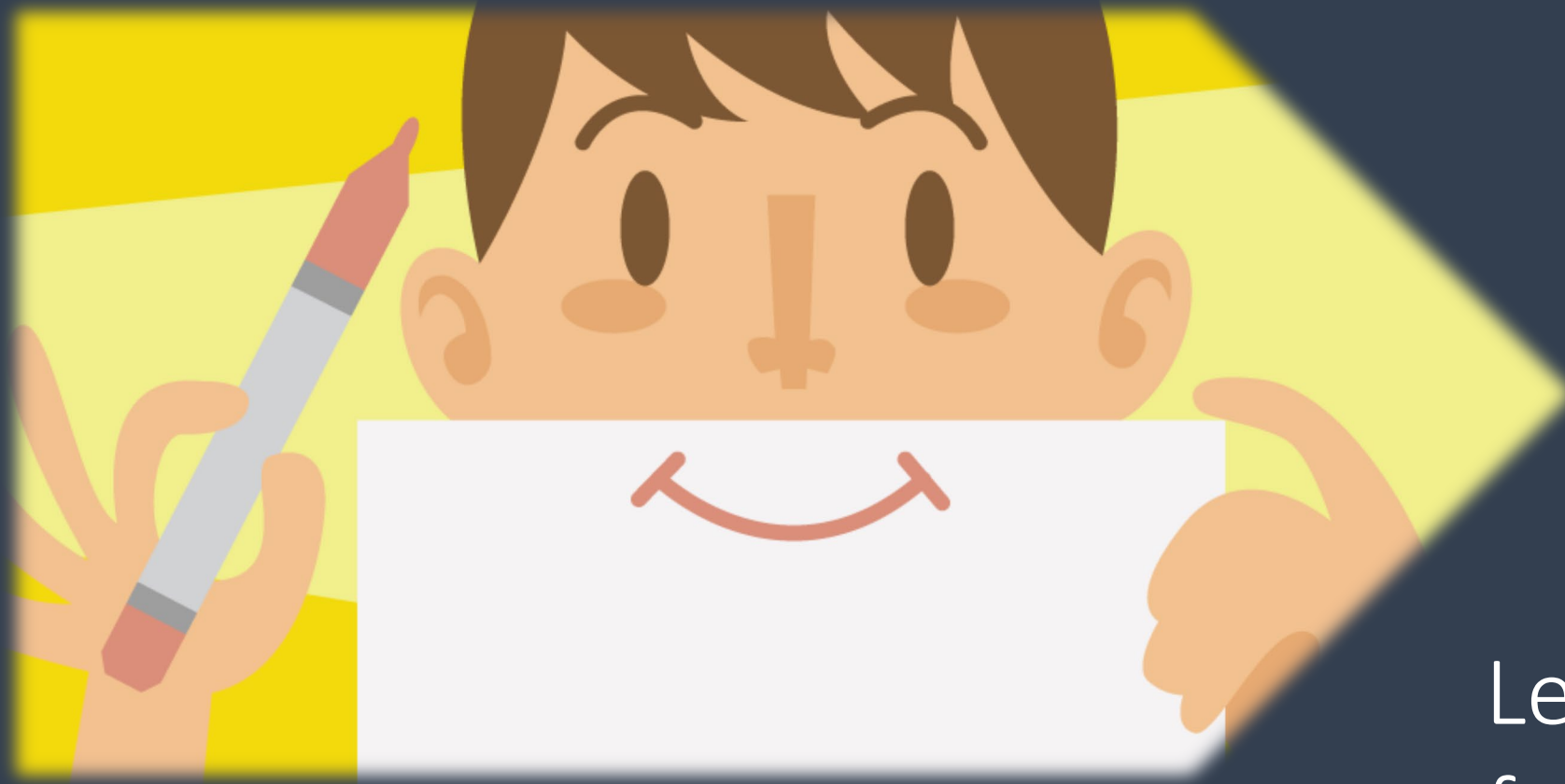


#2 Smile... Back to the Basics

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

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

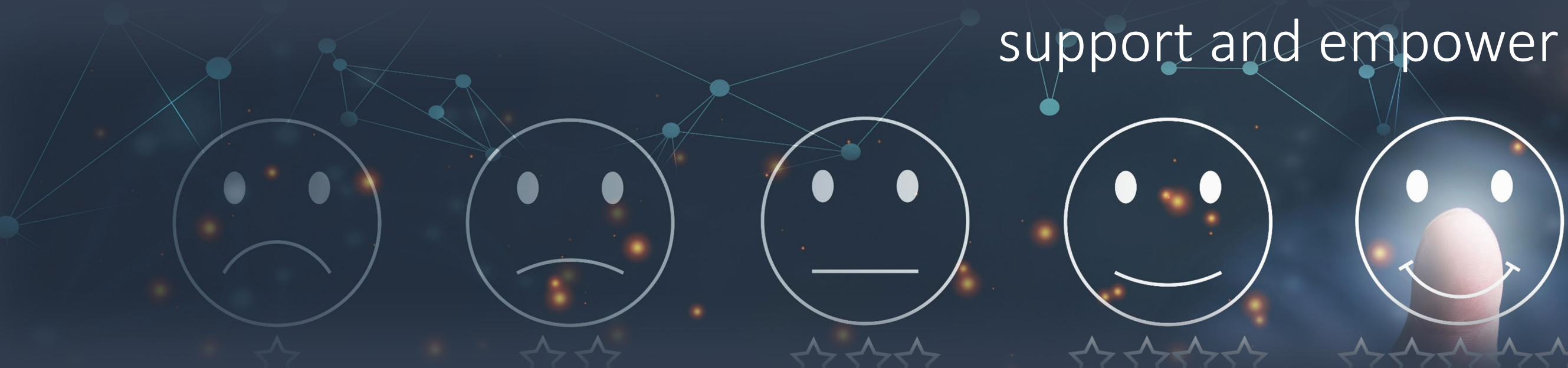




#2 Smile... Back to the Basics

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

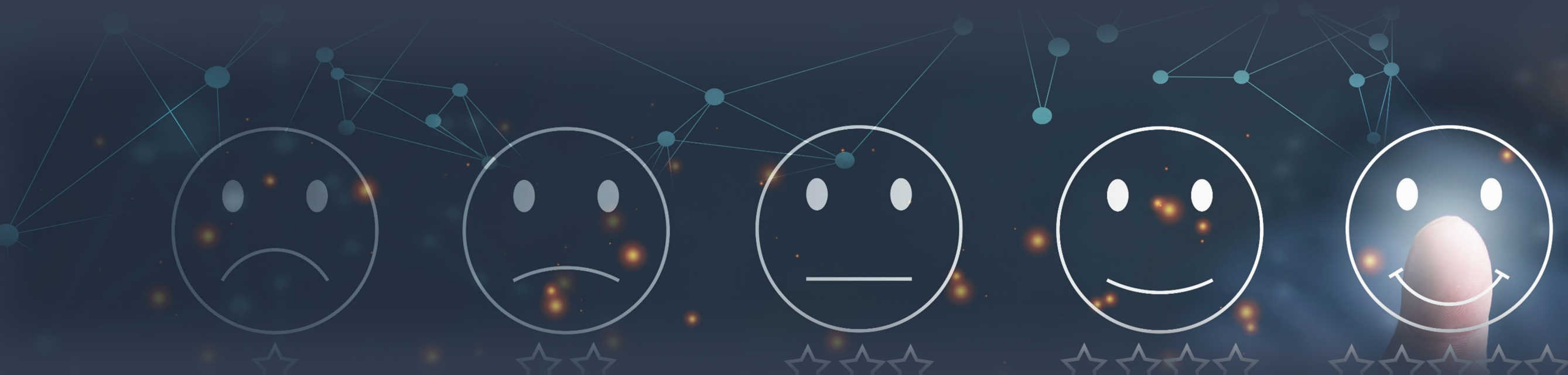
It should be a natural consequence of an organization that understands how to support and empower its employees.





**#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.

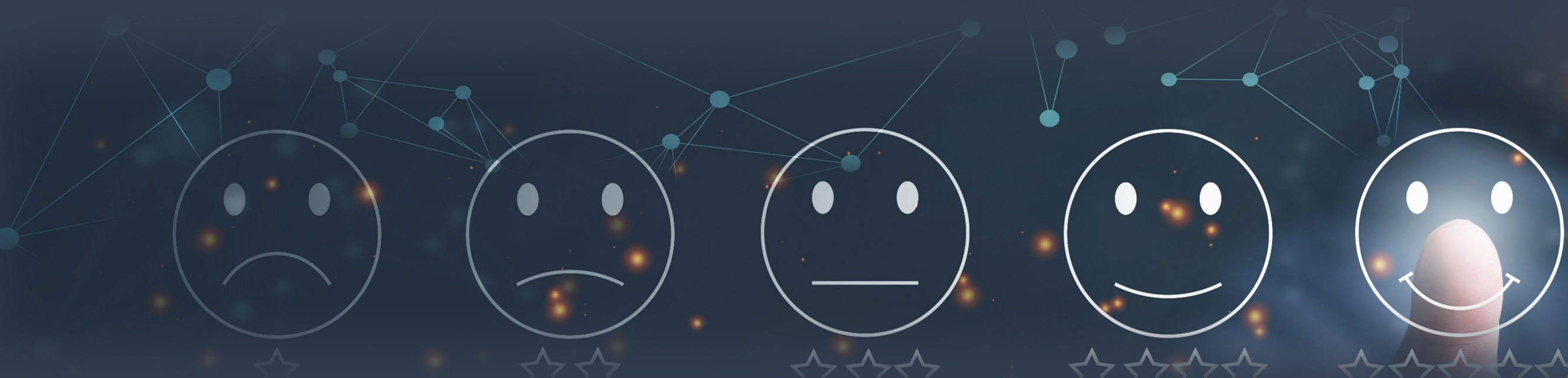




**#3 Happy
Employees = Happy
Customers**

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.

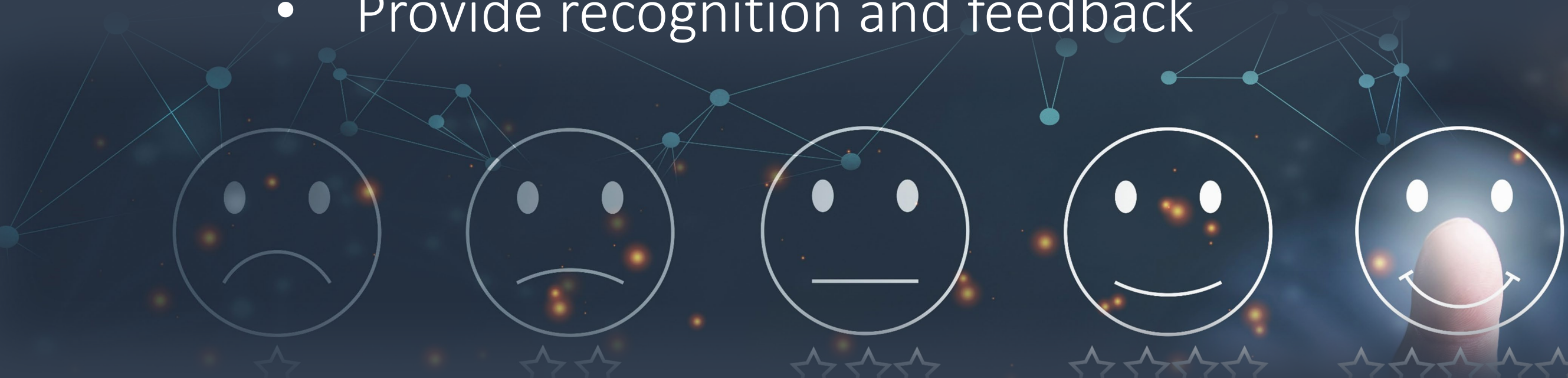




#3 Happy Employees = Happy Customers

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

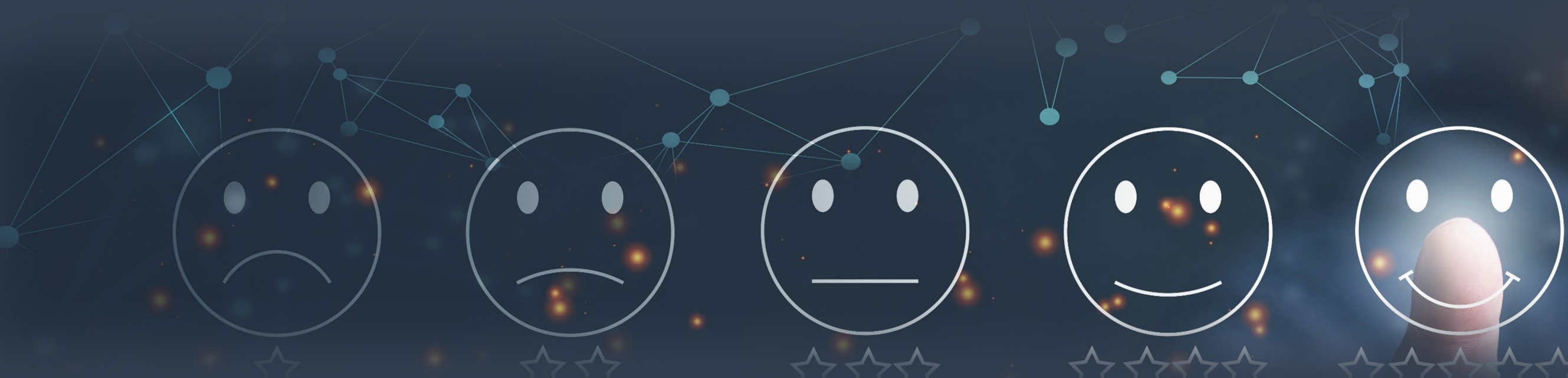




#4 10/5 Greeting Rule

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.

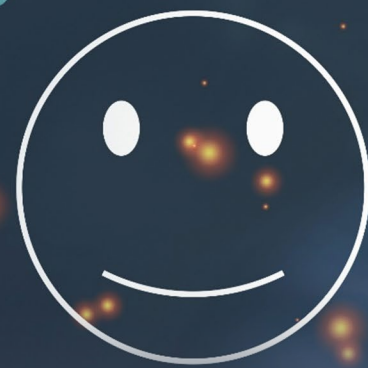
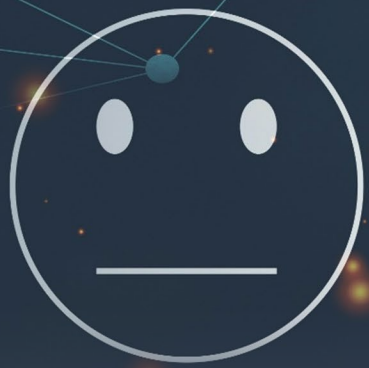
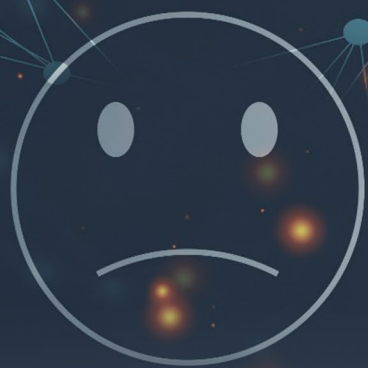


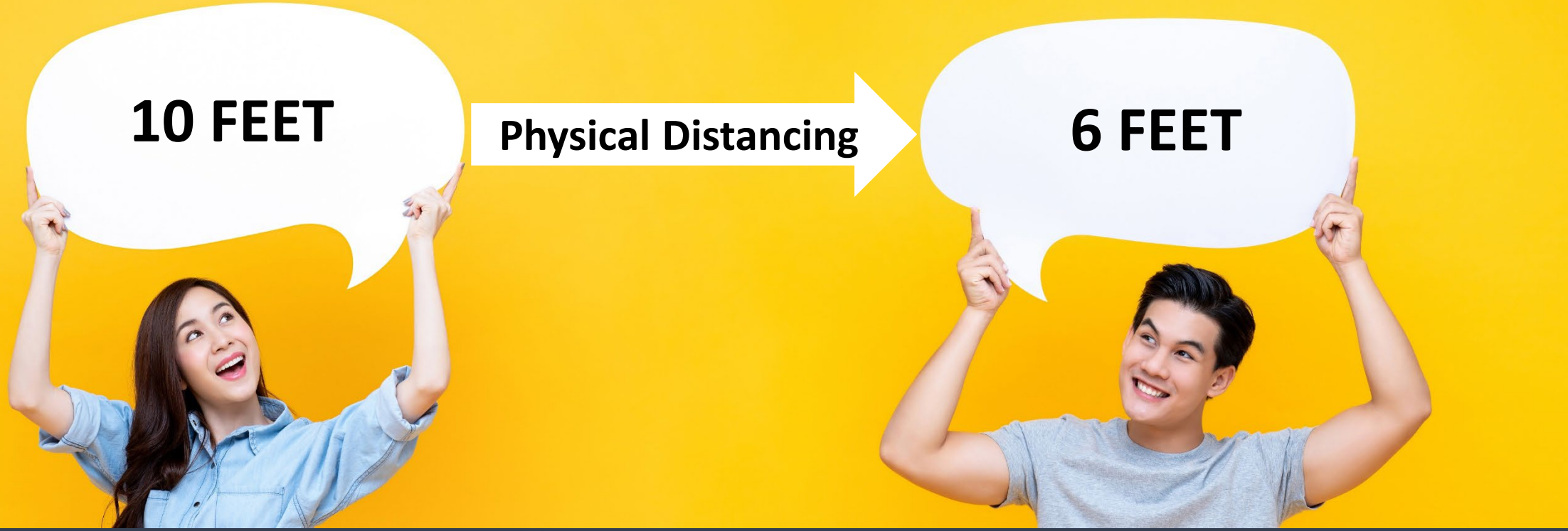


#4 10/5 Greeting Rule

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*

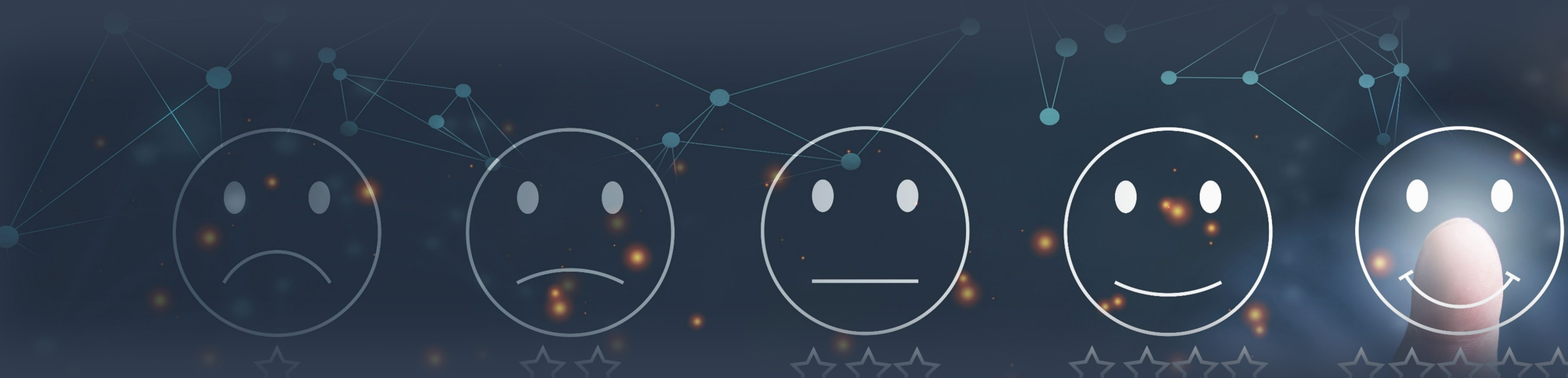




**THINK LIKE A
CUSTOMER**

#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.



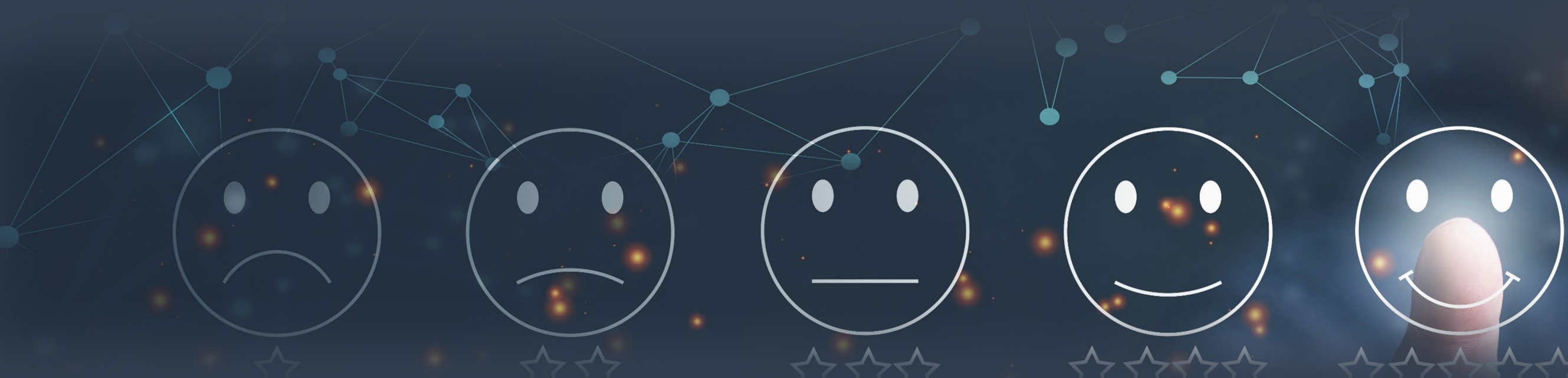


**THINK LIKE A
CUSTOMER**

#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.



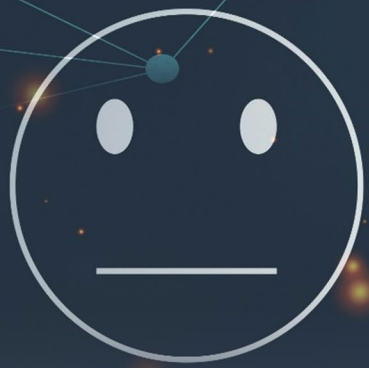
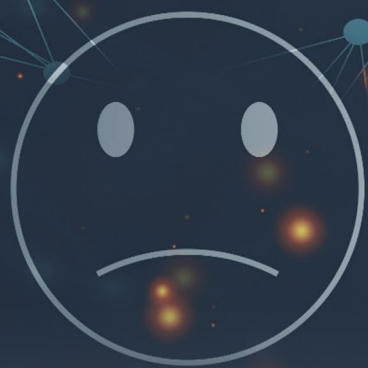


**THINK LIKE A
CUSTOMER**

#5 Identify Customer Needs

Top 6 Basic Customer Needs:

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



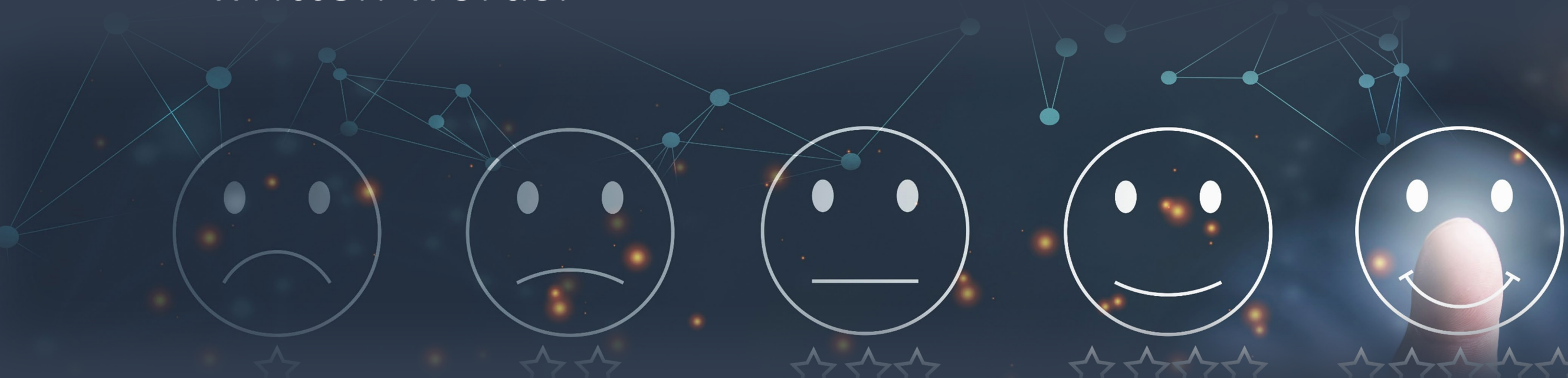
A man with a beard, wearing a light blue denim shirt, is shown in profile, shouting with his hand cupped around his mouth. A white speech bubble with a black outline is positioned to his right, containing the text "Verbal Communication". The background is a solid yellow color.

**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.



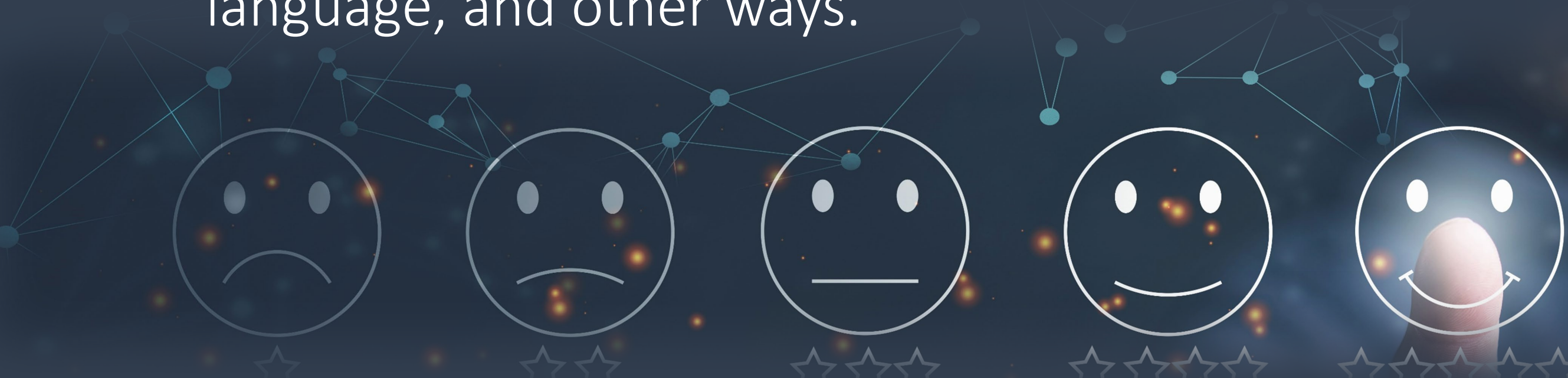
Nonverbal Communication



#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?

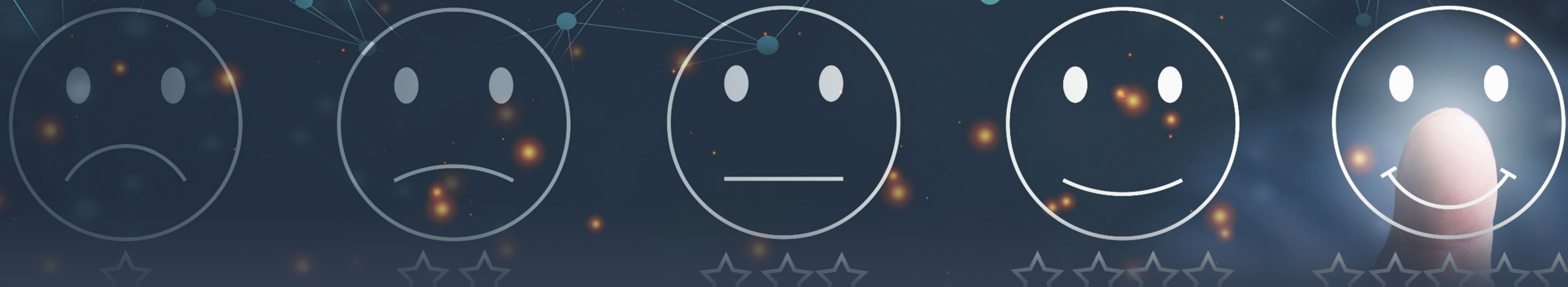
KNOW THE RULES

#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.

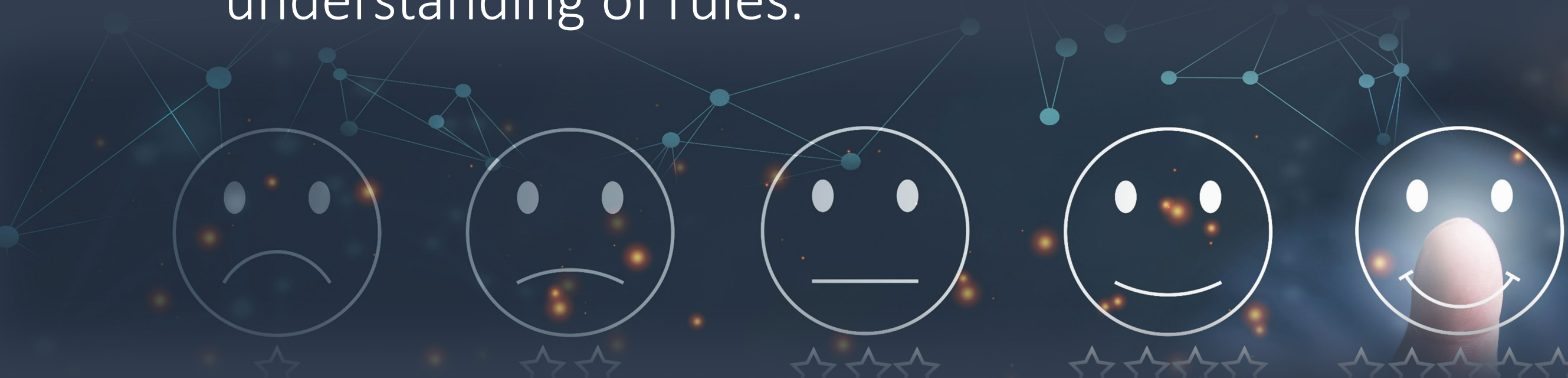




#7 Handling Enforcement

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.



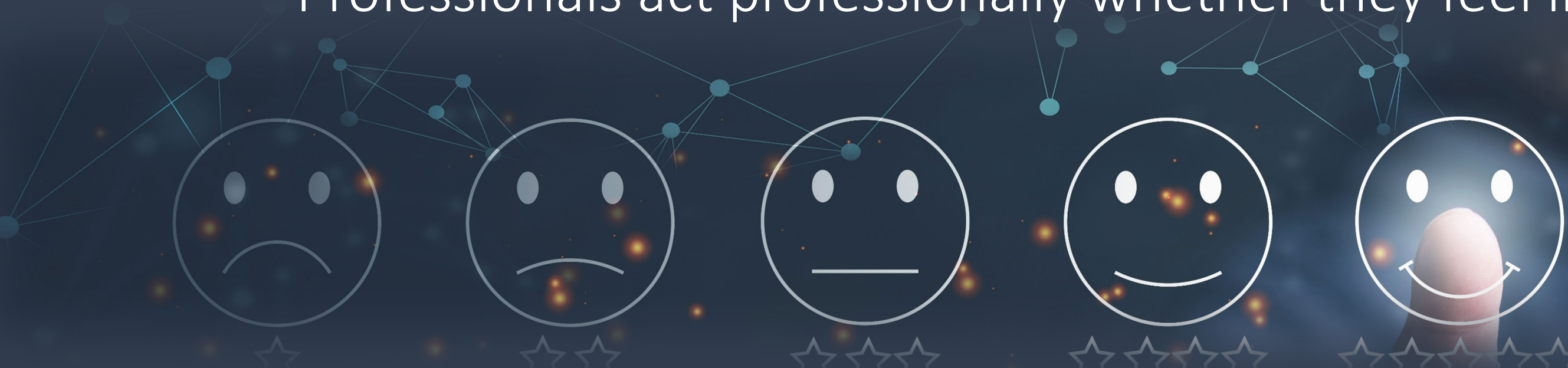


#8 Respond... Don't React

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



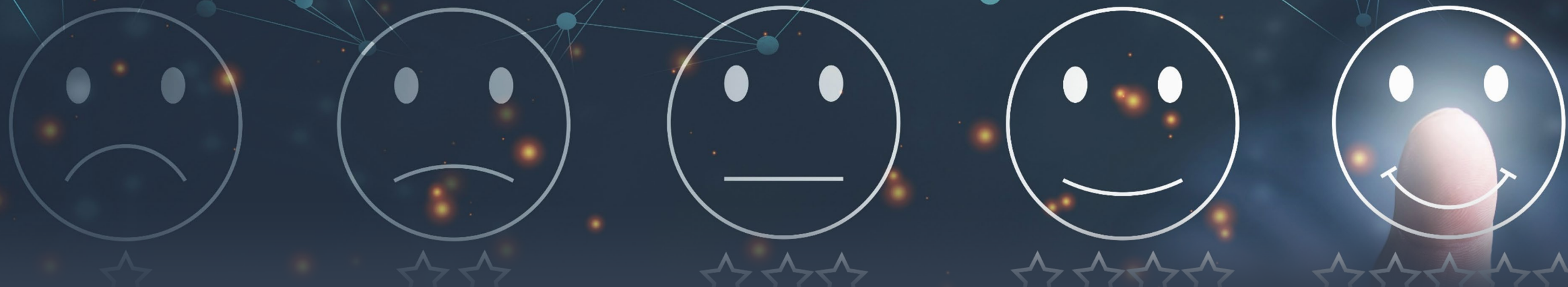
#8 Respond... Don't React

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

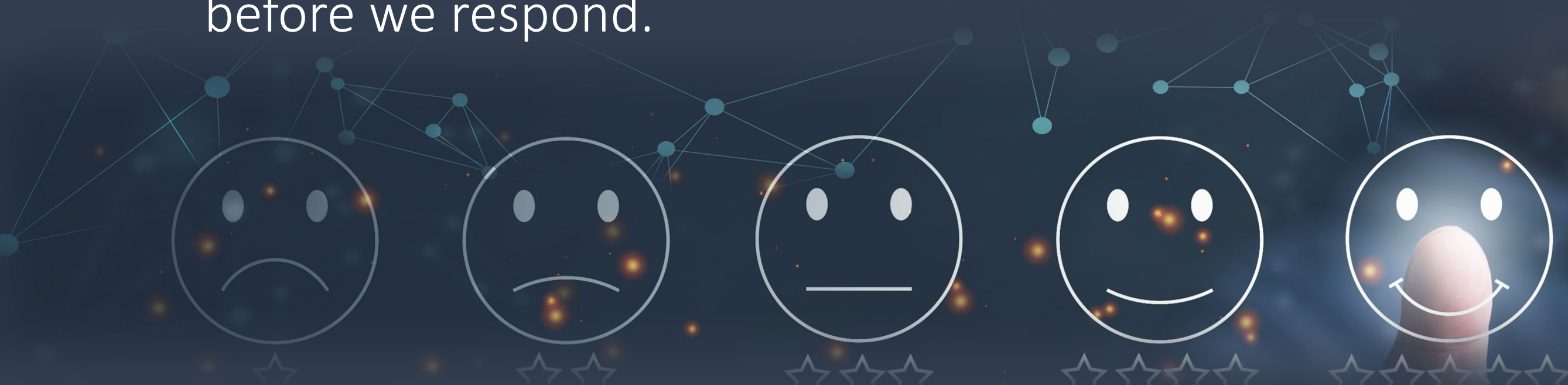


#8 Respond... Don't React

The Pause:

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

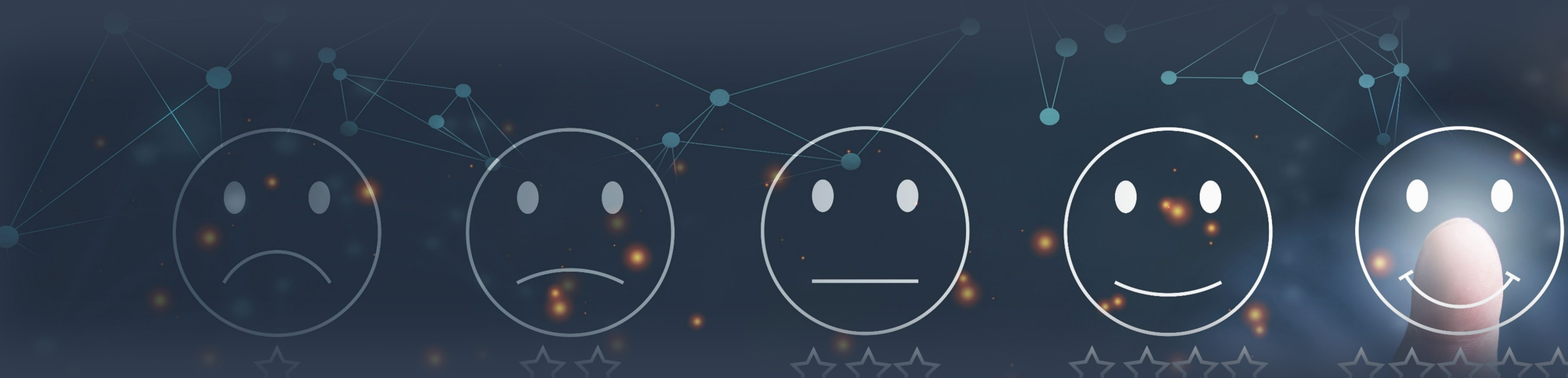
Sometimes that takes a few seconds, other times it means we should remove ourselves politely from the situation and let ourselves cool down before we respond.





#9 Take the LEAD

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





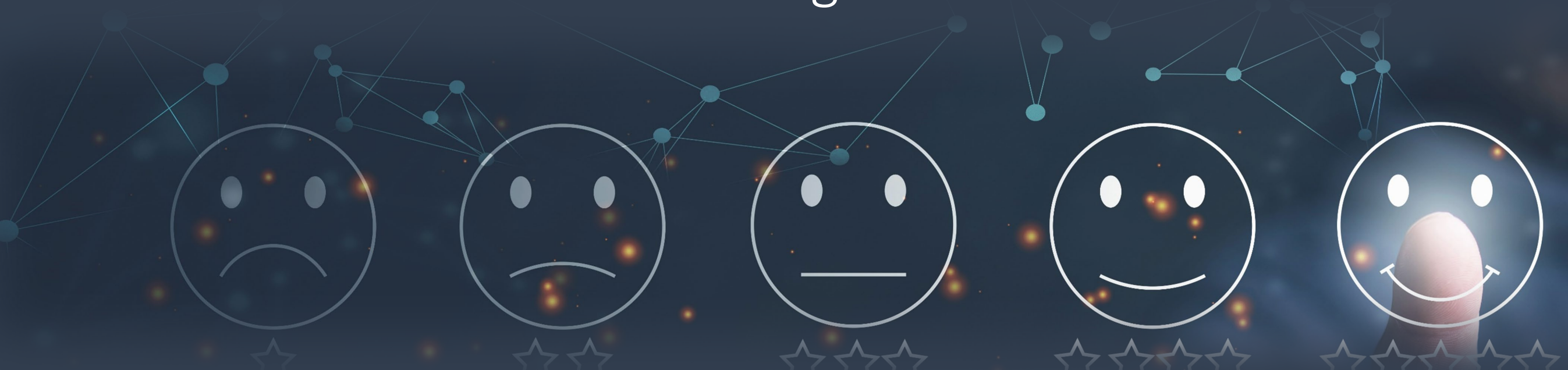
#9 Take the LEAD

Listen

Empathize

Apologize

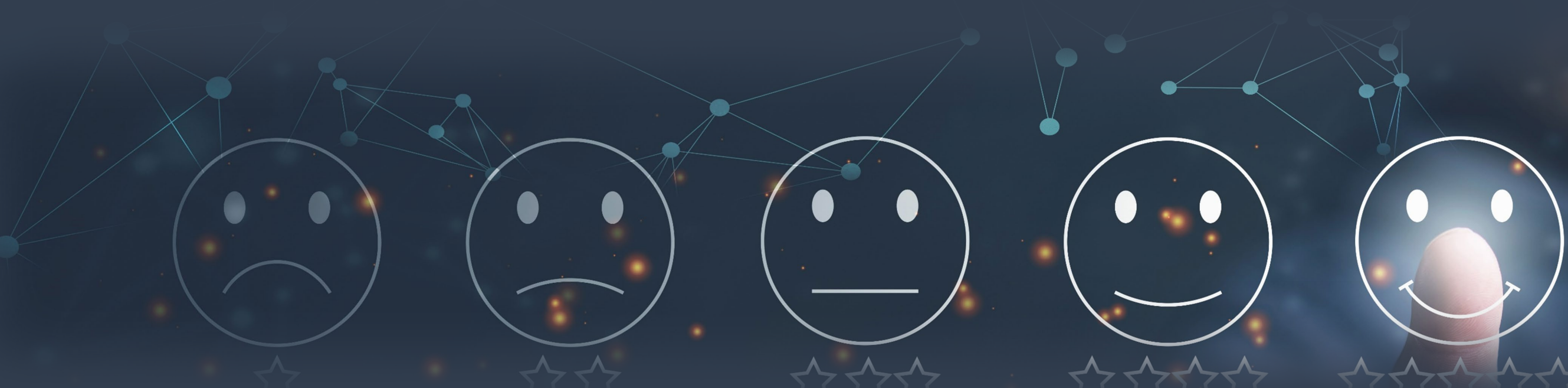
Do something or Direct to someone who can



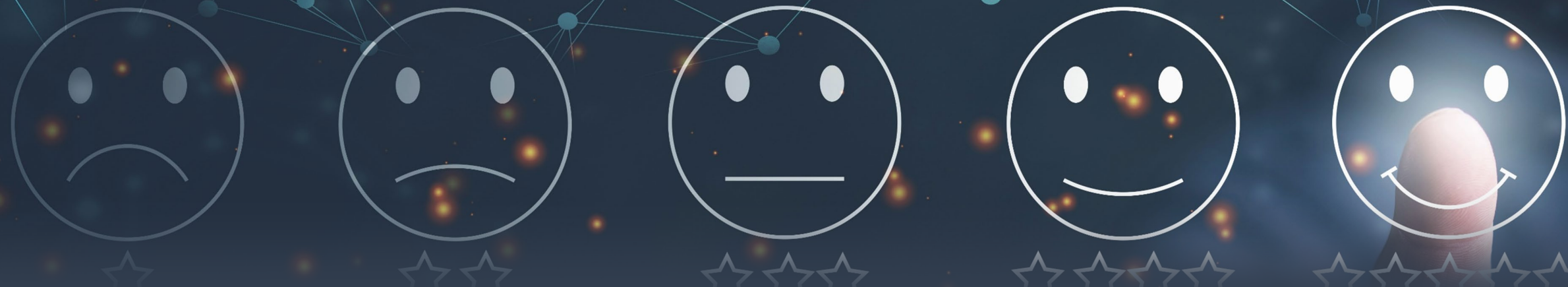


#9 Take the LEAD

Let's run through a customer scenario.



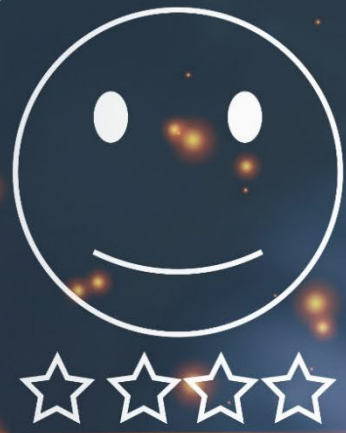
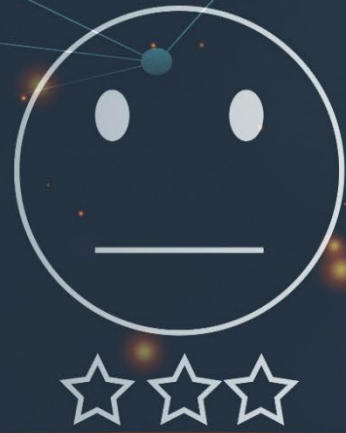
#10 The Exceptional Customer Service Model



#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?



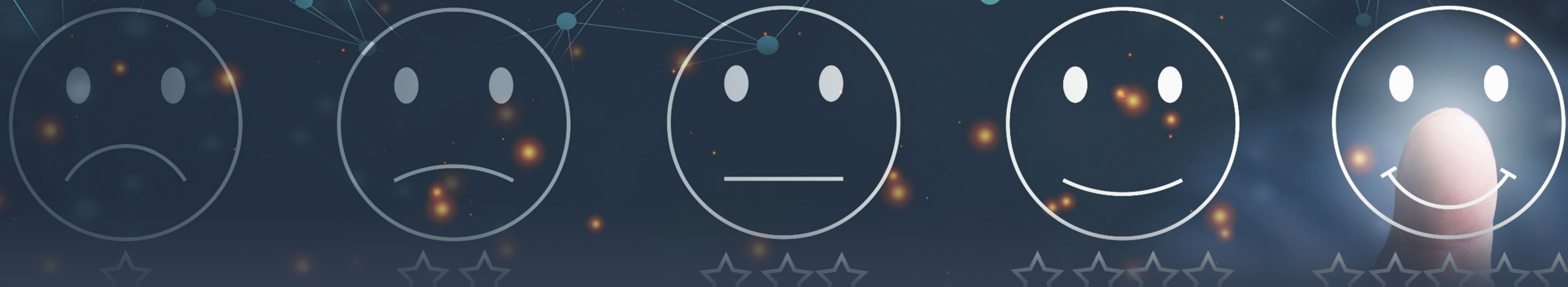
HELLO!

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.





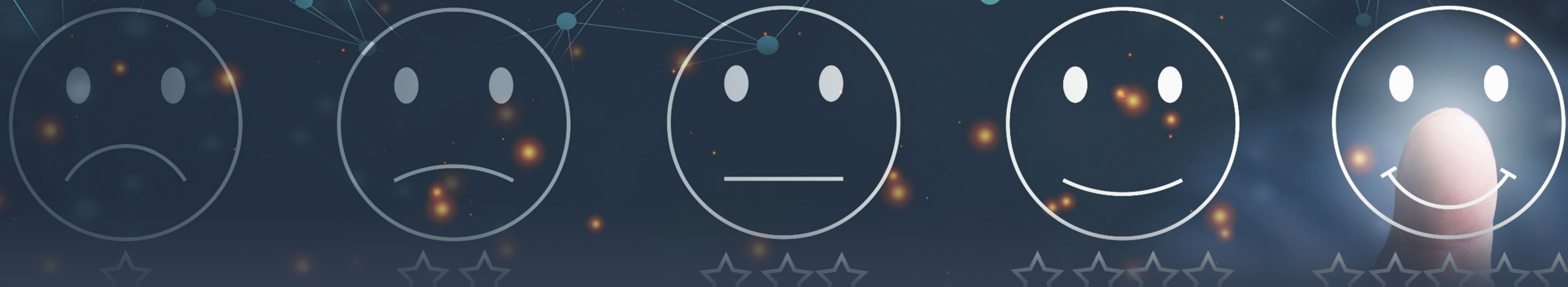
BYE!

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.

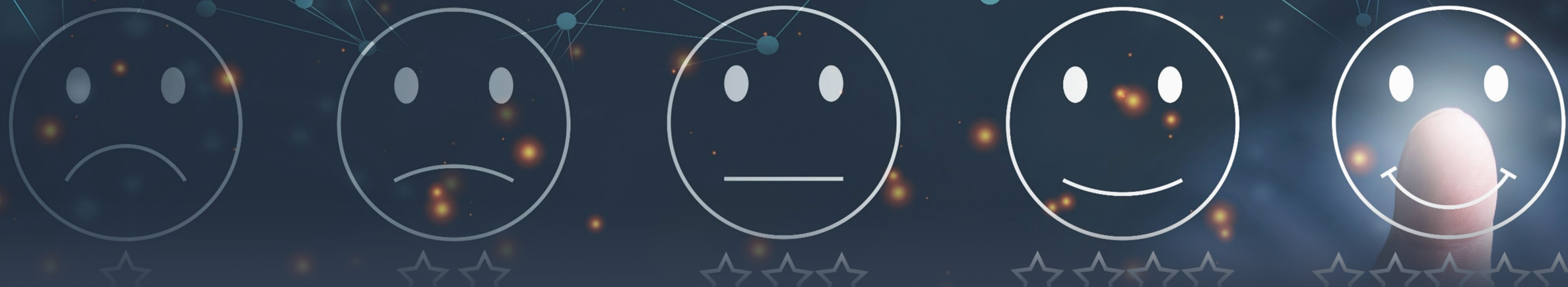
Avoid negative phrases:

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:

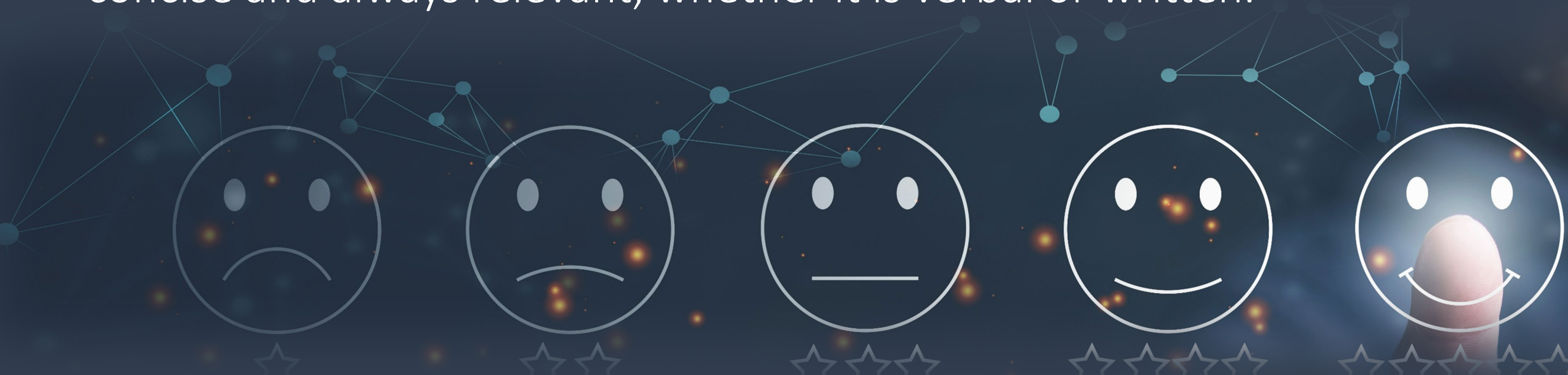
Listen closely and avoid interrupting the guest:

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

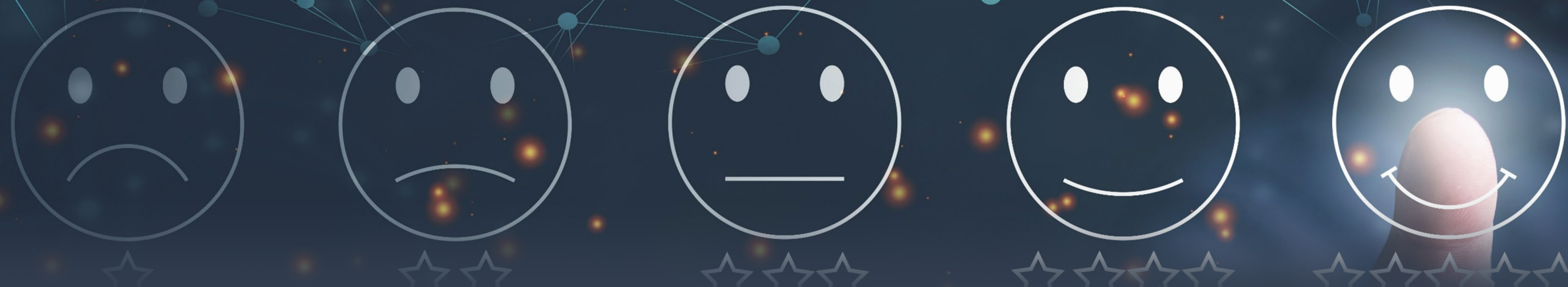


#10 The Exceptional Customer Service Model

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.

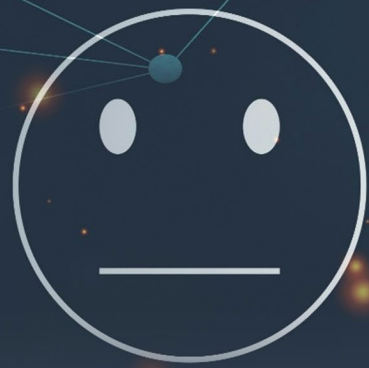
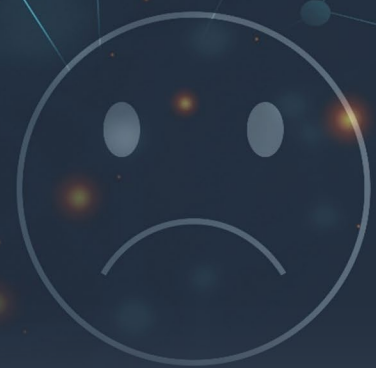
Delays explained before guest has to ask:

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.

I am available and strive to be helpful.

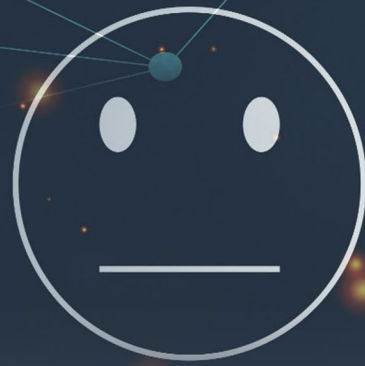
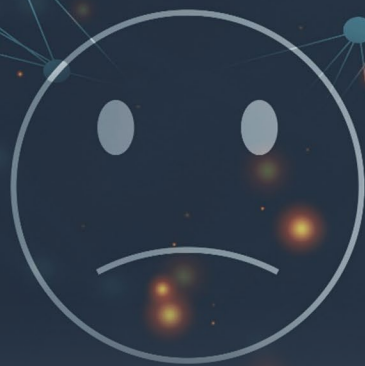
Be Accessible

Exceptional Service

Be Accountable

Be Respectful

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.

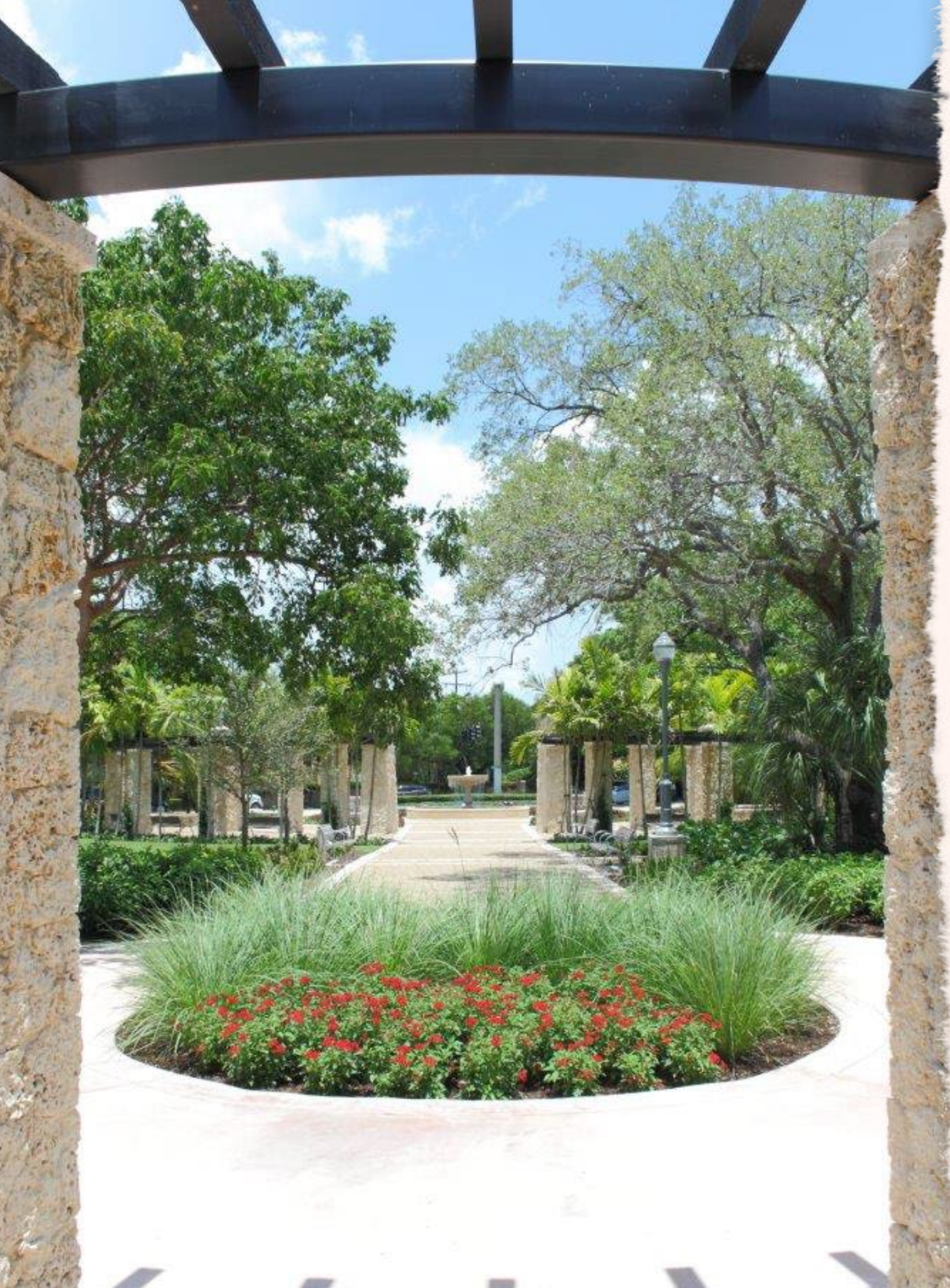
The City of Coral Gables always relies on its employees to do the right thing!

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

